



**Final Fiscal Plan FY 2017-2021**

## Cover Art

Rendering of Michigan State University Grand Rapids Research Center by Ellenzweig, laboratory planner and designer, from Cambridge, Massachusetts.

When open in late 2017, the research center will support 260 members of Michigan State University College of Human Medicine's scientific research teams, including 33 principal investigators and their labs.

In future years at full capacity, the economic impact will be \$28M per year supporting more than 400 jobs, including as many as 44 principal investigators and their research teams.

Some of areas of scientific study include Parkinson's disease, Alzheimer's disease, pediatric neurology, autism, inflammation, transplantation, genetics and women's health and reproductive medicine.

CITY OF GRAND RAPIDS  
FINAL FISCAL PLAN  
FISCAL YEARS 2017 - 2021

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ROSALYNN BLISS

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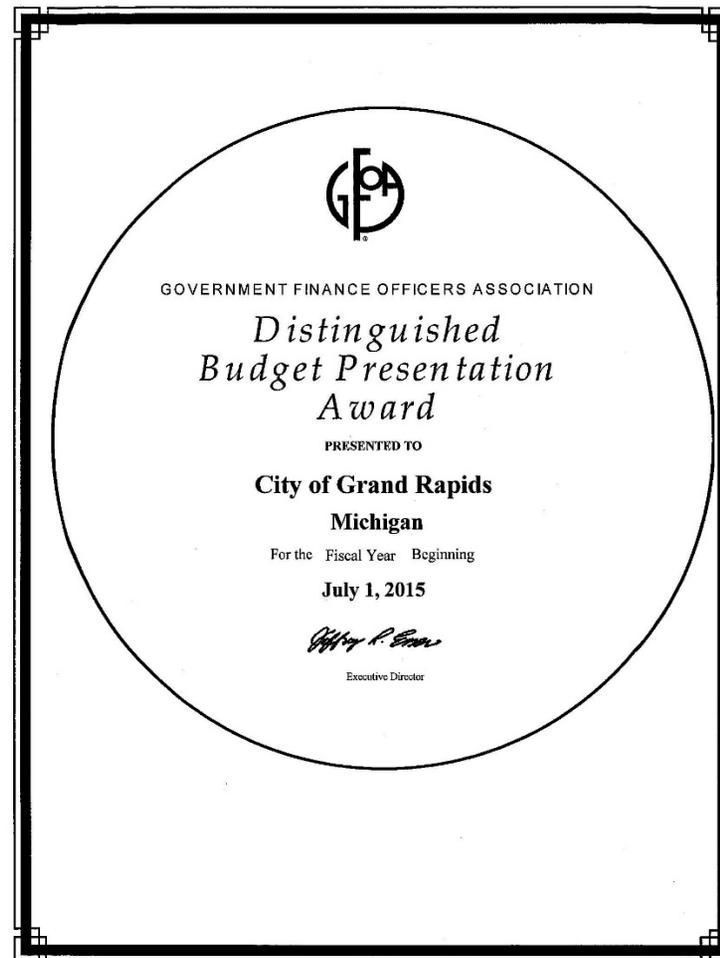
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DISTINGUISHED BUDGET PRESENTATION AWARD  
GOVERNMENT FINANCE OFFICERS ASSOCIATION

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, 2015. THIS MARKS THE TWENTY EIGHTH CONSECUTIVE YEAR THE CITY HAS BEEN HONORED BY THE GOVERNMENT FINANCE OFFICERS ASSOCIATION.



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# CITY OF GRAND RAPIDS, MICHIGAN

July 1, 2016

Mayor and City Commissioners:

We have been through a lot. Since the great recession of 2008, our goal has been to create a platform for our residents, non-profits and the private sector to flourish. While there will always be more to accomplish, we are a significantly improved corporation and we have helped create a significantly better place to live, work, and play.

The story of our transformation is simply amazing. We transformed from the bottom to the top. We used LEAN and required return on all of our investments. We created a culture of continuous improvement with employees throughout the organization teaming up to seek investments in their proposed service improvements. We created the Transformation Fund, assembled the Investment Managers, and trained employees to use LEAN to remodel their services and seek investments to radically change our service delivery. I am not aware of another government that has created and leveraged this tool with the same degree of success. This corporation has little resemblance to our organization of ten years ago.

As you know, I have recently been reminded of my mortality. Everyone should have the benefit of reflecting back; the following is an excerpt from my first speech as City Manager.

“We are passing through some of the darkest days in our City’s history. Everyone knows that the City is facing enormous deficits, rising expenditures, and shrinking revenues. The needs of our citizens may have never been greater. The unemployment rate in our City is very high and in our minority communities unemployment is at

unconscionable rates. Our youth are leaving our City for better opportunities. People are losing their homes. Our citizens need us; they need the helping hand of a caring City. Seventy-five years ago, our City's progressive leaders printed our own money and put people to work, preceding the Country's WPA program. We need that same innovative spirit. We need the leadership and support of every person in this room. We need to work together.

I know that this City is filled with caring people who come together to make this a community. It is the quality of life in this community that gives it vitality and appeal—to our businesses, citizens, and visitors, who drive this economy and support every aspect of our success. Please give this City your love and prayers. We are a great City and together we will become the envy of the world.”

This remains true today. We are a people who come together for the public good, to create a community that raises everyone's quality of life, and one that is becoming known around the world.

In 2009, at the beginning of our transformation, I reminded the organization of the City's five highest priorities.

Customer service—If the City only provides one service, we will do it well, with courtesy and respect of our customers.

Bust bureaucracy—We cannot afford the time to follow the rules at the expense of common sense. Although the end never justifies the means, we do not deliver process, we deliver outcomes.

Innovation—This means taking risks, working quickly, stretching, seeking new partners, forming new alliances, and trying new methods. We need to be “MacGyver”-like. We need to try, try again, and keep trying until we make a difference, and do this quickly with few resources.

Transparency and Accountability—We must be accountable to build trust with our citizens, to encourage them to critique our performance and engage them in our government.

Inclusiveness—There is room for everyone in our decision-making. If we think we know all of the answers, that we know the best way to accomplish an outcome, and that we know what our citizens really need, then we are

fooling ourselves. Our citizens have a right to be asked, to be involved, and to help make the decisions with which they must live.

These remain our highest priorities.

### **We have made good progress**

The City began with a strategy to lower employee total compensation by 10% and reduce service delivery costs by another 10%. Over three contracts, the City negotiated significant reductions in employee total compensation and legacy costs. Retiree health care costs were reduced by 40% with a mandatory conversion of non-vested employees to Retiree Health Savings Accounts. Employees began sharing in health care costs which included 20% employee premium sharing, 80%/20% coinsurance coverage, and increasing deductibles. General Retirement System pension costs were reduced by closing the system and offering a new defined contribution pension plan to new hires, lowering the multiplier by 33%, and increasing employee contributions. Police and Fire Retirement System pension costs were also reduced by lowering the benefit multiplier for new hires by 28% and increasing employee contributions. Departments were assigned and met expenditure targets resulting in the overall 10% reduction in operational expenses called for during the period of the temporary income tax, all while continuing to provide the services expected by the citizens of Grand Rapids.

One of the Transformation Funds primary focus was on public safety enhancements which included; support for 10 police officers and a rescue squad of 15 firefighters, independent studies of the Police and Fire Departments helped redesign the police and fire staffing deployment models, created floating authorized strength models, acquired Fire Squad vehicles (QRV's), modified fire apparatus to improve fuel efficiency, funded grant match for SAFER firefighters, and developed, implemented, and funded a \$4.4 million sinking fund to acquire fire apparatus. With a Transformation Fund investment, the City acquired an automated license plate recognition system. The Transformation Fund provided grant match for ten COPS police officers and was used to acquire the body cameras for police officers. It was also used to prepay \$1.75 million in pension obligations.

Investments from the Transformation Fund developed and implemented new programs. The curbside single stream recycling and refuse collection program was remodeled and launched, resulting in doubling our recycling customers, significantly increasing our recycling tonnage and decreasing our refuse tonnage. 3-1-1 Customer Service was developed and launched with a Transformation Fund investment. The City was able to fund the redesign of the Indian Trails Golf Course adding a driving range and short game practice area with a \$2.4 million investment.

The Transformation Fund stabilized us and has been used to help us prepare for the future. It funded the development and implementation of our stormwater asset management plan, conducting a street lighting audit, and conducting a wage and classification study. The City used this funding to help the Public Library and the Public Museum through difficult periods of transition as they both have been required to transform to address revenue shortfalls.

The City leveraged State grants with a \$4.575 million investment to develop a new financial management system. The City led this statewide initiative with our partners Kent and Genesee Counties through the Michigan Municipal Services Authority generating significant savings and paving the way for others to follow. The City recently received interim approvals from the State of Michigan required to acquire river property north of I-196 on Monroe Ave for a future park. Finally, the Transformation Fund has reserves for river park improvements and crime prevention strategies.

**We are ready...**

We have a good plan and a bright future. Our Transformation Plan is comprehensive, sound, and challenging. It has stretched goals to make us a great city. Revenue performance is strong, our partnerships are vital, and our transformation progress is solid. We have the highest level of reserves in our City's modern era history. We have dedicated elected leadership and skilled staff. We have the necessary ingredients to propel our City forward to compete with cities across the globe. We have never been in a better position to progress. We are committed to a sustainable and equitable future.

We are at work rebuilding a world-class parks system complete with a community swimming pool in each Ward operating the full summer. Over the next fifteen years, we will build vital streets for commerce and residents, complete with sidewalks, bicycle lanes, stormwater management, and trees. Over the next ten years, we will address each of the City's buildings to ensure their long-term maintenance. We have an accredited Fire Department rated in the top 1% in the world and a Police Department that is second to none. We will continue to invest in these critical services to ensure the very best for our citizens.

### **...but our world never stops changing**

Unfortunately, despite this progress, there is reason to be concerned with our financial future. There has been a significant shift in our economic standing from FY2016 to FY2017. Although we maintained strong fiscal control, in FY2017, expenditures will rise faster than revenues. Following the Pension Board's regular five-year demographic pension study, FY2017 General Operating Fund pension costs rose \$4.7 million, with \$3.3 million in the Police and Fire Departments alone. Citywide, FY2017 pension costs will be \$7.8 million greater than the actuaries projected a year ago. Additionally, new requirements in the Affordable Care Act have caused new expenditures for the City.

At the same time that we are forced to adjust to these changes in our cost structure, we are entering a period of significant transition with the projections that a significant portion of our workforce will likely retire from the City over the next five years.

Succession planning is a vital part of our transformation journey. The workforce in our organization is projected to experience tremendous changes over the next decade. Within the next five years, 447 employees or 34% of our workforce will be eligible to retire, and in the next ten years this number increases to a total of 715 employees or 54% of our workforce. Phase III of the Transformation Plan reflects several value streams (tasks) designed to help our organization be ready to support this transition. The Fiscal Plan includes an investment to hire outside expertise to assist the Human Resources Department enhance its recruiting and hiring processes to ensure we are able to meet the demands of the changes we will be experiencing in the near future.

We need to pay competitive wages, which may also highlight the need to adjust benefits as well because our financial projections demonstrate the need for strong fiscal control. Succession planning will require us to transform our processes to recruit, hire, train, and retain our employees to ensure the long-term sustainability of our organization.

As part of our commitment to continuous improvement, this Fiscal Plan also includes investments to review the City's procurement and code compliance processes. We will continue to monitor, evaluate, and report on the City's progress. We have learned that it is essential to measure and track progress on key metrics in real time and communicate that information in a transparent manner to Commissioners, citizens and staff.

We will also continue our focus on the behaviors, tools and actions that enabled us to achieve success in Phase I and II of our transformation. Each of these phases contain critical value streams designed to move us closer to a Sustainable City Platform for our community.

With changes in our cost structure and the pending reality of succession, the next five years may be tougher than 2010 to 2015.

### **FY2017 Focus**

The FY2017 Fiscal Plan attempts to maintain our focus on the triple bottom line of sustainability with the fiscal discipline that we have displayed over the past seven years. A more comprehensive overview of the FY2017 budget is included in the Budget Basics section of this Fiscal Plan.

While maintaining our outcomes, and in the midst of the stress on our expenses, the FY2017 Fiscal Plan focuses on affordable housing, neighborhoods, communications, customer service, community and police relations, elections, internal service remodeling, and recruiting and training.

The City will focus energy on affordable housing. The FY2017 Fiscal Plan proposes to create a new Housing Trust Fund with \$50,000 of seed funding. The intent is to seek additional philanthropic funding to build a corpus that will provide sustainable funding to incent affordable housing in our City. The Fiscal Plan also proposes to hire a Housing Coordinator, a new position focused on helping to build the Housing Trust Fund and creating opportunities and incentives for private sector development of affordable housing.

The FY2017 Fiscal Plan will expand our engagement with neighborhoods. Following the FY2016 hiring of a Neighborhood Coordinator, the FY2017 budget would create a Neighborhood Matching Fund with \$50,000 of seed funding. The purpose of this fund would be to create very small grants of up to \$500 to support neighborhood community building. This fund would be managed by the Neighborhood Coordinator. The rules for its use are currently being developed for consideration by the City Commission. The FY2017 Fiscal Plan will also support implementation of the Safe Alliances for Everyone (SAFE)<sup>[DJ1]</sup> recommendations and improving communications with neighborhoods. Also to support neighborhood businesses, the FY2017 Fiscal Plan would hire a person to support corridor improvement districts (CIDs) and business improvement districts (BIDs). This person would provide accounting and administrative support to the City's current three CIDs and one BID and the proposed three additional CIDs and eventual five additional BIDs.

Listening to our customers, the City will focus on customer service in our redesign of our website and digital presence. The enabling of customer self-service has been a centerpiece of our transformation and our website redesign should significantly increase our online customer services and consequently lower the City's transaction costs. The website will become the

digital front door to City Hall, a place to do business with the City. This will be an evolution from our current web presence. In the 21<sup>st</sup> Century, City websites should *be* the government, not just provide information *about* the government. We believe that citizens and residents should be able to do anything they can do at City Hall on our City's website at any time, from any place on any device. We have begun working toward that goal. As part of a reorganization, 3-1-1 Customer Service will move to the Executive Office to ensure that customer service remains as the City's highest priority.

Over the last year, the City has increased its focus on police and community relations. In FY2017, we will continue with investments in police officer implicit bias training, an updated traffic stop study, and a new arrest rate disparity study.

The community has identified several initiatives to enhance police and community relations. Under the leadership of Chief David Rahinsky, the Police Department continues to work diligently to increase its footprint in community policing and diversity within their ranks. The expansion of the Youth Police Academy, Explorer's Program, bodycams, implicit bias training, traffic stop study and arrest rate study are just a few of the steps designed to promote transparency and better interaction with the community. We are proud to have a Police Department committed to our community.

With a recent change in State law to prohibit straight-party voting, elections have become more difficult for some voters. The FY2017 Fiscal Plan would undergird the City's election efforts by adding an Elections Assistant.

The City developed six more park improvement projects to Dickinson Buffer, Douglas, Mary Waters, Camelot, Campau, and Mulick parks. These improvements were discerned from community engagement and the building blocks of asset management that began in 2014. Investments in streets and sidewalks are also being made to support the 15-year plan of returning the street system to 70% good and fair. Please visit the City's site at [www.grcity.us](http://www.grcity.us) and go to the Engineering Department for a construction update.

FY2017 will provide an opportunity to reflect on our internal services. While most citizens are not aware of the internal workings of City departments, without these foundational operations, our services would collapse. The FY2017 Fiscal Plan provides funding to closely examine our purchasing, hiring, and code compliance services. We will take the time and energy to use LEAN, outside expertise, and our customers to understand what works and what we can improve to achieve the desired outcome.

Following the hiring of a Training Human Resources Analyst this year and the Community and Police Relations report recommendations for growing our own talent, FY2017 will afford us the opportunity to present new recruiting, training, and mentoring programs to ensure that the City can continue to hire and train talented employees.

To improve communications with our customers, the FY2017 Fiscal Plan reflects investments to support the Communication Manager's work with a public relations firm.

Although we are conducting the wage and classification study in the current year, implementation will begin in FY2017. As the impact of the study is not yet known, additional resources are not provided in the fiscal plan. When the need becomes known, we can consider changes using the Contingent Account.

The FY2017 Fiscal Plan provides additional support for the City Assessor's Office to address the workload associated with the ever increasing number of Brownfields, special assessment districts, corridor improvement districts (CIDs), and business improvement districts (BIDs), and use of other economic development tools. The Fiscal Plan also provides additional support for a person in the Police Department to respond to (Freedom of Information Act) FOIA requests. Currently, fulfilling Freedom of Information Act (FOIA) requests is nearly a full-time job and with the deployment of the new body cameras, we project that the need for increased FOIA staffing will be necessary. This position will not be filled unless and until the need becomes fully apparent.

The Water and Sewer 2015 Comprehensive Master Plan Update contained a scope of work dedicated to asset management planning for the water distribution piping system. Strategies, mission statement, and maturity indices were developed for both water and sewer assets. Together, when coupled with Vital Streets on the City's (Geographic Information System) GIS, these assets will have tremendous predictive impact based on priority and level of service in future capital improvement planning.

Finally, in FY2017 we will begin to close the Transformation Fund. It was designed with a five-year life to coincide with the temporary income tax increase in 2010. It has served us very well; it enabled the organization to focus on services and know that the City was willing and able to fund improvements. Over the next two years, the Transformation Fund will spend down its final assets. In FY2016, we will transfer funding to fully fund City Commission policy level reserves in the General Operating Fund fund balance and in the Budget Stabilization Fund. All this is being done to prepare us for the next five years and to focus on reducing future expenses to ensure our long-term sustainability.

## **Moving forward**

Transformation is ongoing, never ending and our commitment to it must be relentless. Daily improvements build to monthly improvement which builds to improved annual outcomes. That pattern is how we achieved our Phase I Transformation and how we are making solid progress in Phase II and why Phase III is so important.

The need for continuous improvement has been reinforced in preparation of the FY2017 Fiscal Plan. We have built solid reserves as we have transformed. These essential reserves provide crucial financial resiliency as a foundation of our Sustainable City Platform. The need for those reserves emerged late in FY2016 (sooner than anticipated) and has been the driving force that shaped the FY2017 Fiscal Plan recommendations.

Our transformation has been based in large part on changing those internal factors under our control to create a sustainable model. Our operational model is now much improved. Another key part of our model was working to affect those external factors under our control, and the successes we have had in this arena have contributed to our transformation. Building on success addressing internal and external factors, we have been able to begin investing in sustainable asset management. Each of those three factors are elements we can influence.

The foundation of this approach is this: if we do the best we can on those factors we can affect, we can weather the random influence of external factors beyond our control.

External factors can have extraordinary influence on our community's success. Think back to Michigan's single state recession in the early 2000's or the housing bubble recession in 2008-2011. Both events had profound influence on our well-being.

Looking forward, external influences could be international or much closer to home.

Regardless of the source, it is our role to be prepared and to preserve the Sustainable City outcomes. The City Commission, staff and our community have fought hard and sacrificed much to achieve a Sustainable City platform. That is the story of the FY2017 Fiscal Plan.

### **The Dominant Influence of FY2017**

In the case of the FY2017 Fiscal Plan, the dominant external influence is hyper-local. Our Pension Boards have a fiduciary duty to ensure that our General Pension (now closed to new entrants) and our Police and Fire Pension Systems are financially sound. To accomplish this, the Pension Boards critically review financial performance at frequent intervals and every five years they review the base actuarial assumptions, comparing the assumption with actual and projected future experience of each pension fund. 2016 was the year for review of basic assumptions like rate of return (earnings) expectations and mortality (expected life of a pensioner). Based on earnings results and forecasts of anticipated earnings, the Pension Boards reduced the earnings assumption by 0.25%. Based on updated mortality data, the Pension Boards increased the life expectancy of pensions, and how long benefits could be expected to be paid, by one year.

These two changes, combined with investment performance in 2015 that was below assumed rates of return, will require increased Annual Required Contributions in both pension funds in FY2017 and every fiscal year thereafter beginning at \$4.7 million in the General Operating Fund and a total of \$7.8 million city-wide this fiscal year.

This one external factor dramatically changed our fiscal outlook from one of maintaining the course of our successful transformation as foreshadowed in the FY2016 Fiscal Plan to one of aggressively addressing this challenge to our long-term sustainability in the FY2017 Fiscal Plan.

### **Our Resilient Response**

Our community's commitment to the principles of the Transformation Plan created financial resiliency. The discipline it took to accumulate reserves rather than spend those dollars is commendable and will prove its value in FY2017.

Chief Financial Officer Scott Buhner concluded his January, 2015 Economic Outlook by writing that, "With so many contradicting signals in the economic recovery, the City must remain cautious and continue to focus on fully funding the GOF reserves outlined in City Policy because strong reserves are the foundation of the City's (financial) resiliency. City Commission policy states that unassigned General Operating Fund fund balance should be 15% (consistent with the Government Finance Officers Association recommendation that reserves should be two months or 16.7%) of current spending, and 10% of current spending in the Budget Stabilization Fund. The Budget Stabilization Fund increment is due to the volatility of income tax results and the fact that several funds have historically been reliant on the GOF for support."

Without reserves in our General Operating Fund, Budget Stabilization Fund and Transformation Fund, we would have no recourse but to resort to significant reductions in investment in critical public safety and community outcomes and sustainable asset management – the very investments that have been fundamental to our transformation.

Instead, because we followed the prudent advice of our Chief Financial Officer and have been so disciplined, we are able to move forward while preserving those critical outcomes as we continue to transform through the work of our Phase III Transformation Plan.

By the close of FY2016, we will achieve the 15% Fund Balance goal in the General Operating Fund and the 10% fund balance goal in the Budget Stabilization Fund. We will accomplish this through strategic transfers of Transformation Fund monies to those two funds before the end of the fiscal year and through positive operational performance in the General Operating Fund generated by solid expenditure control and strong income tax growth.

**This action will push us to the highest level of financial reserves achieved in the modern history of the City of Grand Rapids at nearly \$30 million and stands in stark contrast to our financial position in FY2010 when we faced a \$33 million operating deficit and total reserves of 4%.**

In FY2017 and FY2018 we will complete the transfer of the balance of the unassigned funds in the Transformation Fund to the General Operating Fund. These reserves will be invested to preserve our critical public safety and community outcomes while we continue generating internal and external operational savings through Phase III of the Transformation Plan and hopefully, coupled with continued strength in income tax performance, will once again achieve the required narrow band of revenues over expenditures necessary to replenish the financial reserves essential to continuing our transformation success.

### **Continued Transformation is Essential**

Phase III of our transformation has never been more important.

In the FY2016 Fiscal Plan we wrote that “Phase III is about continuing to build the Sustainable City Platform. It is about ensuring that General Operating Fund revenues continue to meet or exceed expenditures over the next five-year budget planning period. It is about keeping commitments made during Phase I and II of our operational transformation and it is about maintaining a fiscally responsible operating budget while investing in sustainable asset management for parks, vital streets,

and public assets. It is about continuing to find the edge of innovation, and improving customer service". We talked of stepping carefully into the post-Phase II world.

As initially conceived, Phase III was primarily focused on external outcomes. We had completed a successful operational transformation in Phase I where, together, we had reduced our total cost of compensation by 12.5% and had achieved operational savings of 10%. Also, the community had supported key electoral measures that jump-started Sustainable Asset Management. Our community had earned the opportunity to prudently invest in external outcomes. We envisioned a large body of work, including 155 value streams to move our community forward. During the course of FY2016, additional value streams were added to Phase III as the result of community based task forces on neighborhoods, safety and housing.

Even with this ambitious and timely focus, we cautioned that we expected to need to continue managing through threats as they are identified and defined.

In FY2017, the Phase III Transformation Plan will be reshaped to actively address the impact of increased pension costs and to address other remaining significant internal and external cost factors. The FY2017 Fiscal Plan will drive a new urgency and renewed focus on those factors that drive operational costs or impact revenues.

### **Continued Emphasis on Keeping Commitments**

When citizens approved the temporary five-year City Income Tax increase in 2010, we pledged to restore Community Police Officers, deploy an additional Fire squad, and to use the balance of funds for operational transformation. We focused on improving our services, cost structures, access and customer service, and reporting on our progress. The collective impact of the Phase I Transformation Plan restored our fiscal health and kept each of those promises to our voters.

We established the fiscal resiliency necessary to help manage through the inevitable future economic turbulence and downturns. Today, changes in technology, fluctuations in the economy, and unforeseen events are constants. We must remain resilient so we can withstand these challenges, counteracting any negative impacts, and be positioned to take advantage of opportunities. Sustainable Asset Management is built on similar commitments. Both the Parks Millage and the Vital Streets and Sidewalk questions were accompanied by Investment Guidelines that were adopted by the City Commission. These guidelines are City commitments about how voter-approved investments will be made. Those commitments are being kept:

- The Parks and Recreation Advisory Board (PARB) has been engaged in the oversight of the Parks, Pools and Playgrounds initiative. The PARB has reviewed the recommendations of staff, helped guide implementation of capital projects and planning for improvements at over 34 parks, and is guiding development of a community-based update of the Parks and Recreation Master Plan. A report on their activities was presented to the City Commission in the fall of 2015.
- The FY2015 budget established and published the detailed method for determining and delivering the General Operating Fund promise of maintenance of effort support for Parks, Pools and Playgrounds which will be followed for each year during the life of the Parks Millage.
- The City Commission appointed the Vital Streets Oversight Commission (VSOC) in 2014. The VSOC began meeting during the fall of 2014 and since that time has reviewed and approved the Streets Capital Plans, reviewed the implementation plan for the systematic sidewalk inspection plan and is actively completing the Vital Streets Plan that will guide the investment policy for years to come. The VSOC reported on their oversight work in a presentation to the City Commission in February of 2015 and will report again during budget review in May of 2016.
- The City Commission appointed the Stormwater Oversight Commission (SOC) in 2014. The SOC has reviewed and approved the capital investment plan and Stormwater-related operating budgets for FY2016 and has made significant progress on development of a Green Infrastructure Plan that will guide low-impact-design implementation for years to come. The SOC reported to City Commission on their progress in March of 2015 and again on April 12, 2016.

**Phase II**  
**Sustainable Asset Management**  
2014-2030

**GREEN**

- Parks and Recreation
- Pools and Water Playgrounds
- Urban Forestry

**MOBILITY**

- Vital Streets
- Sidewalks
- Bike Lanes

**PUBLIC**

- Street Lighting
- Stormwater Management
- Public Facilities

**Green:** Focuses on making parks, recreation, pools, water playgrounds, and forestry sustainable.  
**Goal:** Build a sustainable parks system by using the dedicated city property tax increase to repair current park equipment and buildings, invest in new park improvements and operate the swimming pools.

**Mobility:** Addresses the unfunded model for streets, sidewalks, and bicycle lanes.  
**Goal:** Return our streets to 70 percent good and fair condition over the next 15 years.

**Public:** Designed to help the City begin making sustainable investments in important capital maintenance.  
**Goal:** Reinvest transformation savings to address street lighting, stormwater system, public buildings, and fire apparatus.

## **OUR FOCUS ON SUSTAINABLE ASSET MANAGEMENT**

Sustainable Asset Management is divided into three main themes:

### **Mobility**

The City Commission approved innovative advance investment in streets and sidewalks that accelerated preventative maintenance and rehabilitation of our streets. Over 50 miles of streets received preventative maintenance during the 2014 construction season and another 53 miles were addressed in 2015. Another 77 miles of streets are planned for preventative maintenance and rehabilitation during the 2016 construction season. This aggressive approach, coupled with other asset management treatments, has made a noticeable difference in the condition of our streets.

Advance investment also resulted in the City obtaining competitive construction unit prices because we were able to contract earlier in the economic recovery. In 2015, the State approved additional investment in streets by increasing fuel taxes and future State General Operating Fund contributions. Eventually, if fully funded, this will meet the investment requirements of our Vital Streets plan.

### **Green**

Planned park investment totals \$3.8 million in FY2016 and \$3.9 million in FY2017 and includes rehabilitation of park shelters, equipment and facilities. Children and families now enjoy a longer open swim season at three pools at lower cost. A new exciting Parks Master Plan is currently underway with substantial public input into what the community envisions for their City Parks.

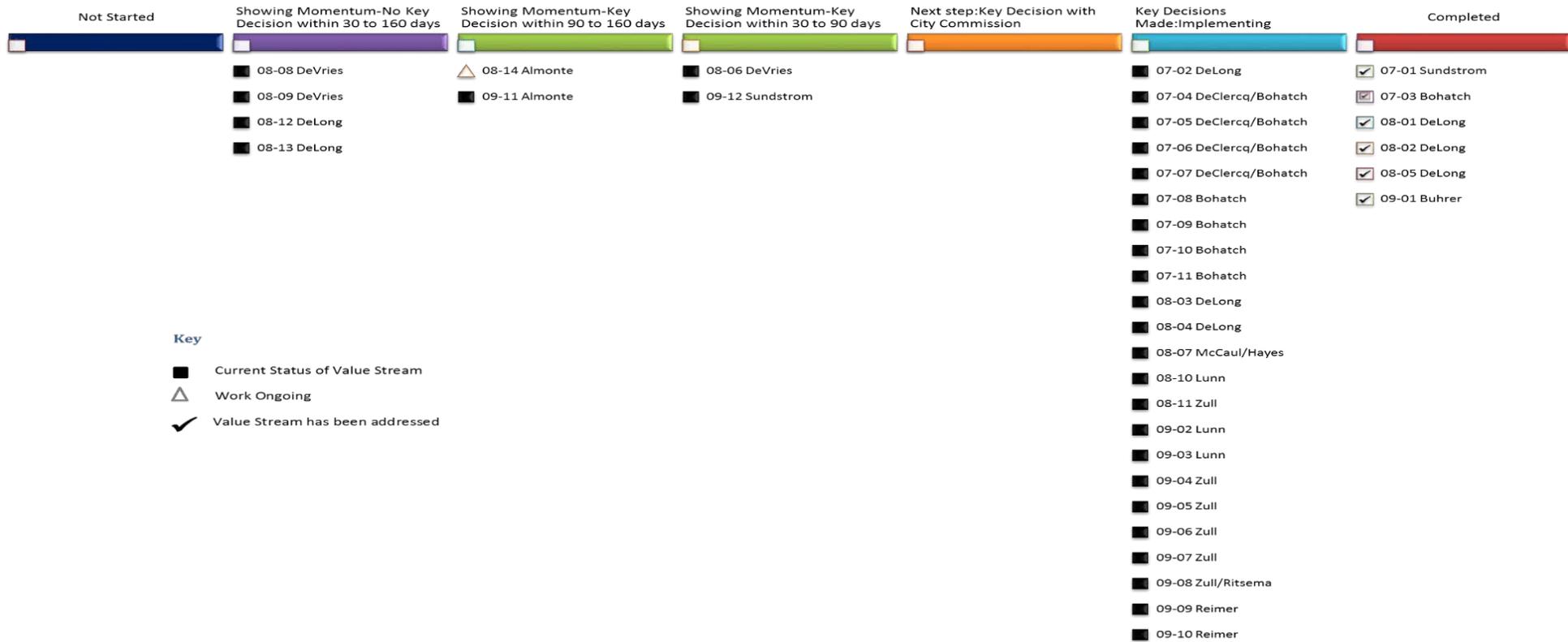
### **Public**

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. The City has made significant strides over this past fiscal year. A large effort was focused on public buildings and structures. Full asset management plans were developed for eight Fire Stations, Paul I. Phillips Recreation Center, the Public Museum, and the Public Library. Assets such as cemeteries and Indian Trails Golf Course were inventoried and assessed to determine the extent of investment required to move these assets toward a state of good repair. The flood protection system asset management plan is now complete.

In FY2016 we increased the amount of income tax set-aside devoted to the Capital Reserve Fund to support Sustainable Asset Management. That rate of investment continues in FY2017 to meet both ongoing and emerging demands. The recommended plan includes increased investment required to achieve Stormwater Level C, continued investment in facility asset management at a recalibrated rate, \$100,000 toward preliminary engineering for a phased, bond-supported investment in LED street lights, \$100,000 to review capital replacement needs for two aging fire stations, an anticipated \$3.7 million in bonds for cemetery asset management investments, continued investment in equipment necessary to support police and fire operations, base investment in parks and cemetery asset management, and bonding for \$10.5 million in bonds to support floodwall and flood control investments to achieve freeboard deficient status as provided in the joint levee analysis and mitigation plan conducted by FEMA in conjunction with the City. The capacity of the Capital Reserve Fund will be tested over the next two fiscal years until current principal and interest payment requirements are paid off.

Embedding asset management into the fabric of our organization will continue to be a priority. Progress will be 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. Over recent years, Commissioners have approved investment strategies to make high priority repairs to stabilize many assets under all three themes.

# VALUE STREAM UPDATE



In addition to the update to Phase III included in the Fiscal Plan, staff will continue to review Phase III to reflect new priorities from the City Commission as well as new financial challenges creating additional pressure to the General Operating Fund. The focus is on: 1) determining if new value streams are needed, 2) amending current value streams, and 3) deferring value streams to be implemented towards the end of the five year Plan.

Phase III will continue to reflect our focus on key areas vital to our transformation. The FY2017 Fiscal Plan includes a request for investments in these areas:

Not Started	Showing Momentum-No Key Decision within 30 to 160 days	Showing Momentum-Key Decision within 90 to 160 days	Showing Momentum-Key Decision within 30 to 90 days	Next step:Key Decision with City Commission	Key Decisions Made: Implementing	Completed
<ul style="list-style-type: none"> <li>• 10-12 Wood</li> <li>• 10-14 Jelks</li> <li>• 11-03 Nbhd Coord</li> <li>• 11-04 Nbhd Coord</li> <li>• 11-05 Nbhd Coord</li> <li>• 11-12 Schulz</li> <li>• 11-24 Nbhd Coord</li> <li>• 11-27 O'Neal</li> <li>• 11-29 Nbhd Coord</li> <li>• 13-10 Buhrer</li> <li>• 13-11 Klimas</li> <li>• 13-13 Guitar</li> <li>• 13-14 Buhrer</li> <li>• 13-15 Buhrer</li> <li>• 13-16 Buhrer</li> <li>• 13-17 Merren</li> <li>• 13-18 Buhrer</li> <li>• 13-20 Buhrer</li> <li>• 13-21 Buhrer</li> <li>• 13-23 Buhrer</li> <li>• 13-31 Nbhd Coord</li> </ul>	<ul style="list-style-type: none"> <li>• 10-05 Wood</li> <li>• 10-11 DeLong</li> <li>• 11-06 Schulz</li> <li>• 11-11 Schulz</li> <li>• 11-15 Mish</li> <li>• 11-16 Mish</li> <li>• 11-19 Caudill</li> <li>• 11-22 Thomas</li> <li>• 11-25 Rahinsky</li> <li>• 11-36 Rahinsky</li> <li>• 11-37 Rahinsky</li> <li>• 11-44 Knapp</li> <li>• 11-45 Knapp</li> <li>• 12-01 Alibasic</li> <li>• 12-02 Alibasic</li> <li>• 12-03 Alibasic</li> <li>• 12-05 Alibasic</li> <li>• 12-07 Reimer</li> <li>• 12-08 Alibasic</li> <li>• 12-16 Alibasic</li> <li>• 12-20 Ritsema</li> <li>• 12-22 Schulz</li> <li>• 12-23 Sundstrom</li> <li>• 12-25 Ritsema</li> <li>• 12-26 Ritsema</li> <li>• 12-27 Ritsema</li> <li>• 12-31 Marquardt</li> <li>• 12-32 Marquardt</li> <li>• 13-03 Buhrer</li> <li>• 13-05 Dood</li> <li>• 13-06 Dood</li> <li>• 13-07 Dood</li> <li>• 13-08 Almonte</li> <li>• 13-12 Mish</li> <li>• 13-19 Reimer</li> <li>• 13-27 Guitar</li> <li>• 13-28 Klimas</li> <li>• 13-30 Rahinsky</li> <li>• 13-39 Reimer</li> <li>• 13-42 Marquardt</li> <li>• 13-43 Marquardt</li> <li>• 13-46 Klimas</li> <li>• 13-47 DeLong</li> <li>• 13-49 Caudill</li> <li>• 13-53 Jelks</li> <li>• 13-57 Jelks</li> <li>• 13-58 Jelks</li> </ul>	<ul style="list-style-type: none"> <li>• 10-01 Wood</li> <li>• 10-04 DeLong</li> <li>• 10-09 Wood</li> <li>• 10-10 DeLong</li> <li>• 10-13 Wood</li> <li>• 10-16 Thomas</li> <li>• 11-01 Schulz</li> <li>• 11-08 Wood</li> <li>• 11-10 Wood</li> <li>• 11-13 Jelks</li> <li>• 11-14 Jelks</li> <li>• 11-21 Caudill</li> <li>• 11-26 Jelks</li> <li>• 11-42 Knapp</li> <li>• 12-11 DeLong</li> <li>• 12-12 Lunn</li> <li>• 12-13 Hurt</li> <li>• 12-14 Hurt</li> <li>• 12-21 Ritsema</li> <li>• 12-24 Ritsema</li> <li>• 13-25 Guitar</li> <li>• 13-29 Guitar</li> <li>• 13-33 Glover</li> <li>• 13-34 Globensky</li> <li>• 13-36 Guitar</li> <li>• 13-44 Meyer</li> <li>• 13-45 Meyer</li> <li>• 13-52 Jelks</li> </ul>	<ul style="list-style-type: none"> <li>• 11-02 Schulz</li> <li>• 11-09 Bohatch</li> <li>• 11-18 Caudill</li> <li>• 11-30 Mish</li> <li>• 12-09 Lunn</li> <li>• 12-10 Lunn</li> <li>• 12-18 Lunn</li> <li>• 12-19 Lunn</li> <li>• 12-28 Buhrer</li> <li>• 12-33 Marquardt</li> <li>• 13-24 Almonte</li> <li>• 13-37 Almonte</li> <li>• 13-48 DeLong</li> <li>• 13-50 Jelks</li> <li>• 13-51 Jelks</li> <li>• 13-54 Jelks</li> <li>• 13-55 Jelks</li> <li>• 13-56 Jelks</li> <li>• 13-60 Jelks</li> </ul>	<ul style="list-style-type: none"> <li>• 11-11 Schulz</li> <li>• 11-17 Caudill</li> <li>• 11-20 O'Neal</li> <li>• 11-23 Almonte</li> <li>• 11-31 Kiddle</li> <li>• 11-33 Sundstrom</li> <li>• 11-38 Rahinsky</li> <li>• 12-17 Schulz</li> <li>• 12-30 DeLong</li> <li>• 13-01 Buhrer</li> <li>• 13-02 Buhrer</li> </ul>	<ul style="list-style-type: none"> <li>• 10-02 Wood</li> <li>• 10-03 Wood</li> <li>• 10-06 Wood</li> <li>• 10-07 Wood</li> <li>• 10-08 Zull</li> <li>• 10-15 Wood</li> <li>• 11-01 Schulz</li> <li>• 11-07 Wood</li> <li>• 11-20 O'Neal</li> <li>• 11-32 Rahinsky</li> <li>• 11-33 Sundstrom</li> <li>• 11-34 Bohatch</li> <li>• 11-40 Knapp</li> <li>• 11-41 Zull</li> <li>• 11-43 Knapp</li> <li>• 11-46 Knapp</li> <li>• 12-04 Thompson</li> <li>• 12-06 Zull</li> <li>• 12-15 Lunn</li> <li>• 12-23 Sundstrom</li> <li>• 13-04 Klimas</li> <li>• 13-09 Almonte</li> <li>• 13-22 Globensky</li> <li>• 13-35 O'Neal</li> <li>• 13-38 Klimas</li> <li>• 13-40 Zull</li> <li>• 13-41 Lunn</li> <li>• 13-59 Sundstrom</li> </ul>	<ul style="list-style-type: none"> <li>• 11-28 Mish</li> <li>• 11-35 Rahinsky</li> <li>• 11-39 Rahinsky</li> <li>• 12-29 McCaul</li> <li>• 13-26 Mish</li> <li>• 13-32 Koeze</li> </ul>

**Financial Discipline Continues to be Essential**

Our progress has been founded on financial discipline and our future depends on it. It was critical to Phase I and Phase II of our Transformation and will be critical to Phase III.

For that reason, the FY2017 Fiscal Plan continues the discipline of reviewing recommended fees and spending against established revenue and expenditure targets for each operating department. The Transformation Investment Plan established financial targets for all General Operating Fund departments and subsequently financial targets have been established for much of the rest of the organization. When the Transformation Plan was developed, FY2015 was targeted as the year when departments would complete their transformation. We hit that mark. The FY2016 Fiscal Plan was a bridge between Phases II and III and FY2017 extends revenue and expenditure targets for the next five fiscal years to sustain and enhance the progress accomplished to date.

Our discipline over the next three fiscal years will determine the success of our Phase III. We must find the balance between necessary external investment and the need to find additional operational savings through continued transformation. That transformation needs to address both significant chunks of savings and continued daily, monthly and annual improvement of other operations. Our Transformation Plan identifies opportunities for progress in significant chunks including dispatch services, continued pension reform and District Court finance reform among others. Just like in Phase I, we do not need to accomplish each reform, but we have to accomplish enough transformation at the right time to continue to be successful.

***FY2017 Fiscal Plan***

The FY2017 appropriation request is \$473,131,118 for all funds. The appropriation request for the General Operating Fund is \$132,858,747. Below is the 5X5 for FY2017 through FY2021 based on this recommendation.

**General Operating Fund (GFGEN101)**  
*Statement of Operations*

	FY2017	FY2018	FY2019	FY2020	FY2021
Beginning Fund Balance	\$ 19,823,014	\$ 19,924,465	\$ 20,150,644	\$ 17,039,129	\$ 13,379,654
Revenue	132,960,198	136,197,029	137,515,079	139,363,854	142,157,796
Expenditure	132,858,747	135,970,850	140,626,594	143,023,329	145,017,690
Net Revenue	101,451	226,179	(3,111,515)	(3,659,475)	(2,859,894)
Ending Fund Balance	\$ 19,924,465	\$ 20,150,644	\$ 17,039,129	\$ 13,379,654	\$ 10,519,760

## **Conclusion**

Our world keeps changing and our quality of life here depends on our ability to change with it. Our transformative work must be as constant as the change we face. The need for financial reserves is clearly demonstrated in the FY2017 Fiscal Plan. We need to continue to be resilient by working on a mix of strategic external investments balanced with generating internal savings, new revenues, or both. That discipline is evidenced in the revised Phase III Transformation Plan.

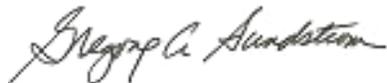
I thank the Mayor and the City Commission for your devotion to your City and its transformation. Your visionary and supportive leadership is a key factor in our success to date and is essential for our continued progress.

I must recognize the work of a committed and effective Budget Office staff, including Molly Eastman, Keith Heyboer, Karen Mendez, Nancy Recker, Scott Saindon, and Jana Wallace. Their work is a credit to all of them. The Budget Office is supported by the work of City employees that have devoted thousands of accumulated hours to carefully match investments to outcomes in the context of the Sustainability Plan and our transformation. This year the work of the budget staff has been even more notable because of the impacts and sapping of staff capacity due to the ongoing work with the Financial Management System (FMS) project. That joint work product becomes the Fiscal Plan. Every department continues to contribute and I thank all involved.

My Top Management team, Executive Team, Investment Managers, and Cabinet contribute mightily and deserve acknowledgment for their contributions to the Fiscal Plan and guidance through years of transformation.

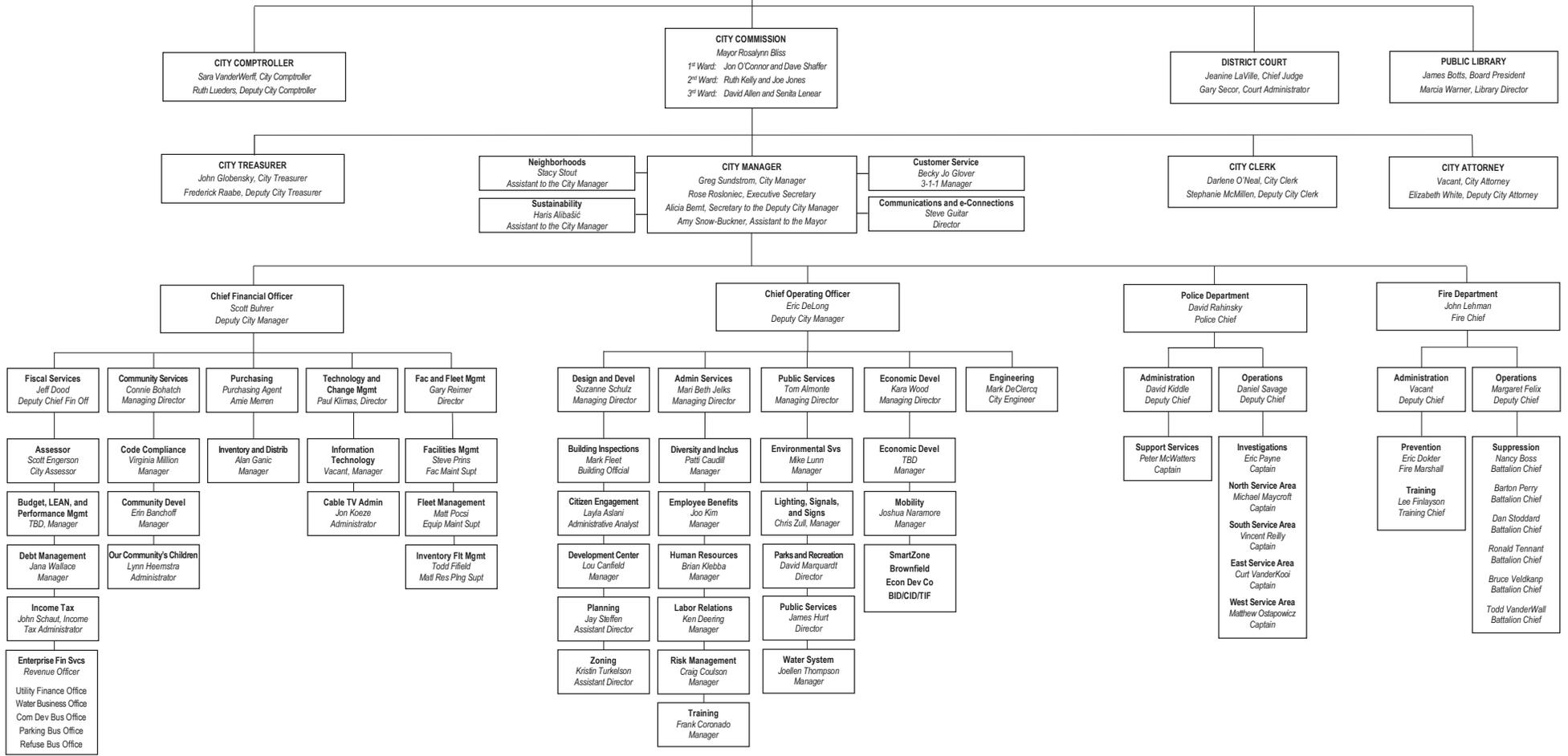
Finally I thank Deputy City Managers Eric DeLong and Scott Buhrer, Deputy Chief Financial Officer Jeff Dood, and Assistant to the City Manager Tom Almonte for working side by side with me through it all.

Sincerely,

A handwritten signature in cursive script that reads "Gregory A. Sundstrom".

Gregory A. Sundstrom  
City Manager

CITIZENS OF GRAND RAPIDS



## 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 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 bought from the federal government for \$90 what is now the downtown Grand Rapids 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 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 2015 (FY2016) Taxable Value for industrial, commercial, utility

and residential properties is nearly \$4.5 billion; a 2.08% increase over FY2015. Industrial property accounts for 8.40% of total taxable value, commercial property accounts for 31.21% and utility-related property for 2.21%. The 58.18% balance 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 of Steelcase Inc. – the world’s leading designer and manufacturer of office furniture – and American Seating.

However, during the last fifteen years, the City’s economy has diversified and the local medical services, agribusiness, technology, and higher education sectors continue to expand. Non-manufacturing employment in the MSA now accounts for 80.9% of the labor force leaving 19.1% 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.

<b>TOP TEN EMPLOYERS IN THE GRAND RAPIDS MSA</b>		
<b>Company</b>	<b>Product or Service</b>	<b>Number of Employees</b>
<b>Spectrum Health</b>	<b>Hospitals, clinics, and medical services</b>	<b>21,800</b>
<b>Meijer, Inc.</b>	<b>Retailer – groceries and general merchandise</b>	<b>6,642</b>
<b>Mercy Health / St. Mary’s</b>	<b>Hospitals, clinics, and medical services</b>	<b>6,500</b>
<b>Amway Corporation</b>	<b>Hotels; health, beauty, &amp; home product manufacturing</b>	<b>4,000</b>
<b>Gentex Corporation</b>	<b>Glass product manufacturing</b>	<b>3,900</b>
<b>Perrigo Company</b>	<b>Generic &amp; over-the-counter pharmaceuticals</b>	<b>3,800</b>
<b>Herman Miller, Inc.</b>	<b>Office, commercial, &amp; health industry furniture design and manufacturing</b>	<b>3,621</b>
<b>Steelcase, Inc</b>	<b>Office, commercial, &amp; health industry furniture design and manufacturing</b>	<b>3,500</b>
<b>Grand Valley State University</b>	<b>Public university</b>	<b>3,306</b>
<b>Lacks Enterprises, Inc.</b>	<b>Plastic trim parts – automotive, telecom, &amp; electronics</b>	<b>2,900</b>
<b>Source: The Right Place, Inc. - “2015 Top West Michigan Employers”</b>		

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## **UTILITIES**

City businesses and residents are supplied with natural gas through DTE Energy, electricity from Consumers Energy, and telephone service through several providers. The City has its own water supply and sewage treatment systems which provide services to City businesses and residents as well as to several other cities and townships in the area. The water and sewer systems provide service via more than 1,167 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.

During 1992, the City initiated the task of separating combined sewer and stormwater infrastructure located in older areas of the City, since the existing system was contributing to 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 second phase of the project, 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 incremental phases required by the City's Long Term Combined Sewer Overflow Control Program were completed by December, 2015, significantly ahead of the December 31, 2019 deadline.

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## **TRANSPORTATION**

The heart of the City is crossed by two major expressways which connect the City with state and federal highway networks. Passenger rail service is provided by Amtrak. Class I freight railroads include CSX, Canadian National / Grand Trunk, Norfolk Southern Railway, and Canadian Pacific / Soo Line railroads. The Gerald R. Ford International Airport, located thirteen miles southeast of the central city and easily accessible by expressway, is served

by five passenger airlines: American Airlines, Southwest Airlines, Allegiant Air, Delta Airlines, and United Airlines. Greyhound and the Interurban Transit Partnership provide bus service.

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## **EDUCATION**

In addition to public and private K-12 school systems, the Grand Rapids area 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 410,000 square foot post-doctoral biomedical research facility, is located next to the Spectrum Health-Butterworth Hospital in downtown Grand Rapids. The VAI, in partnership with the Grand Rapids SmartZone Local Development Financing Authority ("LDFA"), has attracted medical technology development businesses to med-bio incubator facilities at Grand Valley State University's Cook-DeVos Health Sciences facility and to LDFA-supported accelerator services. Michigan State University's College of Human Medicine, which has been relocated from East Lansing, Michigan to Grand Rapids, is adjacent to VAI.

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## **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 650,000 visitors annually.

On the Grand River downtown is the Grand Rapids Public Museum. Owned by the City but operated by a separate non-profit organization, the Museum showcases Grand Rapids' cultural history. The facility has a newly renovated 50-foot diameter planetarium, a working antique carousel, and extensive educational facilities.

For out of town visitors, a highlight of downtown Grand Rapids is the Gerald R. Ford Presidential Museum which was constructed to document the presidency of President Ford, who grew up and represented the area for many years in Congress prior to his presidency. 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 when she passed away in 2011.

The 47th annual Festival of the Arts will be held downtown in June, 2016. "Festival," as it is popularly known, features two and one-half days of performing arts performances on seven stages, film presentations, fine art exhibitions and sales, food booths, and interactive activities for children and adults. Other events, like the free weekly "Jazz in the Park" concerts and the new "Movies in the Park," are scheduled downtown throughout the summer months.

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 social experiment, beginning with the 2014 event, the winners of this radically open, independently organized international art competition were decided by public vote and a jury of curators. In 2015, 1,550 entries from many countries and most U.S. states

competed for \$500,000 in prize money. More than 400,000 people visited 161 venues and submitted 422,763 votes for their favorite works.

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## **ENTERTAINMENT**

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

The West Michigan Whitecaps, a minor league baseball team which started 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 the 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.

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## **RECREATION**

Grand Rapids has more than 2,000 acres of parkland at more than 80 locations throughout the City. Many provide facilities for team sports such as football, baseball, softball, soccer, volleyball, and basketball. Bike lanes are being installed in roadways whenever the City reconstructs or re-surfaces streets. 63 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 has been the Meijer State Games of Michigan, which is a multi-sport, Olympic-style event. The Summer Games began in 2010 and in 2014 the Sports Commission inaugurated the Winter Games. The philosophy of the Games is that everyone participates regardless of age or ability; everyone is welcome; and everyone plays. The Meijer State Games of Michigan is a grassroots organization that relies on thousands of volunteers and the support of corporate partners. The 2015 Summer Games brought to Grand Rapids and West Michigan 7,867 athletes from 83 Michigan counties competing in 41 different sports.

## 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.

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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.

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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 deputy city manager'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  
FY2017 – 2021 BUDGET PROCESS**

**INTERNAL SERVICE FUNDS BUDGETS**

Thursday, Oct 1	Budget Office Distributes Instructions and Current Rosters for Personnel Budgeting to ISF Departments.
Friday, Oct 9	<b>Internal Service Department</b> Personnel changes due in SharePoint
Monday, Oct 26	<b>Training</b> in the new PB Budget System begins for ISF Departments, incorporating the personnel data provided through SharePoint.
Monday, Nov 2	PB is opened for ISF Department personnel who have completed training.
Friday, Nov 20	ISF Budgets Due.

**OPERATING DEPARTMENT BUDGETS**

Monday, Nov 16	Budget Office Distributes Instructions and Current Rosters for Personnel Budgeting to Operating Departments.
Tuesday, Dec 1	<b>Operating Department</b> Personnel changes due in SharePoint.
Wednesday, Dec 16	<b>Training</b> in the new PB Budget System begins for Operating Departments, incorporating the personnel data provided through SharePoint.
Monday, Jan 11	PB is opened for Operating Department personnel who have completed training.
Friday, Jan 29	Operating Budgets Due.

**CAPITAL BUDGET REQUESTS**

Monday, Jan 11	Capital project instructions distributed.
Friday, Jan 29	Capital project requests due.
Monday, Feb 1 to Friday, Feb 19	Budget Office Reviews Capital project requests.
Monday, Feb 22 to Friday, Mar 18	City Manager Reviews Capital project requests.

## **FY2017 FEE OMNIBUS**

Friday Jan 11	Fee instructions distributed.
Friday, Jan 29	Fee information due.
Tuesday, May 10	Set Public Hearing for consideration of FY17 Fee Omnibus.
Tuesday, May 24	Hold Public Hearing for proposed FY17 Fee Omnibus.
Tuesday, Jun 7	Resolution to Adopt FY17 Fee Omnibus.

## **BUDGET OFFICE & CITY MANAGER REVIEW PROCESS**

Monday, Nov 23 to Friday, Dec 4	Budget Office Reviews Internal Service Fund Submittals.
Monday, Dec 7	City Manager Reviews Internal Service Funds Submittals.
Monday, Feb 1 to Friday, Feb 19	Budget Office Reviews Operating Department Submittals.
Monday, Feb 22 to Friday, Mar 18	City Manager Reviews Operating Department Submittals.
Monday, Mar 21 to Friday April 8	Budget Office preps Prelim Fiscal Plan for printing
Tuesday, Apr 26	City Manager presents FY17 Prelim Fiscal Plan to City Commission

## **CITY COMMISSION REVIEW & ADOPTION PROCESS**

Tuesday, April 26 to Tuesday, Jun 14	City Commission Reviews Budget Submittals.
Tuesday, May 24	Set Public Hearing for consideration of FY17 Millage and Budget.
Tuesday, Jun 7	Hold Public Hearing for proposed FY17 Millage and Budget.
Tuesday, Jun 14	Resolution to Adopt FY17 Millage and Budget
Friday, July 1	2017 Fiscal Year begins.

### BUILDING TOWARD THE SUSTAINABLE CITY PLATFORM IN FY2017

The Transformation Investment Plan is now well into its third phase and continues to help us reinvent City services to significantly reduce costs and provide similar or improved outcomes. The goal is for ongoing General Operating Fund revenues to match ongoing General Operating Fund expenditures each fiscal year. We first achieved that goal in FY2014, repeated it in FY2015 and FY2016. Over the next three fiscal years we need to innovate enough to recapture that position. The plan is focused on making City government transparent, improving customer service, increasing self-service options in a 24/7 virtual City Hall, and engaging citizens in building community, while relentlessly lowering our costs, and maintaining critical quality of life services like police, fire, water, and environmental services. City departments and their leaders have played a vital role in imagining and then implementing each phase of the Transformation Investment Plan and that work will continue in FY2017.

Services provided by the City can be grouped into four categories: Police, Fire, General Operating Fund Non-Public Safety, and Non-General Operating Fund. The Police and Fire Departments budgets comprise about 60% of the City's General Operating Fund budget. The following section outlines transformative actions and investments in each of the four categories.

#### POLICE DEPARTMENT

The Police Department is currently staffed at 292 sworn personnel. Due to estimated retirements, the Department is expecting to have to replace approximately 24 officers over the next 4-5 years resulting in having to run 2 recruit classes

per year. Current hiring practices of the Police Department require that candidates be certified or certifiable, meaning they have already been employed by a police department or have attended a police academy. This Fiscal Plan includes funding to allow the Department to hire up to 5 non-certified candidates and send them through the police academy, a strategy related to the SAFE Taskforce recommendations.

Beginning in FY2017, the Department intends to seek certification 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 Police Department intends to work closely with the new Assistant to the City Manager on neighborhood issues and seek to implement recommendations of the SAFE Task Force, specifically related to anti-violence strategies to include social programming. Continuing efforts begun last year, additional funding has been provided to expand programs that build relationships with area youth interested in law enforcement to include Youth Police Academies and the Explorer's program. These efforts continue to produce great results.

Dispatch operations will be impacted by the dissolution of the Community Dispatch Partnership with the City of Wyoming which has exercised their option to move their dispatch operation to the Kent County Dispatch Center. This change will eliminate the savings Grand Rapids earned through the partnership and increase dispatch costs by \$617,000 in FY2017. This directly impacts the General Operating Fund

and reduces the amount that can be invested in other outcomes. The City of Wyoming's move to the Kent County Center could be seen as the next step in consolidation of all dispatch operations in the County. This arrangement is common in Michigan and across the country. In Kent County, all emergency dispatching is now accomplished by two centers – Grand Rapids and Kent County. Both are professional and high performing centers, but the opportunities presented by eventual consolidation will continue to be explored as part of Phase III of the Transformation Plan.

### FIRE DEPARTMENT

The Grand Rapids Fire Department achieved a critical outcome this year when it earned accredited status from the Center for Fire Accreditation International this March. It joins *215 fire departments in the world* that have achieved this standard. The proposed Grand Rapids Fire Department budget continues the annual hiring plan to maintain staffing levels sufficient to support critical performance measures, focused investments for fire prevention, and incremental capital requests to replace aging equipment in a cyclical manner, avoiding large single year purchases.

As Transformation funding support for fire department staffing has ended, it is imperative that the Fire Chief continue to actively manage operational staffing levels to meet distribution, concentration and reliability measures in fire suppression while balancing the conservative fiscal outlays required to assist the city in their path to financial sustainability. Total authorized strength for the fire organization remains at 198 and will utilize a recruit class to replace positions lost through attrition, once again lending itself to stability for both operational and fiscal needs.

The exceptionally successful residential safety program (RSP) will continue with GOF and Capital Reserve Fund support. The federal grants utilized to establish the RSP have been exhausted. \$150,000 in capital funds have been allocated to provide smoke alarms during FY2017. To date over 5,000 homes have received a home safety assessment, with over

32,000 smoke alarms installed to protect our citizens. We continue to receive overwhelmingly positive feedback for our fire suppression crews performing this life-saving and preventative service and have accumulated data to show the positive impact it is having in our community.

Finally, capital requests have been approved to continue investing in equipment and apparatus replacement. Capital Reserve funds have been allocated to purchase personal protective equipment for our firefighters, Investments through our apparatus reset program will refurbish an engine during FY2017, bringing it up to the latest safety standards, increasing its reliability through replacement of high wear parts, and lengthening its useful life by approximately 50%, at significant savings over purchasing new. These investments will allow the fire department to perform their core functions and remain a top 2% organization in the country while also challenging them to continuously improve both their service levels and outcomes through the use of lean methodology.

### GENERAL OPERATING FUND NON-PUBLIC SAFETY SERVICES

General Operating Fund non-public safety services that are funded by general tax dollars represent about 30% of the City's transformation savings goal required to reduce expenditures to match ongoing revenues. This target is substantial and significant transformation has been accomplished.

### ASSESSOR

Due to the increasing administrative responsibilities associated with the growth in property tax incentive programs and special assessment districts, the City Assessor has requested the addition of an Assistant City Assessor. This position is the only significant variance in comparison to the approved FY2016 City Assessor's Office budget. Adding this position is necessary to insure that the City Assessor's Office has the resources to meet the demands of this growing segment of work, while at the same time maintaining a state of compliance with the duties set forth in the City Charter, the

General Property Tax Act, and associated Michigan State Tax Commission bulletins and directives.

### CITY ATTORNEY

We will be transitioning to a new City Attorney with a continuation of the same level of solid staffing.

### BUILDING INSPECTIONS AND THE DEVELOPMENT CENTER

Building Inspections continues to carefully monitor workload and optimize operations to meet customer expectations for service delivery. FY2016 staffing additions have improved the timeliness and quality of our services – particularly in the Building and Mechanical trades which had constrained capacity. Review timeliness in both trades has improved three-fold with 90% of plan reviews now completed in less than a week for commercial projects. Customer attitudes toward our services are generally positive, based upon responses to our online feedback surveys and comments by members of our Customer Advisory Council.

The robust construction economy and improved operational efficiencies are allowing us to recommend a partial roll back of the building permit fee increase that was implemented several years ago. Building permit fees are proposed to decrease by 3.8% in FY 2017, saving the City’s customers an estimated \$97,000.

Building Inspections is committed to continuous improvement and innovation. We are deploying an interactive online mapping solution that will leverage our existing permit data, making it more accessible than ever before. We will soon implement an electronic plan review capability for building permitting, saving our customers the cost of printing, partially eliminating paper plan sets, and improving our internal work processes. We also are partnering with other departments to deliver innovative solutions to improve City-wide processes, such as the recent implementation of the Legislative Management software for the City Commission agenda process.

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### CABLE TV

We have 8,000 followers on Twitter and 6,000 Facebook Likes. The City Commission Chamber remodeling and video and sound systems are working excellently.

### CITY CLERK’S OFFICE

The City Clerk’s Office administers various operations which include Business Licensing, Passports, Voter Registration/Elections, Boards and Commissions, Contract Administration, Community Archive and Records Center, and assists with City Commission Agenda preparation. This office continues to implement transformative ideas to create enhancements and efficiencies to the service delivery model in each division.

In FY2017, there will be a continued concentration in the Voter Registration/Elections Division as we prepare staff, election workers, and the community for the 2016 State Primary and Presidential Elections. There will be increased staffing levels and material costs, which are both necessary with these election cycles to meet the administration demands of the elections.

There has been a steady increase in Passport services which has favorably impacted the revenue stream. The Business Licensing and Boards and Commission operations will undergo a mixture of policy enhancements in an effort to provide more information to the public and to create a user-friendly, self-serving environment.

Lastly, the organization recognizes the entrenched value of its Community Archive and Records Center and the highly regarded services it delivers to City departments and the greater Grand Rapids Community. Strategic investments in technology and equipment will help leverage increased access to archival documents and records as well as proper storage of digitally born records.

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## COMPTROLLER

The Comptroller department actively seeks ways to improve service delivery and transform the Office. These efforts include refining and reporting information from the financial system, improving the audit function, and publishing the Comprehensive Annual Financial Report (CAFR) and Citizen Guide/PAFR (simple, easy to read public financial documents) on the City's home page.

The Comptroller's Office has partnered in the implementation of a new financial system that was chosen with the help of the financial personnel across the City, Plante Moran, and the Michigan Municipal Services Authority (MMSA). Kent County and Genesee County have also joined this project through the MMSA. This is an exciting time and we are looking forward to the challenge of implementing a new financial system with the functionality that is needed for the City.

## COMMUNITY DEVELOPMENT

The Community Development Department continues to fulfil its mission of building great neighborhoods through projects and services that revitalize neighborhoods and positively affect the quality of life and social fabric of communities. This work is done in partnership with a variety of nonprofit and for profit developers, community institutions, human services agencies, and neighborhood-based organizations.

In FY2017, work will focus on city-wide housing issues identified in the Great Housing Strategies plan adopted by the City Commission in December 2015. A Housing Coordinator position will be added to the Community Development Department to expand partnerships and begin implementing some of the thirty-five identified actions. These specific actions, including formation of a Housing Trust Fund, will be included in the City's Transformation Plan. A \$50,000 contribution from the General Operating Fund is budgeted to initiate the Housing Trust Fund to create and preserve of affordable and mixed-income housing.

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To further support quality housing and enhance the quality of life in neighborhoods, a Code Compliance Supervisor and two Code Compliance Officer II positions will be added to the Community Development Department. These positions are necessary to address existing work volume in rental property certifications and an 80% increase in single family re-inspections anticipated between the first and second half of 2016. The additional positions will also allow for focus on addressing long-term, vacant residential properties that negatively impact neighborhoods, and improve responsiveness to the high volume of tier two customer service requests received daily.

## 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-two employees, six judges and one full time attorney magistrate. The 61st District Court handles matters that occur within the city limits of Grand Rapids. It is a court of limited jurisdiction, handling civil, criminal, and traffic cases. The court has jurisdiction over civil cases up to \$25,000, small claims and landlord-tenant issues, misdemeanor criminal cases, and felony cases until preliminary examination.

It is one of six third class District Courts located in large urban communities in Michigan.

Typically these courts cost their funding units more proportionately in general fund monies for operations than first and second class District Courts in rural and suburban settings because first and second class courts receive state funds to help offset the costs of their operations. The appropriation from the General Fund in FY2017 is \$4,900,000. In the last year the court has assumed responsibility for managing over 7,000 warrants from the Grand Rapids Police Department and is currently implementing a new case management system which has electronic filing and imaging capabilities.

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## ECONOMIC DEVELOPMENT

Phase III of our Transformation Plan has an increased focus on sustainable neighborhood business districts and this budget adds support for administration associated with Corridor Improvement Districts, Business Improvement Districts and supplemental grant funds for neighborhood business corridor organizing in addition to continuing the support for multicultural entrepreneurship and innovation and economic gardening over the next year. To support the City's administration of these efforts, one additional staff position and financial resources are being provided to the Economic Development Corporation through an increased General Operating Fund appropriation to accomplish these outcomes. Our transformation outcomes continue to leverage community and regional partnerships and resources that will increase Grand Rapids' ability to become economically successful, environmentally sustainable, and provide an exceptional quality of life.

Economic Development is managed using performance metrics that have enabled us to understand how to achieve important outcomes for the City. Staff is continually looking for opportunities to lead in innovation and transformation, not only in order to increase the City's return on investment, but to ensure that we are providing the most efficient and effective services to our customers. This FY2017 budget will enable the Economic Development Office to continue to produce returns on the City's strategic investments in economic development initiatives.

## EXECUTIVE OFFICE

The Executive Office continues to lead the organization and oversee the results in the transformation journey. Phase III of the City's Transformation Plan establishes the course for our organization for the next five years. The FY2017 Fiscal Plan reflects our commitment to the Plan; specifically, the organization's commitment to investing in neighborhoods through the Neighborhood Matching Fund program and the annual summit, enhancing communication—especially to our

Spanish-speaking residents, and providing excellent customer service and value to citizens at the lowest reasonable cost. The Executive Office's allocation request also supports one of the City's unique efforts to attract and retain millennials in Grand Rapids.

The 311 Customer Service Center launched "311 – One Call to City Hall" to the public in October 2014 and continues as the centralized Customer Service Center. Entering Phase III of the Transformation Plan, 311 continues to revolutionize the citizens' customer service experience to the most convenient communication service model. Focused on growing the self-service platform in FY2017, the 311 approach to the comprehensive, multiple level customer service platform provides an opportunity for citizens to interact with the City on their terms – in person, on the phone or online. 311 has greatly enhanced accountability and productivity of the city departments and our model continues to incorporate LEAN principles. 311 continues to work with Departments in identifying Tier 2 business process transition to Tier 1 calls which continues to support the core functions handling of customer service related interactions. 311's expansion of the Monroe Storefront to include parking tickets payment processing continues to expand the service model at the Monroe Avenue Storefront. To date (7/13 – 3/16), the 311 Customer Service Center has assisted 675,967 customers with their City-related informational inquires, payment processing, mobile other submissions, e-mails and service requests.

## FACILITIES MANAGEMENT

Facilities Management will continue to focus on operating and maintaining sustainable facilities. They have made considerable improvements in their operations in the area of reducing energy and operational costs. Continued investment in capital replacement projects and energy conservation projects have made this possible. They will continue to fully fund their comprehensive asset management plan to ensure long term sustainability.

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## FISCAL SERVICES/BUDGET OFFICE

The Fiscal Services group is leading the Financial Management System (FMS) initiative described below. For FY2017 we have maintained one Performance Management position on the roster and going forward will continue to focus on development of key performance indicators as the new Financial Management System accounting module goes live later in calendar 2016.

### *FMS*

Since April 2015, following a two year due diligence scoping and selection process, the City has been diligently working on the implementation of a new Enterprise Resource Planning System (ERP), referred to as Project FMS. FMS includes replacing many of the City's existing financial systems with a new integrated system called Advantage360 from a company called CGI. 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 offset the costs of the new system. Currently, Kent and Genesee Counties and the City are active partners in the FMS project and the MMSA is actively working to secure additional project partners to take advantage of the full grant money allocation.

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 has been instrumental in moving the FMS project towards completion and should be commended.

The FMS Project is a hosted Software as a Service (SaaS) solution. Modules include Performance Budgeting (PB), Finance (FIN) 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.

The FY2017 budget reflects financial system costs that are closer to the costs of the old FAMIS mainframe cost. The new FMS will result in increased costs over what the City was currently paying for financial system services with the poorly performing GP/FM system, however the long-term advantages and fixed pricing will provide rate of return in approximately 6 years.

## FLEET MANAGEMENT

Fleet Management will continue to focus on refining their best practices to ensure our customers are receiving the necessary motor equipment and maintenance services they desire at the lowest possible cost. They have fully implemented a new fleet management information system utilizing the enterprise wide software solution, City Works. This has provided the framework needed to implement a data driven model to help guide their operations. They will continue to fully fund their equipment replacement program and have built into their rental rates adequate revenue to ensure total cost recovery for their services.

## ADMINISTRATIVE SERVICES GROUP

FY2017 is the second year of implementation of the Diversity and Inclusion Strategic Plan. This plan identifies and continues the transformation of the office to incorporate and align the values of the City to enhance the productivity and performance of the City through creativity and innovation. Planning for additional training in our supplier diversity program and workforce diversity program including cultural intelligence, workplace harassment and bullying and supplier diversity will begin in FY2016 and continue through FY2017.

The budget request of the Diversity and Inclusion Office includes requesting an additional Business Developer for the first half of the budget year to prepare for knowledge transfer and succession planning due to the projected retirement of staff. This request will be evaluated mid-year to review the financial condition of the City to determine the viability of maintaining this additional staffing request.

#### *HR CITIZENS REVIEW PLAN*

Last year, the City Manager formed a diverse citizens committee of community leaders to review the Human Resource Department's hiring programs. The committee conducted a complete assessment and identified certain areas where improvements should be made. With the assistance of key staff, the committee completed its assessment on schedule and presented its findings in a Summary Report to the City Manager and the City Commission in January 2016. Most of the recommendations focus the need on expanding the community outreach about City job opportunity(s) through marketing, better communication techniques and increased public awareness and education about the City's Civil Service System. The Human Resource Department intends to begin this summer implementing some of the short-term strategies recommended by the committee such as schedule changes to test dates and times. Another hallmark suggestion from the committee recommends that the City become a partner with other companies and agencies who have a Prison Reentry Program, which allows eligible nonviolent Ex- Offenders to have an employment opportunity and successful programs have proven to be effective in preventing the problems with recidivism. Such programs cast a wide net in the community of talented persons even those who have made mistakes in the past. Staff is working on the framework which will address this issue. These and other innovative strategies will be taken by staff to implement redesign and process improvement of the Human Resource Recruitment functions. This initiative aligns perfectly with the Phase III Transformation value streams for the Human Resource Department and will include a periodic progress report on the Plan to both the City Manager and the City Commission.

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#### *SUCCESSION PLANNING AND RECRUITMENT FOCUS*

Given that in the next 5 years 34% of the City's workforce will be eligible for retirement, the recruitment focus for FY2017 will be the implementation of aggressive backfill replacement strategies identified during the 2015 city-wide Succession Planning meetings led by Administrative Services. Such strategies include enlarging the capacity of the Human Resource staff to include an HR Recruitment position which would focus on all recruitment functions and coordinate recruitment opportunities and communication. Administrative Services has been promoting its "Grow our own" initiative to retain and attract the talented people from leaving the local area. The series of both short term and long term planning tools will help to facilitate an efficient backfill recruitment processes for those leaving key position and ensure there will be a sufficient supply of capable, competent new employees for their replacement. The Succession Plan strategies also address readying existing talented staff for future opportunities through more comprehensive in-service and professional training of staff and the development of an external communications plan. This is essential to clearly identify the requirements, competencies and management and leadership skills necessary to effectively perform in the key positions in the event of vacancies. This clear notice ensures equal opportunity for all. Another important aspect of recruitment focuses on addressing any alignment issue with the classification/compensation study to among other things verify the competent competitiveness of our job positions.

#### *COMPENSATION /CLASSIFICATION STUDY*

The city-wide classification /compensation study is underway and on schedule. Currently, department directors are reviewing job classification information from staff that will be reviewed by Human Resources and passed on to the consultant. Segal Consulting Inc. is the selected firm to conduct an audit and assessment of the entire Classification / Compensation Study for benchmarking and alignment evaluation of the job descriptions and salary ranges. It is

expected that the consultant and Administrative Services Staff will continue to meet the project milestones. In addition to that portion of the classification audit, the Request For Proposal work scope with Segal also requires the consultant to provide some guidance on alternative classification/compensation concept options for the City's future state under the Transformation Plan Phase III to address organizational needs of flexible staffing circumstances. All work for the study by the consultant should be wrapped up by the end of the year. It is expected that the study recommendations will provide an accurate assessment of our current job descriptions, classifications and compensation audit as well as develop tools for our future state alignment of best practices for a future organization.

#### *ACADEMY SCHOLARSHIP PROGRAM*

Throughout the community and City staff, discussions around the Human Resources Department's effective recruitment and capacity for building candidates from a cross section of the community at every income level consistently identify a barrier to making effective inroads. With the partnership with the Grand Rapids Public School and other community organizations, it is important to have a recruitment tool in place that can assist the processes to achieve meaningful training programs, especially in the difficult recruitment operations of Police and Fire. Both departments have created solid training programs to ensure a baseline understanding of the professional knowledge and requirements are effectively attained, but they cost money to participate in them. The concept of the scholarship program would start out as limited to the partnership with the Grand Rapids Public School to work with its graduates who have an interest in pursuing a career in public safety. With the limited seed funds of \$25,000 the Human Resources Department would then seek out other grant fund opportunities which would be used to underwrite a handful of participants each year into those academies. If successful the plan would be to expand the scholarship program to other difficult recruitment areas that require a feeder component to develop the careers. It is believed that this budget item will afford the opportunity to build on an overall strategy under the

"Grow Our Own" initiative for the successful Transformation Plan Phase III outcomes desired.

#### *INCOME TAX*

The inter-local demonstration project for the processing of paper filed income tax returns in partnership with the cities of Battle Creek, Flint and Lansing is entering the fourth income tax return processing season. A number of processing enhancements were introduced to enhance data capture contributing to a reduction in the number of unprocessable income tax returns including returns with watermark messages overlaid on the return form. The Department is pleased to report that three additional developers of computerized income tax preparation software began support for e-filing of Grand Rapids income tax returns. The department is adding a new position to manage the increasing number of returns filed with Taxpayer Identification Number mismatches; and income tax clearances for business licensing, City board/commission candidates, vendor eligibility, and additional economic development tax incentive programs.

#### *PARK AND RECREATIONAL PROJECTS AND PROGRAMMING*

Park and Recreational Projects and Programming for FY2017 will continue to make strides forward with voter approved park millage from November 2013. There is now stability in the department with the additional Parks staff in place and millage projects continuing. The second round of millage park improvements will begin with six priority area parks that include Campau, Camelot, Dickinson Buffer, Douglas, Mulick and Mary Waters Parks. Park improvements include new restrooms, new splash pads, improved playgrounds, improved walkways and site furnishings. FY2017 projects also include ADA improvements to the Richmond shelter and fishing access through a Passport Grant and design for additional park improvements that will again focus on critical needs identified through the City's asset management planning and through priorities developed with citizens and supporting organizations. Pools are again funded to be open for a period of 12 weeks

with planned special events at a few various times throughout the season. New opportunities will be vetted through a Parks and Recreation Master Plan update and as the Department advances outlined efforts within Phase III of the City's Transformation Plan. To better align the vision of activating our parks with growth of special events in Grand Rapids, the Special Events department will be moving to Parks and Recreation. We will also be hiring a Recreation Coordinator position to facilitate program growth.

The new driving range is scheduled to open at Indian Trails Golf Course the first of July. Seven new golf holes and a short game practice area will be ready for play mid-August. The FY2017 budget reflects the partial season reduction in operations.

Cemetery administration for FY2017 will be focusing on reconciling hard data from the six city cemeteries to the BS&A Cemetery Management System to determine accurate plot inventory reporting. As part of this Asset Management Plan, data collection will be used to create a GIS framework which will be accessible by both internal and external stakeholders. \$3.7 million will be invested in cemetery asset management during FY2017.

### PLANNING AND COMMUNITY ENGAGEMENT

Planning is at the leading edge of innovation that will shape the City's future and will guide investment in our community during the coming decades. Long-range planning and policy development activities will align with the robust construction and development environment. In addition to their role facilitating development from concept through construction, Planning will continue to take an increasingly proactive role in responding to community needs and helping to shape our response to emerging policy challenges. The FY2017 Fiscal Plan supports their capacity to provide long-range planning services that will be instrumental to advance the South Division Area Specific Plan, GR Forward Downtown Plan, River Restoration Plan, Vital Streets Plan, Master Plan update,

housing recommendations, area specific plans, corridor plans, task forces and important policy revisions.

Community Engagement successfully responds to the desire of Grand Rapids citizens, City Commissioners, and foundations to increase communication between the City and public about projects and initiatives through cutting edge technology and effective communication and outreach methods. It will continue its services with the Engineering Department and the Design and Development Department. The FY2017 Fiscal Plan converts the Administrative Aide position from 0.5 FTE to 1.0 FTE. The increase will allow Community Engagement to assist other departments as described above as well as improve upon services provided to Engineering.

Planning and Community Engagement continue to think creatively, research, and embed best practices that build a sustainable City platform.

### PURCHASING DEPARTMENT:

The Purchasing Department has been focused on the implementation of the new financial management system and e-procurement solution and is anticipating improvement in process and operations with the use of the new technology. The Purchasing Department also continues to use Key Performance Indicators to track expired and active term contracts, processing times for solicitations, and percentage of bidder responses to solicitations. Performance metrics are utilized to continue to transform the office, focusing on best practices and increased efficiencies to improve operations.

### CITY TREASURER

The City Treasurer launched an initiative to update the City's investment policy. The purpose was to more clearly define the policy and enact a major change as to how the City invests funds. The City first contracted with an investment consultant who assisted with the selection of three investment managers with technical expertise and access to markets to assist the

City. The City's investment focus in order of importance is safety, liquidity, and yield.

Another significant change during FY2016 was the contract award to Point & Pay LLC to provide credit card merchant processing. The Treasurer's office is currently implementing this change which consolidates seven different providers into one provider. There are expected cost savings associated with this change; however, the full effect will not be known until all payment channels are converted. The Treasurer's office continues to play a significant role with the design and implementation of the City's new Financial Management System (FMS). Several employees have spent a considerable amount of time with the conversion and set up for a successful implementation. This project further strengthens the role the Treasurer's office has in working with multiple departments to address needs, concerns, and train staff to use the new software.

#### TRANSFORMATION IN NON-GENERAL OPERATING FUND SEGMENTS OF THE FISCAL PLAN

Non-General Operating Fund segments of the City's operation make up about 65% of the total FY2017 appropriation for all funds. These critical operations include water, sewer, refuse collection, street repair and maintenance, building operations, fleet, engineering, information technology, 3-1-1 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. In FY2017, continued transformation will be accomplished through:

#### CAPITAL IMPROVEMENT FUND INVESTMENTS

FY2017 is the third year of implementation of asset management investments for major asset classes in the Capital Improvement Fund. This includes achieving the next step of investment required to achieve Stormwater Level C by 2020, significant investment in cemetery facilities and scheduled

investments in facilities. In FY2017, the Capital Reserve Fund will begin paying debt service on the proposed second bonds to be issued in 2016 for floodwall improvements. Future debt service capacity has been identified for future flood control and mitigation investments in conjunction with river restoration investments.

#### ENERGY AND SUSTAINABILITY

In FY2017, the Office of Energy and Sustainability will enter its seventh fiscal year of operation, focusing on planning, designing, and implementation of sustainable energy solutions for the organization. The Office will deliver its next phase of the five year sustainability plan and will ensure timely reporting of sustainability-related outcomes. Another area of focus for the office will include implementation of emergency action guidelines in concert with disaster mitigation, emergency preparedness planning and training, and climate resilience. The Office will be responsible for implementation of the commitments outlined in the Compact of Mayors, including the completion of the City-wide Green House Gas Emissions inventory. The Office director will be representing the City on Grand Rapids 2030 District, Great Lakes Saint Lawrence Cities Initiative, Michigan Green Communities, Grand Rapids Community Sustainability Partnership, and other initiatives and partnership opportunities.

#### ENGINEERING DEPARTMENT

The Engineering Department is forecasting a second consecutive year with over \$100 million in construction volume. Before beginning our transformation in 2010, construction volume was approximately \$75 million with 48 professional staff. We are now performing with 29% leaner operations and more effective project management for this 33% increase in construction with 34 staff in FY2017. We continue to perform design, construction engineering and inspections on our projects and actively service the public during construction. Engineering oversees City-wide Sustainable Asset Management consistent with the Phase III Transformation Investment Plan. We also continue to implement Vital

Streets and Sidewalks in collaboration with the Vital Streets Oversight Committee. The River Restoration project and flood mitigation will require increasing engagement of the Engineering Department in FY 2017 and beyond. The Solar Facility at Butterworth Acres is beginning to increase in effort along with various public-private partnerships involving the City.

### INFORMATION TECHNOLOGY

Mindful of the financial position of the City, the FY2017 Fiscal Plan proposes no new solutions or architecture development. Any FY2017 development requests will be brought individually for management consideration and funding. The past three years has continued operational baseline with minimal staffing support, while architecture footprint has doubled and solutions continue to expand in support of transformation. While we have done very well at sustaining both operational and strategic direction of City enterprise information technology management, we will accommodate with additional resources as needed. FY2017 will see an evolution in our contracting approach. We will transition from contracts that define agreed upon inputs (e.g. on-site personnel) to contracts that define service level expectations.

### MAJOR AND LOCAL STREETS FUNDS

The Major and Local Streets Funds support a number of services including pothole patching, temporary paving, trench repairs, curb repairs, signal maintenance, traffic signs, pavement markings, catch basin cleaning, snow and ice control and asset management. Both Funds are projected to continue operating with annual losses through FY2021. The primary revenue source for these Funds, Act 51 Gas and Weight Taxes, was recently authorized for a phased in tax increase by the State Legislature beginning in FY2017. The phasing continues through FY2021 with the second portion of the new revenue dependent on the State's General Fund. Pursuant to the Vital Street Guidelines, any new state payments will be dedicated to Vital Street investments. Although there has been great

progress made toward achieving the 70% fair and good street condition goal outlined in Vital Streets, the Major and Local Streets Funds are experiencing little revenue growth despite cost increases, thereby making it a challenge to implement sound asset management principles at current annual revenue levels. This fund will continue to produce critical Vital Streets asset management outcomes through a unique relationship with the Vital Streets fund. That relationship will be expanded this year to provide investment in increased street vegetation maintenance.

Motor Equipment has been focusing on best practices and operational transformation for some time. Last fall, Motor Equipment implemented a fleet management system to track and report on the equipment within the fleet. This new software has allowed Motor Equipment to provide better information on equipment status and repairs.

MOBILE GR AND PARKING SERVICES is evolving to expand the scope of services to cover all transportation choices and better meet the growth in demand of the on and off-street parking system in FY2017. The goal is to achieve a mode split of 90/10 between motor vehicles and mobility options, emphasizing transportation demand management and support of multi-modal options for residents and employees to get around the City. Owing both to change in travel behavior among the millennial generation and the limited ability to dedicate more land and right of way to personal vehicles, the future growth of downtown and our community will increasingly depend on a multi modal transportation system that is safe, convenient, and affordable. The end result will be a community where people can choose to drive, but are not required.

FY2017 will see the completion of the transition from Parking Service to Mobile GR and expanded support of mobility options. This includes enhancements to DASH service to increase frequency and service operations hours and a partnership with DGRI and The Rapid on expanding transit access to improve mobility options in Downtown. FY2017 will also see continued exploration of a car-share program, a bike share program, and implementation of customer-focused

transportation demand management strategies with community partners. Increasing parking supply across the system will also be a priority through better use of technology to find vacant parking spaces, expansion of remote park and ride options and public-private partnerships to provide more structured parking.

### 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 location, neighborhood cleanups, street sweeping, trash reduction program and graffiti abatement. The Fund experienced a deficit condition in FY13 and required a Deficit Elimination Plan be submitted to the State of Michigan. This Plan projected elimination of the deficit by FY19 when a forecasted positive fund balance would be achieved. Since FY13, the Public Services Department implemented several steps to address the deficit that included a multi-year strategy, lean business process improvements, standardized work, expenditure control and relentless self-examination. To that end, the Refuse Fund ended FY15 with a positive fund balance, three years ahead of schedule. Although there is still work to do, including the area of composting and organics collection, solid progress since FY13 clearly demonstrates the Fund is on the path to financial stability and reaching established fund balance targets within the FY17-21 Fiscal Plan.

### SIDEWALKS

The sidewalk program has developed countermeasures that will be implemented in FY2017 to deal with a backlog of repair complaints. Initially it had been thought that the pent up demand for complaint-based repairs would subside after FY2015. That has not been the case. For FY2017, the systematic sidewalk inspection and repair program will be suspended to attempt to work through that backlog. Additional countermeasures are being developed at this time.

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### STREET LIGHTING, SIGNALS AND SIGNS

Street Lighting has successfully inventoried its power distribution and street lighting assets into a geospatial database. This work was made possible because of a Phase I Transformation Investment. The results of this inventory audit are now being analyzed to determine the necessary design standards, lighting policy, technology, and product specifications needed to complete the design phase for future LED street lighting. Advanced street lighting technologies have matured to the point where they are reliably producing retrofit design lighting levels with a significant amount of energy savings. Advancing the City's street lighting system to LED remains desirable as it is a dramatic improvement in energy savings and maintenance operations and strategies are being developed and analyzed to determine the best implementation method for Grand Rapids.

### TRANSFORMATION FUND

In May of 2010 when Grand Rapids voters approved the five year City income tax rate increase, the City knew it would be important to be totally transparent in reporting the amount of the increased revenue and how it was spent. As a result, the tax increase dollars were separated into the new Transformation Fund.

At that time, the City was aware that if the Transformation Fund dollars were only used to reinstate Community Policing, to sustain Firefighter staffing and to plug holes in the budget, it would simply be deferring the problem. It was important to create a mindset that the only way the City would emerge from its economic challenges would be to make investments that provide tangible, rapid, and monetary return-on-investment that accelerate transformation.

In FY2016 we signaled the need to begin transforming the Transformation Fund.

To accomplish that, we removed allocation of the portion of Statutory State Revenue Sharing that remained in the

Transformation Fund following the modification of the Capital Set Aside policies is no longer the most appropriate use of that funding. We replaced it with deposit of 1% of base income tax receipts into the Transformation fund in exchange for half of the Statutory State Revenue Sharing funds. At that time, setting aside 1% of income tax to invest in innovation opportunities seemed like the right level of funding.

The FY2017 Preliminary Fiscal Plan begins the process of winding down the Transformation Fund over the next two fiscal years. Transfers of fund balance from the Transformation Fund are planned yet in FY2016 and then again in FY2017 and FY2018. By FY2018 all obligations for SAFER Fire Personnel Grants and COPS Police Grants will be completed and all other projects will be concluded. All currently approved investments or set asides are honored in this plan.

Going forward, the Transformation Fund is closed to new applications. Major projects that were developed under the auspices of the Investment Managers including Cemetery Asset Management and LED Light Replacement will continue development and seek alternate funding through traditional sources, most likely in the Capital Reserve Fund.

The Transformation Fund fulfilled its purpose by allowing us to invest in game-changing value streams that allowed us to preserve police and fire outcomes, reduced costs or set the stage for the achievement of significant community outcomes.

Through its closure the Transformation Fund will achieve many of the same outcomes again by preserving police and fire outcomes and creating the space and time for required transformation through execution of Phase III of our Transformation Plan.

### VEHICLE STORAGE FACILITY

The vehicle impound and storage operations continue to maintain sustainably. The revenues collected for the services provided cover all expenses associated with the operations. For the past several years, revenues and expenses have been

slightly declining due to the reduction in the amount of impounded vehicles processed. This decline should be seen as a positive outcome for the City of Grand Rapids as this means that less abandoned vehicles and property exist within the City limits.

### VITAL STREETS

With the trail blazing work of the Sustainable Streets Task Force, the approval of the voters of the extension of the income tax increase for 15 years for 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.

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

By utilizing excellent interest rates for shorter term bonds, the City will be able to invest \$50 million in the years 2014 – 2017, thereby preserving the investment in our streets and taking advantage of the current stable construction pricing. This also has helped us make significant progress toward the 70% goal.

The FY2017 – FY2021 Vital Streets Capital plan investment continues to follow our asset management principles and investment strategies, reflects a level of investment not dreamed of as recently as FY2015 and puts us on track to reach the goal of 70% good and fair.

### ENTERPRISE SYSTEMS

Over the past seven years, the Water System and Environmental Services have reduced operating expenditures by more than \$25 million through a commitment to process improvement and innovation. This work will continue in FY2017. The Water & Sewer 2015 Comprehensive Master Plan Update contained a scope of work dedicated to asset management planning for the water distribution piping system. Strategies, mission statement, maturity indices were

developed for both water and sewer assets. Together when coupled with Vital Streets on the City's GIS, these assets will have tremendous predictive impact based on priority and Level of Service in future Capital Improvement Planning.

## WATER

The proposed Water System budget maintains the current service levels through transformation of operations and operational cost reductions. Unfortunately, billed volume and therefore revenue are relatively flat to slightly below normal due to colder and wetter summer weather conditions in recent years. Because of this, the Water System continues to focus on optimization of our pumping operations which include numerous projects. One of these optimization projects is the SCADA project which is enhancing our operational controls and minimizing excess energy usage through our pumping program. We estimate a 10% reduction in energy usage system wide with the completion of this project in FY2017. We also continue to replace older equipment system wide with newer, more efficient equipment that utilize Variable Frequency Drives (VFD) through our Capital Budget program. These VFDs allow the operator to control the speed of the motor on a pump to a level that matches the demand for water in the system, therefore reducing energy consumption by the pump.

The Water System also continues to work very hard on our Capital Budget program as a partner to the Vital Streets program by leveraging Water System dollars to replace aging water infrastructure on numerous Vital Streets projects. Over the next five years, the Water System is planning to spend nearly \$25 million (28% of our entire capital budget during this period) on replacing aging water infrastructure on Vital Street projects to help preserve the investment being made in the road surface. Another capital focus will be review of lead service line replacement protocols. While we work hard on improving operations and replacing aging infrastructure, we are also mindful of how the bond rating agencies view debt now, looking at all debt as opposed to only senior level debt previously. Since there is the likelihood of lower bond ratings

resulting in higher interest rates if the debt coverage ratio does not improve, we will work with the Fiscal Group to carefully manage this new reality.

The Water System continues to be a leader in terms of service to our customers. Through our partnership with 3-1-1, the department was able to win a very prestigious customer service excellence award in FY2016. We look to build upon this achievement with additional improvements and upgrades to our Cayenta billing program as well as additional transparency to our customers through online billing and payment improvements. As we enter FY2017, we will be nearing the final stage of the merger of the sewer and water field operations group which will result in a more capable and versatile work force that will function above the current industry standards.

## ENVIRONMENTAL SERVICES DIVISION

The Environmental Services budget includes an increase in expenditures related to stormwater consistent with the investment guidelines which provide for reaching a Service Level "C" in FY2020. The Stormwater Oversight Commission has been active; it provides guidance and submits an annual report to the City Commission. To accomplish the next steps forward, two additional positions have been included; a Collection System Asset Technician who maintains the infrastructure and an Engineering Assistant I for Soil Erosion and Sedimentation Control.

The requested Sewage Disposal System Operation and Maintenance budget, while 1.2% higher than FY 2016, remains even with the FY 2011 request. This is due to the investment in technology, innovation, and business process improvement. In May 2015, the wastewater treatment plant, now called the Water Resource Recovery Facility, brought on line two modern high speed turbo blowers which reduced electrical use by two million kilowatt hours annually. In July 2015 the City completed the required construction of the Combined Sewer Overflow project which began in 1991.

## BUDGET GUIDELINES

### *INTRODUCTION*

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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 FY2017 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*

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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*

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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*

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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*

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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. In fact, appropriation lapse has been larger in recent years because we have delayed filling vacant positions. 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 FY2017 Fiscal Plan contains an assumed lapse of \$3.5 million in the General Operating Fund. The appropriation lapse in other funds is as follows:

<u>FUND/DEPARTMENT</u>	<u>LAPSE %</u>
District Court	3.00%
Parking	4.00%
Sewer	4.00%
Water	4.00%
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. Planned investments from the Transformation Investment Fund (are earmarked in the Transformation Fund but not included in the initial budget. Once the project(s) have gone through the approval process (i.e. A3, Investment Managers, City Manager and City Commission), the budget will be amended to reflect the approved projects).

### 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*

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The financial Guidelines state that the General Operating Fund Contingent Appropriation (allowance for unforeseen obligations) will be established each year at \$1,500,000.

### *FY2017 PLANNING ISSUES*

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The FY2017 Fiscal Plan includes approximately \$1.2 million for the Contingent Account appropriation in the GOF for each year of the five year forecast.

## *FUND BALANCE & UNRESTRICTED CASH*

### *BACKGROUND*

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The policy says 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 expenditure 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.

### *FY2017 PLANNING ISSUES*

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FY2017 Income tax revenues are budgeted to increase a modest 4.4% over FY2016’s estimate, followed by 3.3% growth in FY2018, and then 2.5% over the next several years. If the forecasts hold, the FY2017 Fiscal Plan reflects a 15% unappropriated / unreserved / unassigned fund balance of the General Operating Fund. This is up from 12.1% in the FY2016 Fiscal Plan. The City will be using Transformation dollars to fully fund the GOF reserves to the 15% policy guideline and 10% for the Budget Stabilization Fund prior to the end of FY2016.

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 425 positions (over 500 positions, when considering the SAFER, COPS, and Supplemental Income Tax positions) since Fiscal Year 2002. This is why it is imperative that the City continues to build an unassigned General Operating Fund and Budget Stabilization Fund balance. 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. For the current fiscal

year (FY2016) it is anticipated we will fully fund the Budget Stabilization Fund to the 10% guideline level.

### *GUIDELINE 3 - CAPITAL IMPROVEMENT EXPENDITURE PROGRAM*

#### *BACKGROUND*

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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*

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It is important that the City realize the impact of capital assets on the operating budget of the City and understand that capital assets need to be regularly maintained to avoid major deferred maintenance expenditures and to extend the useful life whenever possible.

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.

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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.

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.

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*

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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.

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The FY2015 budget established the framework for the Public Assets pillar aimed at long-term sustainability of public capital assets. Half of the Economic Vitality Incentive Program (EVIP) revenues are now pledged toward capital asset management. In addition the General Operating Fund cap space realized due to sustainable operations is now transferred into the Capital Reserve Fund, and the City Commission also authorized increasing the income tax set-aside by 1% (to 5%) in FY2015. The capital set-aside percentages apply only to the 1.3% base income tax revenues. These additional funding mechanisms will ensure Pillar II sustainable asset management will be appropriately funded.

#### FY2017 PLANNING ISSUES

The additional 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.

#### FY2017 PLANNING ISSUES

The Sustainable Streets Task Force has been meeting since early 2012. They have concluded that the condition of major and local streets is deteriorating and additional ongoing revenues are necessary to revise the trend. Following voter approval after a successful ballot measure to extend the .2% increase in the income tax rate for 15 years, the Vital Streets Oversight Commission began meeting monthly.

The Vital Streets Capital Plan requires \$22 million 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 will be 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. FY2017 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.

## PARKS, POOLS, PLAYGROUNDS

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.

## VITAL STREETS

Investing at least 84% (estimated at \$8,400,000 annually) of the revenue from the income tax extension in Vital Street investments and up to 16% (estimated at \$1,600,000 annually) in systematic sidewalk investments.

## TRANSFORMATIONAL GOALS AND THE TOTAL COST OF COMPENSATION

### BACKGROUND

In FY2011 we stated that the key to financial sustainability could be summarized into two broad categories. First, we need to reduce the total cost of employee compensation (wages, salaries, and benefits) by 10% (subsequently reduced to 8.2%) as directed by the City Commission. Second, all departments must accomplish transformation savings targets of approximately 10% by June 30, 2015.

These savings were generated from changes in the deployment of personnel, changes in tactics, consolidation with neighboring communities, shifting specialized services to regional authorities, or other business funding models. All General Operating Fund departments had the same savings targets – 8.2% from labor concessions and 10% from

transformational activities. The labor and transformation savings were realized over the last several years and fully accomplished by the end of the five year income tax increase.

## FY2017 PLANNING ISSUES

Transformation goals have been established for most of the groups who provide services to the public, although not as formally or as calculated as General Operating Fund goals. For example, Water and Sewer were charged with reducing operating costs by 10% over the last three fiscal years. This goal has been achieved. Given the relatively fixed nature of the costs of these services (i.e. approximately 50% of the costs are fixed), this translates to a 20% cost reduction in the non-fixed portion of the cost of services. The FY2017 Fiscal Plan calls for the end of the Transformation Fund by the end of FY2018. In FY2016, sufficient revenues will be transferred into the General Operating Fund to fully fund reserves to the 15% GOF and 10% Budget Stabilization Fund policy guidelines. Remaining Transformation Fund dollars will be earmarked for the specified transformation investments with the goal of closing the fund by the end of FY2018.

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## **STATEMENT OF ACQUISITION AND USE OF SURVEILLANCE EQUIPMENT AND SURVEILLANCE SERVICES**

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

THE FY2017 FISCAL PLAN DOES NOT INCLUDE FUNDING FOR ANY NEW PROGRAMS OR PROJECTS THAT MEET THE CRITERIA AND DEFINITION OF POLICY NUMBER 15-03.

2017 Budget Input Payroll Rate sheet					
Category	2017	2018	2019	2020	2021
<b>Clothing Allowance</b>					
CLOTHING (Clothing Allowance)	1080.00	1080.00	1080.00	1080.00	1080.00
<b>Education</b>					
EDUCATION 1000 (Education \$1000)	1000.00	1000.00	1000.00	1000.00	1000.00
EDUCATION 200 (Education \$200)	200.00	200.00	200.00	200.00	200.00
EDUCATION 400 (Education \$400)	400.00	400.00	400.00	400.00	400.00
EDUCATION 500 (Education \$500)	500.00	500.00	500.00	500.00	500.00
EDUCATION 800 (Education \$800)	800.00	800.00	800.00	800.00	800.00
<b>Health Insurance</b>					
HEALTH (HEALTH)	12293.21	13678.09	15466.58	17297.05	18878.20
HEALTH LIBRARY (HEALTH LIBRARY)	11700.00	12744.00	13636.00	14454.00	15321.00
<b>Pension and MedSup</b>					
MEDSUP FIRE (MEDSUP FIRE)	0.70%	0.70%	0.70%	0.70%	0.70%
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)	23.00%	23.00%	23.00%	23.00%	23.00%
PENSION GENERAL (PENSION GENERAL)	23.03%	21.03%	19.70%	19.68%	19.11%
PENSION POLC COMMAND (PENSION POLICE COMMAND)	23.00%	23.00%	23.00%	23.00%	23.00%
PENSION POLC OFCSGTS (PENSION POLICE OFFICERS AND SERGEANTS)	23.00%	23.00%	23.00%	23.00%	23.00%

**2017 Budget Input  
Payroll Rate sheet**

<b>Category</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Retiree Health</b>					
RET HLTH ECO (RETIREE HEALTH ECO)	7.82%	8.47%	8.25%	8.04%	7.86%
RET HLTH FIRE (RETIREE HEALTH FIRE)	20.77%	20.17%	19.47%	18.63%	18.03%
RET HLTH GENERAL (RETIREE HEALTH GENERAL)	12.17%	11.79%	11.43%	11.10%	10.81%
RET HLTH LIBRARY (RETIREE HEALTH LIBRARY)	5.70%	5.70%	5.70%	5.70%	5.70%
RET HLTH POLICE (RETIREE HEALTH POLICE)	18.43%	17.82%	17.22%	16.54%	15.81%
<b>Employer FICA</b>					
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)	118500.00	118500.00	118500.00	118500.00	118500.00
<b>Fiscal Wage Increase Factor</b>					
SALARY 61ST ( )	2.00%	2.25%	2.00%	0.00%	0.00%
SALARY 61STHR ( )	2.00%	2.25%	2.00%	0.00%	0.00%
SALARY APACITY ( )	2.00%	2.25%	2.00%	0.00%	0.00%
SALARY APACOURT ( )	2.00%	2.25%	2.00%	0.00%	0.00%
SALARY APPOINTED ( )	2.00%	2.25%	2.00%	0.00%	0.00%
SALARY CITY ( )	2.00%	2.25%	2.00%	0.00%	0.00%
SALARY CITYMNGR ( )	2.00%	2.25%	2.00%	0.00%	0.00%
SALARY COMMSUPV ( )	2.00%	2.25%	2.00%	0.00%	0.00%
SALARY COURT ( )	2.00%	2.25%	2.00%	0.00%	0.00%
SALARY COURTPT ( )	2.00%	2.25%	2.00%	0.00%	0.00%
SALARY EXECPLAN ( )	2.00%	2.25%	2.00%	0.00%	0.00%
SALARY IAFF ( )	2.00%	2.25%	2.00%	0.00%	0.00%
SALARY MGTNON ( )	2.00%	2.25%	2.00%	0.00%	0.00%
SALARY POLC1 ( )	2.00%	2.25%	2.00%	0.00%	0.00%
SALARY POLC2 ( )	2.00%	2.25%	2.00%	0.00%	0.00%

**2017 Budget Input  
Payroll Rate sheet**

<b>Category</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
SALARY POLC4 ( )	2.00%	2.25%	2.00%	0.00%	0.00%
SALARY POLC5 ( )	2.00%	2.25%	2.00%	0.00%	0.00%
<b>Unemployment Compensation</b>					
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%

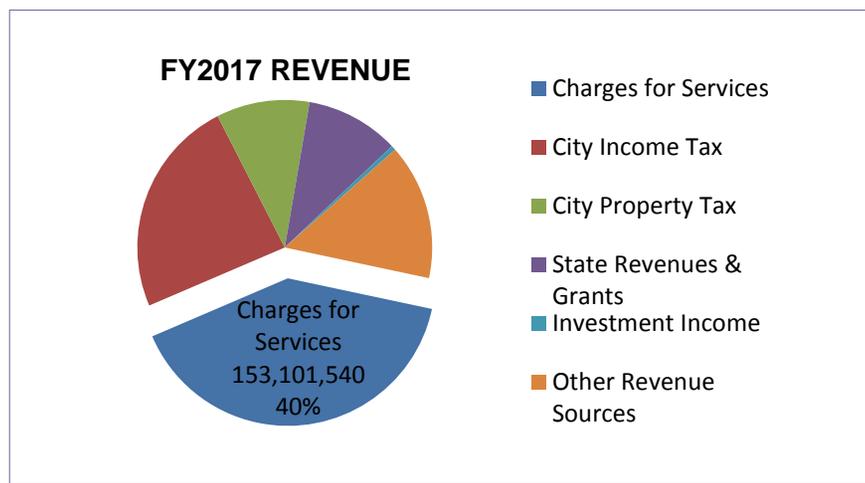
## FY2017 REVENUE OVERVIEW

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 more recently the proportionate shares were projected to be 53% and 10.5%. 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 near elimination of the statutory revenue sharing program.

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.

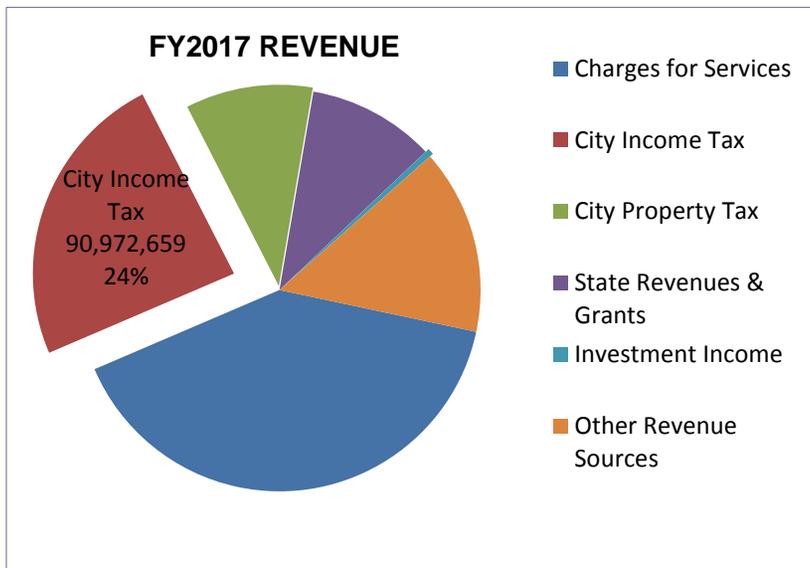
Other City funds with user fee revenues include the 61st District Court, Refuse Collection and Disposal, Building Inspection, Street, Vehicle Storage, and Parks Funds. Examples of General Operating Fund charges for services include the Property Tax Admin Fee, Licensing Fees, Marriage Ceremony Fees, and 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, with 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

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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 and the Capital Reserve 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.

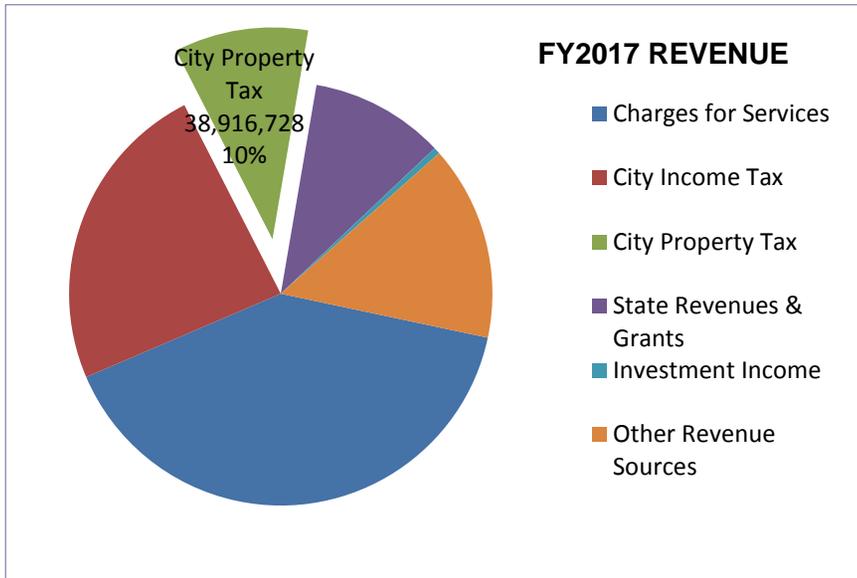
Assumptions are made as to the rate at which taxable income is expected to grow. We then overlay the temporary increase in the income tax rate and the permanent decrease in the exemption rate. The estimated revenues shown in the fiscal plan include the additional revenue from this ballot measure and are shown on the Vital Streets Fund Statement. Income tax revenue (other than that generated by the May 2010 ballot measure) is divided between the Capital Reserve Fund and the General Operating Fund.

FY2016 income tax revenues trended strongly above FY2015 revenues for the first half of this year. We remain optimistic and confident that FY2016 will end the year 6.0% over FY2015 results.

To the extent actual income tax revenue exceeds budgeted income tax revenue, that increased tax revenue will be used to help meet two critical and complementary objectives: increasing the General Operating Fund's unassigned fund balance and fully funding the Budget Stabilization Fund to the 10% policy guideline.

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### Group 3 - City Property Taxes



### Real Property Tax

Property taxes, currently the City's third 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.

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 and Refuse Collection and Disposal funds.

Proposal A of 1994 enacted limitations on the annual growth of individual property tax assessments. Prior to Proposal A, property taxes were calculated by multiplying the State Equalized Value (SEV) by the millage rate, where SEV is equal to 50% of the estimated true cash value of the property. Proposal A of 1994 requires property taxes to be calculated using the Taxable Value (TV), not the SEV. Whereas growth in

SEV is limited only by market forces, growth in TV is “capped” at the annual Consumer Price Index (CPI), or 5%, whichever is less. New construction and transfers of ownership are exceptions to the cap.

Leading up to the 2007/2008 housing crisis, 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 housing crisis.

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. Despite a modest increase in the City’s 2015 SEV of 5.25%, the City’s 2015 TV only grew 2.09%. Should the real estate market continue to improve, Proposal A requires future property tax millage rates to be reduced which will result in the property tax revenue growth to remain stagnant and in-line with the annual CPI.

### 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 begins 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 will be 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.”

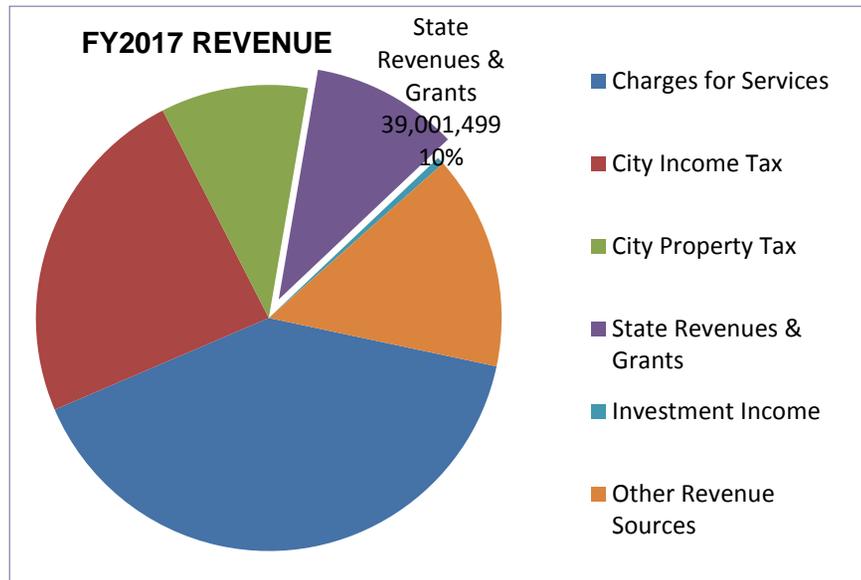
An analysis by the House Fiscal Agency indicates that beginning in State Fiscal Year 2015-2016, the City will receive 100% reimbursement of the following losses: revenue loss related to essential services such as ambulance, fire, and police; revenue loss experienced by tax increment financing authorities; and revenue loss from the “small taxpayer exemption.”

### 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 a property tax revenue increase of 3.3% from FY16 to FY17 in the General Operating Fund. Property tax revenues are also recorded in the City’s Capital Reserve Fund, the Refuse Fund, and in the Public Library Fund. 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.

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## Group 4 - State Revenues and Grants



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

### State Grants

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

## State Shared Revenues

Revenue Sharing is the State program that previously distributed portions of the 4% 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).

Overall, the State Revenue Sharing distributions have been declining since 2002, primarily due to cuts in the statutory component of the revenue. Constitutional Revenue Sharing revenues are deposited to the General Administration Account.

## State Gas and Weight Taxes

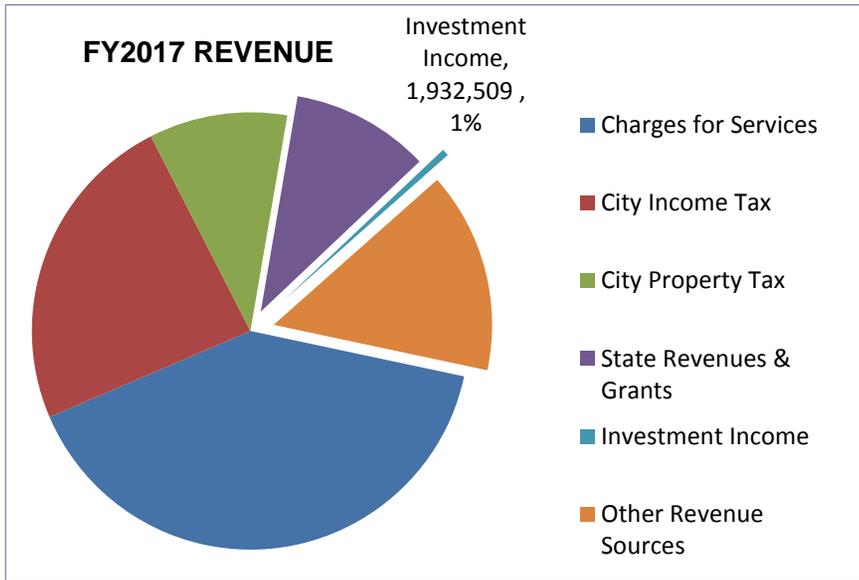
The Michigan Constitution provides that certain proceeds of taxes levied by the State on motor vehicle fuels and registered motor vehicles be deposited into the Michigan Transportation Fund. Revenues deposited into the Fund are allocated by formula established under Public Act 51 of 1951, and transferred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

Gas and weight taxes are excise taxes - this means these taxes are charged based on numbers of units sold (i.e., gallons) rather than on the price of the units. As fuels including gas and diesel become more expensive and as vehicles become more fuel efficient, fewer gallons of fuel are sold which means that fewer taxes are collected. At the same time, costs associated with road and street repairs and maintenance continue to rise. Labor costs, like health insurance benefits for the workers who fix the roads, and material costs, like petroleum-derived asphalt, have been increasing annually above the rate of inflation. Gas and weight taxes are already inadequate to maintain the City's roads but, with the General Operating Fund incapable of providing

Streets Capital funding, the problem will get much worse in the very near future.

**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.

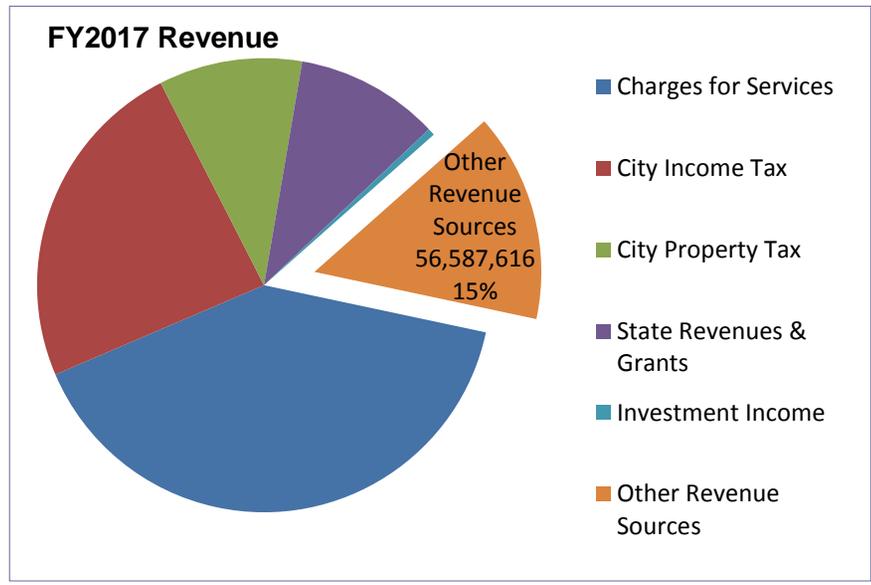
-Custodial Credit Risk: The risk that, in the event of a failure of the counter-party, the City may not be able to recover the value of investments or collateral securities that are in the possession of an outside party.

-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.

This Fiscal Plan projects interest rates that continue to be at historically low levels and, with previously placed longer term investments maturing and being reinvested in lower interest rate securities, there is a reduced estimate of interest earnings.

**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 federal Circular A-87.

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.



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RAPIDS  
MICHIGAN  
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## INTRODUCTION TO FUND SUMMARIES

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

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

### GOVERNMENTAL FUND TYPES

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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

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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.

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The individual fund statements supported by supplemental information for each of the budgeted funds follow the combined fund statement. Each fund statement provides a three-year financial history of the fund, as well as an additional four years projections. Statements have been organized by theme; Green, Mobility , Public, Enterprise, Community, Internal Service and Health Care.

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.”

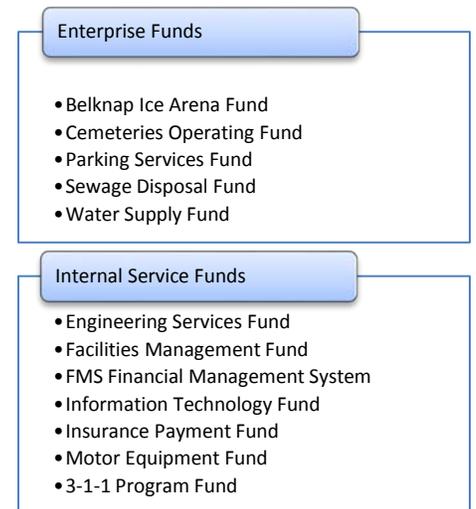
### Accrual Basis

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, 2016

**TOTAL**  
**\$473,131,118\***

<b>ADMINISTRATIVE SERVICES</b>	<b>\$ 35,230,246</b>
• Administrative Services	\$ 2,364,454
• Human Resources	\$ 32,865,792
<b>COMMUNITY SERVICES</b>	<b>\$ 67,189,503</b>
• Community Development	\$ 19,442,731
• Public Services	\$ 47,746,772
<b>DESIGN/DEVELOPMENT &amp; ENTERPRISE SERVICES</b>	<b>\$159,118,464</b>
• Design, Development & Community Engagement	\$ 11,626,478
• Engineering	\$ 7,435,023
• Enterprise Services	\$140,056,963
<b>FISCAL SERVICES</b>	<b>\$ 67,913,832</b>
• Facilities & Fleet Mangement	\$ 21,924,277
• Fiscal Services	\$ 29,687,090
• Technology & Change Management	\$ 10,007,097
• Treasury	\$ 3,366,503
• Comptroller's Office	\$ 2,928,865
<b>PUBLIC SAFETY SERVICES</b>	<b>\$103,973,365</b>
• Police	\$ 57,813,059
• Fire	\$ 29,866,577
• District Court	\$ 13,716,626
• City Attorney	\$ 2,577,103
<b>OTHER SERVICES</b>	<b>\$ 28,592,995</b>
• Public Library	\$ 11,722,781
• City Clerk	\$ 2,368,476
• District Court	\$ 14,501,738

Includes Fiduciary \$11,112,713

# CITY FUNDS BY CLASSIFICATION WITH APPROVED APPROPRIATIONS

JULY 1, 2016

GENERAL OPERATING	
General Operating Fund	\$ 132,858,747

SPECIAL REVENUE	
Budget Stabilization	\$ -
Building Inspection	3,939,859
Community Dispatch	5,719,900
61st District Court	13,716,626
DNR Properties	4,185
Downtown Improvement District	-
Drug Law Enforcement	432,794
Metropolitan Enforcement Team (MET)	310,167
Economic Development Corporation (EDC)	493,795
Local Streets	4,950,698
Major Streets	18,992,539
Michigan Justice Training	55,000
Parks and Recreation	6,537,591
Parks Millage	3,932,496
Property Management	997,546
Public Library	11,722,781
Receivership Subfund	15,000
Refuse Collection	11,369,038
Sidewalk Repair	1,825,251
Transformation Fund	2,476,645
CRC-Rosa Activities	70,000
Vehicle Storage Facility	693,542
Vital Streets Operating	5,711,504
	\$ 93,966,957

INTERNAL SERVICE	
Engineering Services	\$ 5,478,892
Facilities Operating	4,938,012
Facilities Capital	1,774,696
FMS Fund	2,986,158
Information Technology Operating	5,740,476
Information Technology Capital	495,000
3-1-1 Program	1,453,588
Insurance Health Subfund	25,359,452
Insurance Risk Management Subfund	4,783,056
Motor Equipment Operating	7,616,127
Motor Equipment Capital	4,221,320
	\$ 64,846,777

ENTERPRISE	
Auto Parking	\$ 23,542,119
Belknap Ice Arena	398,500
Cemetery Operating	1,487,992
Cemetery Golf Course	873,937
Sewage Disposal System	58,507,114
Water Supply System	45,775,286
	\$ 130,584,948

GRANTS	
Community Development Block Grant	\$ 4,816,210
Home Investment Partnership Program	1,020,000
Lead Hazard Control Grant	-
Other Grants	138,826
Police Grants	983,822
	\$ 6,958,858

CAPITAL IMPROVEMENT and DEBT SERVICE	
Capital Reserve	\$ 12,868,236
Capital Improvement	6,368,756
Streets Capital	130,880
Debt Retirement	-
Vital Streets Capital	13,374,093
	\$ 32,741,965

PERMANENT	
Cemetery Perpetual Care	\$ 60,153

FIDUCIARY (INFORMATIONAL)	
General Retiree Health Care	\$ 6,404,288
Police Officer Retiree Health Care	2,277,024
Firefighter Retiree Health Care	2,431,401
	\$ 11,112,713

**CITY OF GRAND RAPIDS, MICHIGAN  
COMBINED BUDGETED FUNDS  
FISCAL YEAR 2017**

**STATEMENT OF REVENUES AND APPROPRIATIONS  
July 1, 2016**

	GENERAL OPERATING	SPECIAL REVENUE	DEBT SERVICE	CAPITAL IMPROVEMENT	PERMANENT	FIDUCIARY	ENTERPRISE	INTER-FUND ELIMINATIONS	TOTAL ALL FUNDS	MEMORANDUM ONLY INTERNAL SERVICE FUNDS
<b>REVENUES:</b>										
401 Taxes	\$88,195,139	\$32,646,744	\$ -	\$9,047,504	\$ -	\$ -	\$ -	\$ -	\$129,889,387	\$ -
450 Licenses and Permits	3,328,105	3,874,746	-	-	-	-	79,277	-	7,282,128	96,500
500 Intergovernmental Revenues	18,209,669	27,631,044	-	2,644,539	-	-	-	-	48,485,252	-
600 Charges for Services	9,477,183	16,705,590	-	-	22,253	13,941,581	112,954,933	-	153,101,540	42,761,472
655 Fines and Forfeitures	2,047,000	600,000	-	-	-	-	1,204,000	-	3,851,000	-
664 Interest and Rents	396,588	738,939	-	19,356	32,653	2,420,385	1,412,895	-	5,020,816	11,900,561
671 Other Revenue	802,493	2,006,984	-	525,000	-	-	1,053,597	-	4,388,074	5,613,689
695 Other Financing Sources	10,504,021	24,731,486	-	19,263,130	117,700	-	33,599,035	(\$59,444,730)	28,770,642	-
From (To) Fund Balance	(101,451)	(8,009,718)	-	1,242,436	(112,453)	(5,249,253)	(19,718,789)	-	(31,949,228)	4,474,555
<b>TOTAL REVENUES</b>	<b>\$132,858,747</b>	<b>\$100,925,815</b>	<b>\$0</b>	<b>\$32,741,965</b>	<b>\$60,153</b>	<b>\$11,112,713</b>	<b>\$130,584,948</b>	<b>(\$59,444,730)</b>	<b>\$348,839,611</b>	<b>\$64,846,777</b>
<b>APPROPRIATIONS:</b>										
A110 Public Library	\$ -	\$11,722,781	\$ -	\$ -	\$ -	\$ -	\$ -	(\$426,968)	11,295,813	\$ -
A120 Clerk's Office	2,106,676	-	-	261,800	-	-	-	-	2,368,476	-
A130 Executive Office	1,633,502	-	-	12,868,236	-	-	-	(7,162,928)	7,338,810	-
B210 Community Services	132,025	16,445,123	-	45,000	60,153	-	2,760,429	(2,389,257)	17,053,473	-
B220 Public Services	-	34,372,678	-	13,374,093	-	-	-	(6,074,282)	41,672,489	-
B230 Parks Operations	-	-	-	-	-	-	-	-	-	-
C310 Design Devt & Community Engag	5,704,943	5,921,534	-	-	-	-	-	(832,258)	10,794,219	-
C315 Economic Development	-	-	-	-	-	-	-	-	-	-
C320 Engineering	-	1,825,251	-	130,880	-	-	-	(29,089)	1,927,042	5,478,892
C330 Enterprise Services	5,891,271	5,988,150	-	1,258,143	-	-	126,919,399	(21,802,951)	118,254,012	-
D410 Human Resources	2,723,284	-	-	-	-	-	-	-	2,723,284	30,142,508
D420 Administrative Services	840,866	70,000	-	-	-	-	-	-	910,866	1,453,588
E510 Police	49,580,980	7,501,683	-	730,400	-	-	-	(380,236)	57,432,827	-
E520 Fire	28,998,743	-	-	867,834	-	-	-	(531,979)	29,334,598	-
E530 District Court	-	13,716,626	-	-	-	-	-	(409,270)	13,307,356	-
E540 Attorney's Office	2,577,103	-	-	-	-	-	-	-	2,577,103	-
F610 Facilities & Fleet Management	-	693,542	-	2,680,579	-	-	-	(167,065)	3,207,056	18,550,155
F620 Fiscal Services	27,210,445	2,476,645	-	-	-	-	-	(19,238,447)	10,448,643	-
F630 Technology & Change Mgmt	260,463	-	-	525,000	-	-	-	-	785,463	9,221,634
F640 Treasury	2,269,581	191,802	-	-	-	-	905,120	-	3,366,503	-
F650 Comptroller's Office	2,928,865	-	-	-	-	-	-	-	2,928,865	-
G110 Retirement Activities	-	-	-	-	-	11,112,713	-	-	11,112,713	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$132,858,747</b>	<b>\$100,925,815</b>	<b>\$0</b>	<b>\$32,741,965</b>	<b>\$60,153</b>	<b>\$11,112,713</b>	<b>\$130,584,948</b>	<b>(\$59,444,730)</b>	<b>\$348,839,611</b>	<b>\$64,846,777</b>

**CITY OF GRAND RAPIDS, MICHIGAN  
SUMMARY OF ESTIMATED FINANCIAL  
SOURCES AND USES  
2015 - 2017  
JULY 1, 2016**

	GENERAL FUND			SPECIAL REVENUE FUNDS		
	2015 Actual	2016 Estimated	2017 Budget	2015 Actual	2016 Estimated	2017 Budget
<b>FINANCIAL SOURCES:</b>						
401 Taxes	\$ 80,609,397	\$ 84,647,472	\$ 88,195,139	\$ 30,667,939	\$ 32,800,359	\$ 32,646,745
450 Licenses and Permits	551,214	3,196,351	3,328,105	3,200,673	4,520,427	3,874,746
500 Intergovernmental Revenues	15,039,890	17,622,544	18,209,669	31,943,284	28,838,546	27,631,044
600 Charges for Services	11,661,345	9,549,474	9,477,183	12,388,039	16,659,863	16,705,590
655 Fines and Forfeitures	2,076,833	2,022,000	2,047,000	4,426,988	600,000	600,000
664 Interest and Rents	488,609	561,011	396,588	589,702	313,730	738,939
671 Other Revenue	877,207	923,462	802,493	5,159,069	3,114,289	2,006,984
695 Other Financing Sources	13,591,267	18,558,454	10,504,021	21,814,912	30,233,948	24,731,486
<b>TOTAL SOURCES</b>	<b>\$ 124,895,762</b>	<b>\$ 137,080,768</b>	<b>\$ 132,960,198</b>	<b>\$ 110,190,606</b>	<b>\$ 117,081,162</b>	<b>\$ 108,935,534</b>
<b>EXPENDITURES:</b>						
A110 Public Library	\$ -	\$ -	\$ -	\$ 10,868,950	\$ 11,230,795	\$ 11,722,781
A120 Clerk's Office	1,894,274	1,986,770	2,106,676	-	-	\$ -
A130 Executive Office	1,320,540	1,538,500	1,633,502	-	-	\$ -
B210 Community Services	167,170	126,920	132,025	19,552,592	18,371,250	\$ 16,445,123
B220 Public Services	-	-	-	24,721,931	30,304,112	\$ 34,372,678
B230 Parks Operations	-	-	-	-	-	\$ -
C310 Design Devt & Community Engagement	4,904,731	5,321,494	5,704,943	5,872,996	5,545,803	\$ 5,921,534
C315 Economic Development	-	-	-	-	-	\$ -
C320 Engineering	-	-	-	1,785,370	2,160,741	\$ 1,825,251
C330 Enterprise Services	5,119,513	5,645,457	5,891,271	5,427,461	5,782,385	\$ 5,988,150
D410 Human Resources	2,027,862	2,407,115	2,723,284	-	-	\$ -
D420 Administrative Services	668,075	758,808	840,866	6,833	-	\$ 70,000
E510 Police	45,387,668	48,474,201	49,580,979	8,413,426	8,032,273	\$ 7,501,683
E520 Fire	27,638,337	28,319,850	28,998,743	991,220	-	\$ -
E530 District Court	-	-	-	14,177,115	14,816,546	\$ 13,716,626
E540 Attorney's Office	2,463,562	2,476,106	2,577,103	-	-	\$ -
F610 Facilities & Fleet Management	-	-	-	543,294	661,703	\$ 693,542
F620 Fiscal Services	27,858,605	30,368,135	27,210,445	11,201,831	17,201,045	\$ 2,476,645
F630 Technology & Change Management	184,103	193,488	260,463	-	-	\$ -
F640 Treasury	1,963,282	2,155,964	2,269,581	41,249	71,230	\$ 191,802
F650 Comptroller's Office	2,372,664	2,586,617	2,928,865	-	-	\$ -
G310 Other Activities	-	-	-	-	-	\$ -
<b>TOTAL USES</b>	<b>\$ 123,970,386</b>	<b>\$ 132,359,425</b>	<b>\$ 132,858,747</b>	<b>\$ 103,604,268</b>	<b>\$ 114,177,883</b>	<b>\$ 100,925,815</b>
Net Increase (Decrease) in Fund Balance	\$ 925,376	\$ 4,721,343	\$ 101,451	\$ 6,586,338	\$ 2,903,279	\$ 8,009,719
General Contingencies and Reserves	335,777	-	-	(1,447)	-	-
Fund Balance - July 1	13,840,518	15,101,671	19,823,014	49,653,902	56,238,793	59,142,072
Fund Balance - June 30	<b>\$ 15,101,671</b>	<b>\$ 19,823,014</b>	<b>\$ 19,924,465</b>	<b>\$ 56,238,793</b>	<b>\$ 59,142,072</b>	<b>\$ 67,151,791</b>

**CITY OF GRAND RAPIDS, MICHIGAN  
SUMMARY OF ESTIMATED FINANCIAL  
SOURCES AND USES  
2015 - 2017  
JULY 1, 2016**

	<b>DEBT SERVICE</b>			<b>CAPITAL IMPROVEMENT</b>		
	2015 Actual	2016 Estimated	2017 Budget	2015 Actual	2016 Estimated	2017 Budget
<b>FINANCIAL SOURCES:</b>						
401 Taxes	\$ -	\$ -	\$ -	\$ 8,409,954	\$ 8,717,498	\$ 9,047,504
450 Licenses and Permits	-	-	-	-	-	-
500 Intergovernmental Revenues	-	-	-	3,870,350	3,210,489	2,644,539
600 Charges for Services	-	-	-	-	-	-
655 Fines and Forfeitures	-	-	-	-	-	-
664 Interest and Rents	-	-	-	40,561	-	19,356
671 Other Revenue	-	-	-	668,860	356,000	525,000
695 Other Financing Sources	1,688,788	-	-	25,045,085	25,710,491	19,263,130
<b>TOTAL SOURCES</b>	<b>\$ 1,688,788</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 38,034,810</b>	<b>\$ 37,994,478</b>	<b>\$ 31,499,529</b>
<b>EXPENDITURES:</b>						
A110 Public Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A120 Clerk's Office	-	-	-	-	-	261,800
A130 Executive Office	-	-	-	10,229,621	11,366,435	12,868,237
B210 Community Services	-	-	-	253,468	450,000	45,000
B220 Public Services	-	-	-	14,194,147	21,002,906	13,374,093
B230 Parks Operations	-	-	-	-	-	-
C310 Design Devt & Community Engagement	-	-	-	-	-	-
C315 Economic Development	-	-	-	-	-	-
C320 Engineering	-	-	-	6,731,246	1,842,321	130,880
C330 Enterprise Services	-	-	-	2,239,085	2,054,263	1,258,143
D410 Human Resources	-	-	-	-	-	-
D420 Administrative Services	-	-	-	-	-	-
E510 Police	-	-	-	1,239,970	852,270	730,400
E520 Fire	-	-	-	1,088,485	495,844	867,834
E530 District Court	-	-	-	-	-	-
E540 Attorney's Office	-	-	-	-	-	-
F610 Facilities & Fleet Management	-	-	-	648,400	2,899,720	2,680,579
F620 Fiscal Services	-	-	-	-	-	-
F630 Technology & Change Management	-	-	-	136,713	255,000	525,000
F640 Treasury	-	-	-	-	-	-
F650 Comptroller's Office	-	-	-	-	-	-
G310 Other Activities	1,688,788	-	-	-	-	-
<b>TOTAL USES</b>	<b>\$ 1,688,788</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 36,761,135</b>	<b>\$ 41,218,759</b>	<b>\$ 32,741,966</b>
Net Increase (Decrease) in Fund Balance	\$ -	\$ -	\$ -	\$ 1,273,675	\$ (3,224,281)	\$ (1,242,437)
General Contingencies and Reserves	-	-	-	-	-	-
Fund Balance - July 1	-	-	-	5,238,491	6,512,166	3,287,885
Fund Balance - June 30	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,512,166</b>	<b>\$ 3,287,885</b>	<b>\$ 2,045,448</b>

**CITY OF GRAND RAPIDS, MICHIGAN  
SUMMARY OF ESTIMATED FINANCIAL  
SOURCES AND USES  
2015 - 2017  
JULY 1, 2016**

	PERMANENT FUNDS			TOTAL GOVERNMENTAL FUNDS		
	2015	2016	2017	2015	2016	2017
	Actual	Estimated	Budget	Actual	Estimated	Budget
<b>FINANCIAL SOURCES:</b>						
401 Taxes	\$ -	\$ -	\$ -	\$ 119,687,290	\$ 126,165,329	\$ 129,889,388
450 Licenses and Permits	-	-	-	3,751,887	7,716,778	7,202,851
500 Intergovernmental Revenues	-	-	-	50,853,524	49,671,579	48,485,252
600 Charges for Services	25,087	21,000	22,253	24,074,471	26,230,337	26,205,026
655 Fines and Forfeitures	-	-	-	6,503,821	2,622,000	2,647,000
664 Interest and Rents	28,890	31,401	32,653	1,147,762	906,142	1,187,536
671 Other Revenue	-	-	-	6,705,136	4,393,751	3,334,477
695 Other Financing Sources	103,795	120,644	117,700	62,243,847	74,623,537	54,616,337
<b>TOTAL SOURCES</b>	<b>\$ 157,772</b>	<b>\$ 173,045</b>	<b>\$ 172,606</b>	<b>\$ 274,967,738</b>	<b>\$ 292,329,453</b>	<b>\$ 273,567,867</b>
<b>EXPENDITURES:</b>						
A110 Public Library	\$ -	\$ -	\$ -	\$ 10,868,950	\$ 11,230,795	\$ 11,722,781
A120 Clerk's Office	-	-	-	1,894,274	1,986,770	2,368,476
A130 Executive Office	-	-	-	11,550,161	12,904,935	14,501,739
B210 Community Services	28,890	39,651	60,153	20,002,120	18,987,821	16,682,301
B220 Public Services	-	-	-	38,916,078	51,307,018	47,746,771
B230 Parks Operations	-	-	-	-	-	-
C310 Design Devt & Community Engagement	-	-	-	10,777,727	10,867,297	11,626,477
C315 Economic Development	-	-	-	-	-	-
C320 Engineering	-	-	-	8,516,616	4,003,062	1,956,131
C330 Enterprise Services	-	-	-	12,786,059	13,482,105	13,137,564
D410 Human Resources	-	-	-	2,027,862	2,407,115	2,723,284
D420 Administrative Services	-	-	-	674,908	758,808	910,866
E510 Police	-	-	-	55,041,064	57,358,744	57,813,062
E520 Fire	-	-	-	29,718,042	28,815,694	29,866,577
E530 District Court	-	-	-	14,177,115	14,816,546	13,716,626
E540 Attorney's Office	-	-	-	2,463,562	2,476,106	2,577,103
F610 Facilities & Fleet Management	-	-	-	1,191,694	3,561,423	3,374,121
F620 Fiscal Services	-	-	-	39,060,436	47,569,180	29,687,090
F630 Technology & Change Management	-	-	-	320,816	448,488	785,463
F640 Treasury	-	-	-	2,004,531	2,227,194	2,461,383
F650 Comptroller's Office	-	-	-	2,372,664	2,586,617	2,928,865
G310 Other Activities	-	-	-	1,688,788	-	-
<b>TOTAL USES</b>	<b>\$ 28,890</b>	<b>\$ 39,651</b>	<b>\$ 60,153</b>	<b>\$ 266,053,467</b>	<b>\$ 287,795,718</b>	<b>\$ 266,586,681</b>
Net Increase (Decrease) in Fund Balance	\$ 128,882	\$ 133,394	\$ 112,453	\$ 8,914,271	\$ 4,533,735	\$ 6,981,186
General Contingencies and Reserves	(25,088)	-	-	309,242	-	-
Fund Balance - July 1	837,496	941,290	1,074,684	69,570,407	78,793,920	83,327,655
Fund Balance - June 30	<b>\$ 941,290</b>	<b>\$ 1,074,684</b>	<b>\$ 1,187,137</b>	<b>\$ 78,793,920</b>	<b>\$ 83,327,655</b>	<b>\$ 90,308,841</b>

**CITY OF GRAND RAPIDS, MICHIGAN  
SUMMARY OF ESTIMATED FINANCIAL  
SOURCES AND USES  
2015 - 2017  
JULY 1, 2016**

	<b>ENTERPRISE FUNDS</b>		
	2015 Actual	2016 Estimated	2017 Budget
<b>FINANCIAL SOURCES:</b>			
401 Taxes	\$ -	\$ -	\$ -
450 Licenses and Permits	82,422	96,700	79,277
500 Intergovernmental Revenues	2,201,072	638,071	-
600 Charges for Services	107,456,161	108,314,741	112,954,933
655 Fines and Forfeitures	1,255,751	1,192,963	1,204,000
664 Interest and Rents	1,518,966	1,283,786	1,412,895
671 Other Revenue	4,062,871	1,214,595	1,053,597
695 Other Financing Sources	21,243,631	30,766,680	33,599,035
<b>TOTAL SOURCES</b>	<b><u>\$ 137,820,874</u></b>	<b><u>\$ 143,507,536</u></b>	<b><u>\$ 150,303,737</u></b>
<b>EXPENDITURES:</b>			
A110 Public Library	\$ -	\$ -	\$ -
A120 Clerk's Office	-	-	-
A130 Executive Office	-	-	-
B210 Community Services	2,592,189	4,825,864	2,760,429
B220 Public Services	-	-	-
B230 Parks Operations	-	-	-
C310 Design Devt & Community Engagement	-	-	-
C315 Economic Development Dept	-	-	-
C320 Engineering	-	-	-
C330 Enterprise Services	121,662,470	144,323,624	126,919,399
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	553,138	651,423	905,120
F650 Comptroller's Office	-	-	-
G310 Other Activities	-	-	-
<b>TOTAL USES</b>	<b><u>\$ 124,807,797</u></b>	<b><u>\$ 149,800,911</u></b>	<b><u>\$ 130,584,948</u></b>
Net Increase (Decrease) in Fund Balance	\$ 13,013,077	\$ (6,293,375)	\$ 19,718,789
General Contingencies and Reserves	593,677	(17,621,713)	(19,961,049)
Fund Balance - July 1	62,289,234	75,895,988	51,980,900
<b>Fund Balance - June 30</b>	<b><u>\$ 75,895,988</u></b>	<b><u>\$ 51,980,900</u></b>	<b><u>\$ 51,738,640</u></b>

**CITY OF GRAND RAPIDS, MICHIGAN  
SUMMARY OF ESTIMATED FINANCIAL  
SOURCES AND USES  
2015 - 2017  
JULY 1, 2016**

	<b>INTERNAL SERVICE FUNDS</b>		
	2015 Actual	2016 Estimated	2017 Budget
<b>FINANCIAL SOURCES:</b>			
401 Taxes	\$ -	\$ -	\$ -
450 Licenses and Permits	213,750	60,500	96,500
500 Intergovernmental Revenues	406,001	1,600,000	-
600 Charges for Services	40,238,574	43,970,986	42,761,472
655 Fines and Forfeitures	(320)	-	-
664 Interest and Rents	11,960,122	12,226,607	11,900,561
671 Other Revenue	5,169,316	6,126,292	5,613,689
695 Other Financing Sources	4,575,000	-	-
<b>TOTAL SOURCES</b>	<b><u>\$ 62,562,443</u></b>	<b><u>\$ 63,984,385</u></b>	<b><u>\$ 60,372,222</u></b>
<b>EXPENDITURES:</b>			
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	3,922,059	4,829,954	5,478,892
C330 Enterprise Services	-	-	-
D410 Human Resources	22,683,732	29,076,582	30,142,508
D420 Administrative Services	1,521,449	1,415,305	1,453,588
E510 Police	-	-	-
E520 Fire	-	-	-
E530 District Court	-	-	-
E540 Attorney's Office	-	-	-
F610 Facilities & Fleet Management	19,789,755	21,228,513	18,550,155
F620 Fiscal Services	-	-	-
F630 Technology & Change Management	6,895,774	9,064,852	9,221,634
F640 Treasury	-	-	-
F650 Comptroller's Office	-	-	-
G310 Other Activities	-	-	-
<b>TOTAL USES</b>	<b><u>\$ 54,812,769</u></b>	<b><u>\$ 65,615,206</u></b>	<b><u>\$ 64,846,777</u></b>
Net Increase (Decrease) in Fund Balance	\$ 7,749,674	\$ (1,630,821)	\$ (4,474,555)
General Contingencies and Reserves	(2,864,272)	(695,510)	(274,777)
Fund Balance - July 1	39,691,828	44,577,230	42,250,899
<b>Fund Balance - June 30</b>	<b><u>\$ 44,577,230</u></b>	<b><u>\$ 42,250,899</u></b>	<b><u>\$ 37,501,567</u></b>

**CITY OF GRAND RAPIDS, MICHIGAN  
SUMMARY OF ESTIMATED FINANCIAL  
SOURCES AND USES  
2015 - 2017  
JULY 1, 2016**

	FIDUCIARY FUNDS		
	2015 Actual	2016 Estimated	2017 Budget
<b>REVENUES:</b>			
401 Taxes	\$ -	\$ -	\$ -
450 Licenses and Permits	-	-	-
500 Intergovernmental Revenues	-	-	-
600 Charges for Services	15,653,306	15,177,963	13,941,581
655 Fines and Forfeitures	-	-	-
664 Interest and Rents	1,080,522	-	2,420,385
671 Other Revenue	-	-	-
695 Other Financing Sources	-	-	-
<b>TOTAL SOURCES</b>	<b><u>\$ 16,733,828</u></b>	<b><u>\$ 15,177,963</u></b>	<b><u>\$ 16,361,966</u></b>
<b>EXPENSES:</b>			
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	-	-	-
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	10,695,440	10,355,667	11,112,713
<b>TOTAL USES</b>	<b><u>\$ 10,695,440</u></b>	<b><u>\$ 10,355,667</u></b>	<b><u>\$ 11,112,713</u></b>
Net Increase (Decrease) in Fund Balance	\$6,038,388	\$4,822,296	\$5,249,253
General Contingencies and Reserves	-	-	-
Retained Earnings - July 1	35,057,558	41,095,946	45,918,242
<b>Retained Earnings - June 30</b>	<b><u>\$ 41,095,946</u></b>	<b><u>\$ 45,918,242</u></b>	<b><u>\$ 51,167,495</u></b>

## 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.

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 15% of the City's most recent General Fund budget, as originally adopted, or 15% 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 prevent a reduction in the level of public services or in the number of employees when in preparing the budget for the next fiscal year the City's estimated revenue does not appear sufficient to cover estimated 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. Funds that received General Operating Fund support should have a fund balance policy too, yet we are still developing a formal fund balance policy for these funds. For this presentation, we are showing a recommended 5% fund balance reserve policy for funds that receive direct General Operating Fund support. See the Revenues Overview Section behind the Budget Basics tab for more details on General Operating Fund revenues.

## FUND DESCRIPTIONS

**Transformation Fund:** This fund, which is a subunit (also known as a subfund) of the General Operating 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.

The FY2017 Fiscal Plan reflects the closure of the Transformation Fund by the end of FY2018 with planned transfers to the General Operating Fund and Budget Stabilization Fund to fully achieve the 10% and 15% fund balance policy guidelines.

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
664-Investment Income & Rentals	0	0	0	0	67,809	84,024	90,698	99,235	110,429
695-Other Financing Sources	3,008,034	0	4,000,000	4,000,000	0	0	0	0	0
<b>Budget Stabilization Total Revenues</b>	<b>3,008,034</b>	<b>0</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>67,809</b>	<b>84,024</b>	<b>90,698</b>	<b>99,235</b>	<b>110,429</b>
<b>Budget Stabilization NET INCOME (LOSS)</b>	<b>3,008,034</b>	<b>0</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>67,809</b>	<b>84,024</b>	<b>90,698</b>	<b>99,235</b>	<b>110,429</b>
<b>Beginning Fund Balance</b>	<b>5,940,801</b>	<b>8,948,835</b>	<b>8,948,835</b>	<b>8,948,835</b>	<b>12,948,835</b>	<b>13,016,644</b>	<b>13,100,668</b>	<b>13,191,366</b>	<b>13,290,601</b>
<b>Ending Fund Balance</b>	<b>8,948,835</b>	<b>8,948,835</b>	<b>12,948,835</b>	<b>12,948,835</b>	<b>13,016,644</b>	<b>13,100,668</b>	<b>13,191,366</b>	<b>13,290,601</b>	<b>13,401,030</b>

				Total GOF Expenditures	132,359,425	0	0	0	0
				Transfer to BSF	(4,000,000)	0	0	0	0
<b>GENERAL FUND OPERATING Total Expenditures</b>	123,970,386				128,359,425	0	0	0	0
				10% of GOF Expenditures	12,835,942	0	0	0	0
<b>Reserve Targets:</b>									
Operating Transfer from General Operating Fund	3,008,034			4,000,000	0	0	0	0	0
Interest Revenue (Treasurer)	0			0	67,809	84,024	90,698	99,235	110,429
Cumulative Budget Stabilization Fund Reserves	8,948,835			12,948,835	13,016,644	13,100,668	13,191,366	13,290,601	13,401,030
Percent of Total General Operating Fund Expenditures	7.2%			10.1%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Supplemental Detail:									
695	Other Financing Sources - Baseline	808,034	0	0	0	0	0	0	0
695	Other Financing Sources - Income Tax Growth Estimate	2,200,000	0	0	0	0	0	0	0
695	Other Financing Sources - Treasurer Interest Revenue	0	0	0	0	67,809	84,024	90,698	99,235
695	Other Financing Sources - From Transformation Fund	0	0	4,000,000	4,000,000	0	0	0	0
		<u>3,008,034</u>	<u>0</u>	<u>4,000,000</u>	<u>4,000,000</u>	<u>67,809</u>	<u>84,024</u>	<u>90,698</u>	<u>99,235</u>
									<u>110,429</u>

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
Projected Income Tax Growth Rate				6.0%	4.4%	3.3%	2.5%	2.5%	2.5%
Projected Property Tax Growth Rate				-0.1%	3.3%	0.8%	0.8%	0.6%	0.6%
<b>REVENUE</b>									
<b>401-Taxes</b>									
Income	67,582,177	68,847,115	71,579,533	71,632,758	74,754,064	77,220,948	79,151,471	81,130,259	83,158,515
Property	13,027,220	13,053,939	13,053,939	13,014,714	13,441,075	13,547,290	13,653,709	13,735,232	13,821,293
450-Licenses & Permits	551,214	620,145	620,145	3,196,351	3,328,105	3,593,723	3,893,868	4,205,253	4,545,285
501-Federal Grants	153,075	0	0	0	0	0	0	0	0
539-State Grants	14,886,815	18,495,629	18,495,629	17,622,544	18,209,669	18,298,590	18,389,198	18,482,496	18,573,729
600-Charges for Services	11,661,345	11,521,420	11,539,311	9,549,474	9,477,183	9,646,908	9,831,415	9,960,829	10,136,204
655-Fines & Forfeitures	2,076,833	2,019,400	2,019,400	2,022,000	2,047,000	2,047,500	2,053,000	2,053,500	2,054,000
664-Investment Income & Rentals	488,609	561,011	561,011	561,011	396,588	491,420	530,453	580,384	645,849
671-Other Revenues	877,207	882,842	932,842	923,462	802,493	802,333	802,835	921,000	765,978
695-Other Financing Sources	12,171,267	7,987,192	8,237,192	7,883,454	7,669,021	7,568,680	8,179,130	8,294,901	8,456,943
695 Transformation Fund	0	0	9,200,000	9,200,000	1,300,000	1,384,637	0	0	0
695 Principal Payment Rec'd on Gov't Center Ramp	1,420,000	1,475,000	1,475,000	1,475,000	1,535,000	1,595,000	1,030,000	0	0
<b>GENERAL FUND OPERATING Total Revenue</b>	<b>124,895,762</b>	<b>125,463,693</b>	<b>137,714,002</b>	<b>137,080,768</b>	<b>132,960,198</b>	<b>136,197,029</b>	<b>137,515,079</b>	<b>139,363,854</b>	<b>142,157,796</b>
<b>EXPENDITURES</b>									
<b>GENERAL FUND OPERATING (GFGEN)</b>									
701-Personal Services	79,494,309	83,812,107	83,827,107	84,095,907	87,383,972	89,258,126	92,207,447	93,182,155	94,135,456
751-Supplies	2,075,466	2,163,605	2,163,605	1,810,002	2,019,133	2,093,410	2,090,510	2,177,511	2,158,827
800-Other Services and Charges	20,534,957	21,608,789	22,309,998	22,786,941	23,475,292	23,933,924	24,718,678	25,442,951	26,088,931
970-Capital Outlays	657,460	491,616	635,116	622,051	919,328	932,399	930,651	940,858	949,596
990-Debt Service	328,741	322,983	322,983	322,983	112,662	58,318	56,872	60,258	60,258
995-Other Financing	15,612,860	12,764,127	12,749,127	11,010,533	14,581,202	15,232,306	15,996,805	16,479,316	16,796,162
995 Appropriation Lapse	0	(3,500,000)	(3,500,000)	0	(3,500,000)	(3,500,000)	(3,500,000)	(3,500,000)	(3,500,000)
995 Contingent Appropriation		1,000,000	3,732,418	1,000,000	1,178,482	1,189,082	1,201,082	1,211,997	1,214,064
995 Parks Subsidy (Maintenance of Effort)	5,266,593	5,411,008	5,411,008	5,411,008	5,738,676	5,873,285	6,074,549	6,178,283	6,264,396
995 Vital Streets		950,000	950,000	950,000	950,000	900,000	850,000	850,000	850,000
995 Emerald Ash Borer Tree Removal and Replacement		350,000	350,000	350,000	0	0	0	0	0
995 Budget Stabilization Fund		0	4,000,000	4,000,000					
<b>GENERAL FUND OPERATING Total Expenditures</b>	<b>123,970,386</b>	<b>125,374,235</b>	<b>132,951,362</b>	<b>132,359,425</b>	<b>132,858,747</b>	<b>135,970,850</b>	<b>140,626,594</b>	<b>143,023,329</b>	<b>145,017,690</b>
<b>GF OPERATING REV OVER/(UNDER) EXPENDITURES</b>	<b>925,376</b>	<b>89,458</b>	<b>4,762,640</b>	<b>4,721,343</b>	<b>101,451</b>	<b>226,179</b>	<b>(3,111,515)</b>	<b>(3,659,475)</b>	<b>(2,859,894)</b>
<b>Beginning Fund Balance</b>	<b>13,840,518</b>	<b>15,101,671</b>	<b>15,101,671</b>	<b>15,101,671</b>	<b>19,823,014</b>	<b>19,924,465</b>	<b>20,150,644</b>	<b>17,039,129</b>	<b>13,379,654</b>
Net Change to Receivables/Payables	335,777	0	0	0	0	0	0	0	0
<b>Ending Fund Balance</b>	<b>15,101,671</b>	<b>15,191,129</b>	<b>19,864,311</b>	<b>19,823,014</b>	<b>19,924,465</b>	<b>20,150,644</b>	<b>17,039,129</b>	<b>13,379,654</b>	<b>10,519,760</b>
	12.2%	12.1%	14.9%	15.0%	15.0%	14.8%	12.1%	9.3%	7.2%
Assigned to Operations - 15% of Total Spending	18,595,558	18,806,135	19,942,704	19,853,914	19,928,812	20,395,628	21,093,989	21,453,499	21,752,654
Unassigned Fund Balance	(3,493,887)	(3,615,006)	(78,393)	(30,899)	(4,347)	(244,983)	(4,054,860)	(8,073,845)	(11,232,893)
<b>Total</b>	<b>15,101,671</b>	<b>15,191,129</b>	<b>19,864,311</b>	<b>19,823,014</b>	<b>19,924,465</b>	<b>20,150,644</b>	<b>17,039,129</b>	<b>13,379,654</b>	<b>10,519,760</b>
Unassigned Fund Balance as a % of Total Expenditures	-2.8%	-2.9%	-0.1%	0.0%	0.0%	-0.2%	-2.9%	-5.6%	-7.7%

**CITY OF GRAND RAPIDS  
FUND SUMMARY BY DEPT & BUDGET OBJECT - REVENUE  
BUDGET 2017  
GENERAL FUND (1010)**

Department Number	Department Name	Budget Object Code	Budget Object Name	FY2017 Adopted Proposed	FY2018 Adopted Forecast	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast
101	City Commission	600	Charges for Services	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375
<b>101 Total</b>				<b>\$ 375</b>				
172	Executive Office	671	Other Revenues	\$ 480	\$ 480	\$ 480	\$ 480	\$ 480
		695	Other Financing Sources	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
<b>172 Total</b>				<b>\$ 100,480</b>				
191	Comptroller	600	Charges for Services	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
		671	Other Revenues	\$ 1,570	\$ 1,570	\$ 1,570	\$ 1,570	\$ 1,570
<b>191 Total</b>				<b>\$ 1,920</b>				
212	Fiscal Services	671	Other Revenues	\$ 39,423	\$ 39,423	\$ 39,423	\$ 39,423	\$ 1,560
<b>212 Total</b>				<b>\$ 39,423</b>	<b>\$ 39,423</b>	<b>\$ 39,423</b>	<b>\$ 39,423</b>	<b>\$ 1,560</b>
215	Clerk	450	Licenses & Permits	\$ 235,000	\$ 235,000	\$ 245,000	\$ 245,000	\$ 245,000
		600	Charges for Services	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500
		671	Other Revenues	\$ 420	\$ 420	\$ 420	\$ 118,082	\$ 420
<b>215 Total</b>				<b>\$ 332,920</b>	<b>\$ 332,920</b>	<b>\$ 342,920</b>	<b>\$ 460,582</b>	<b>\$ 342,920</b>
253	Treasurer	401	Taxes	\$ 13,416,075	\$ 13,522,290	\$ 13,628,709	\$ 13,710,232	\$ 13,796,293
		600	Charges for Services	\$ 281,300	\$ 266,300	\$ 308,800	\$ 286,300	\$ 308,800
		655	Fines & Forfeitures	\$ 1,787,000	\$ 1,787,000	\$ 1,792,000	\$ 1,792,000	\$ 1,792,000
		664	Investment Income & Rentals	\$ 396,588	\$ 491,420	\$ 530,453	\$ 580,384	\$ 645,849
		671	Other Revenues	\$ 137,400	\$ 137,400	\$ 137,400	\$ 137,400	\$ 137,400
<b>253 Total</b>				<b>\$ 16,018,363</b>	<b>\$ 16,204,410</b>	<b>\$ 16,397,362</b>	<b>\$ 16,506,316</b>	<b>\$ 16,680,342</b>
255	Income Tax	401	Taxes	\$ 74,754,064	\$ 77,220,948	\$ 79,151,471	\$ 81,130,259	\$ 83,158,515
<b>255 Total</b>				<b>\$ 74,754,064</b>	<b>\$ 77,220,948</b>	<b>\$ 79,151,471</b>	<b>\$ 81,130,259</b>	<b>\$ 83,158,515</b>
257	Assessor	600	Charges for Services	\$ 36,275	\$ 36,375	\$ 36,500	\$ 36,625	\$ 36,750
		671	Other Revenues	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
		695	Other Financing Sources	\$	\$	\$	\$	\$
<b>257 Total</b>				<b>\$ 36,875</b>	<b>\$ 36,975</b>	<b>\$ 37,100</b>	<b>\$ 37,225</b>	<b>\$ 37,350</b>
261	General Administration	401	Taxes	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
		450	Licenses & Permits	\$ 2,684,656	\$ 2,939,698	\$ 3,218,970	\$ 3,524,772	\$ 3,859,625
		539	State Grants	\$ 17,519,755	\$ 17,607,354	\$ 17,695,391	\$ 17,783,867	\$ 17,872,787
		600	Charges for Services	\$ 3,691,379	\$ 3,704,861	\$ 3,718,747	\$ 3,733,049	\$ 3,747,780
		671	Other Revenues	\$ 9,350	\$ 9,350	\$ 9,350	\$ 9,350	\$ 9,350
		695	Other Financing Sources	\$ 8,603,877	\$ 8,845,228	\$ 7,503,034	\$ 6,585,736	\$ 6,744,647
<b>261 Total</b>				<b>\$ 32,534,017</b>	<b>\$ 33,131,491</b>	<b>\$ 32,170,492</b>	<b>\$ 31,661,774</b>	<b>\$ 32,259,189</b>
266	Attorney	600	Charges for Services	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
<b>266 Total</b>				<b>\$ 4,500</b>				
270	Human Resources	695	Other Financing Sources	\$ 200,000	\$	\$	\$	\$
<b>270 Total</b>				<b>\$ 200,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
271	Admin Services Support	600	Charges for Services	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
<b>271 Total</b>				<b>\$ 300</b>				

**CITY OF GRAND RAPIDS**  
**FUND SUMMARY BY DEPT & BUDGET OBJECT - REVENUE**  
**BUDGET 2017**  
**GENERAL FUND (1010)**

Department Number	Department Name	Budget Object Code	Budget Object Name	FY2017 Adopted Proposed	FY2018 Adopted Forecast	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast
301	Police	450	Licenses & Permits	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
		539	State Grants	\$ 190,000	\$ 192,000	\$ 194,000	\$ 196,000	\$ 196,000
		600	Charges for Services	\$ 312,000	\$ 312,000	\$ 312,000	\$ 312,000	\$ 312,000
		655	Fines & Forfeitures	\$ 260,000	\$ 260,500	\$ 261,000	\$ 261,500	\$ 262,000
		664	Investment Income & Rentals	\$	\$	\$	\$	\$
		671	Other Revenues	\$ 537,500	\$ 538,000	\$ 538,500	\$ 539,000	\$ 539,500
		695	Other Financing Sources	\$ 231,457	\$ 234,402	\$ 237,409	\$ 240,478	\$ 243,609
<b>301 Total</b>				<b>\$ 1,542,957</b>	<b>\$ 1,548,902</b>	<b>\$ 1,554,909</b>	<b>\$ 1,560,978</b>	<b>\$ 1,565,109</b>
336	Fire	539	State Grants	\$ 259,636	\$ 255,742	\$ 251,905	\$ 248,127	\$ 248,127
		600	Charges for Services	\$ 228,991	\$ 275,391	\$ 280,898	\$ 286,517	\$ 290,407
<b>336 Total</b>				<b>\$ 488,627</b>	<b>\$ 531,133</b>	<b>\$ 532,803</b>	<b>\$ 534,644</b>	<b>\$ 538,534</b>
448	Street Lighting	600	Charges for Services	\$ 1,793,149	\$ 1,840,861	\$ 1,884,748	\$ 1,934,843	\$ 1,983,678
		671	Other Revenues	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
<b>448 Total</b>				<b>\$ 1,868,149</b>	<b>\$ 1,915,861</b>	<b>\$ 1,959,748</b>	<b>\$ 2,009,843</b>	<b>\$ 2,058,678</b>
533	Stormwater	450	Licenses & Permits	\$ 302,357	\$ 311,428	\$ 320,771	\$ 324,800	\$ 328,400
		539	State Grants	\$ 240,278	\$ 243,494	\$ 247,902	\$ 254,502	\$ 256,815
		600	Charges for Services	\$ 71,314	\$ 73,486	\$ 75,072	\$ 77,605	\$ 81,377
		695	Other Financing Sources	\$	\$	\$	\$	\$
<b>533 Total</b>				<b>\$ 613,949</b>	<b>\$ 628,408</b>	<b>\$ 643,745</b>	<b>\$ 656,907</b>	<b>\$ 666,592</b>
694	Community Development Service	671	Other Revenues	\$ 663	\$	\$	\$	\$
		695	Other Financing Sources	\$	\$	\$	\$	\$
<b>694 Total</b>				<b>\$ 663</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
701	Planning	450	Licenses & Permits	\$ 94,092	\$ 95,597	\$ 97,127	\$ 98,681	\$ 100,260
		600	Charges for Services	\$ 675,629	\$ 681,965	\$ 688,402	\$ 694,943	\$ 701,588
<b>701 Total</b>				<b>\$ 769,721</b>	<b>\$ 777,562</b>	<b>\$ 785,529</b>	<b>\$ 793,624</b>	<b>\$ 801,848</b>
733	Code Compliance	600	Charges for Services	\$ 2,284,121	\$ 2,352,644	\$ 2,423,223	\$ 2,495,922	\$ 2,570,799
		671	Other Revenues	\$ 87	\$ 90	\$ 92	\$ 95	\$ 98
		695	Other Financing Sources	\$ 1,368,687	\$ 1,368,687	\$ 1,368,687	\$ 1,368,687	\$ 1,368,687
<b>733 Total</b>				<b>\$ 3,652,895</b>	<b>\$ 3,721,421</b>	<b>\$ 3,792,002</b>	<b>\$ 3,864,704</b>	<b>\$ 3,939,584</b>
<b>Grand Total</b>				<b>\$ 132,960,198</b>	<b>\$ 136,197,029</b>	<b>\$ 137,515,079</b>	<b>\$ 139,363,854</b>	<b>\$ 142,157,796</b>

**CITY OF GRAND RAPIDS**  
**FUND SUMMARY BY BUDGET OBJECT - REVENUE**  
**BUDGET 2017**  
**GENERAL FUND (1010)**

Budget Object Code	Budget Object Name	FY2017 Adopted Proposed	FY2018 Adopted Forecast	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast
401	Taxes	\$ 88,195,139	\$ 90,768,238	\$ 92,805,180	\$ 94,865,491	\$ 96,979,808
450	Licenses & Permits	\$ 3,328,105	\$ 3,593,723	\$ 3,893,868	\$ 4,205,253	\$ 4,545,285
539	State Grants	\$ 18,209,669	\$ 18,298,590	\$ 18,389,198	\$ 18,482,496	\$ 18,573,729
600	Charges for Services	\$ 9,477,183	\$ 9,646,908	\$ 9,831,415	\$ 9,960,829	\$ 10,136,204
655	Fines & Forfeitures	\$ 2,047,000	\$ 2,047,500	\$ 2,053,000	\$ 2,053,500	\$ 2,054,000
664	Investment Income & Rentals	\$ 396,588	\$ 491,420	\$ 530,453	\$ 580,384	\$ 645,849
671	Other Revenues	\$ 802,493	\$ 802,333	\$ 802,835	\$ 921,000	\$ 765,978
695	Other Financing Sources	\$ 10,504,021	\$ 10,548,317	\$ 9,209,130	\$ 8,294,901	\$ 8,456,943
<b>Grand Total</b>		<b>\$ 132,960,198</b>	<b>\$ 136,197,029</b>	<b>\$ 137,515,079</b>	<b>\$ 139,363,854</b>	<b>\$ 142,157,796</b>

**CITY OF GRAND RAPIDS**  
**FUND SUMMARY BY DEPT & BUDGET OBJECT - EXPENSE**  
**BUDGET 2017**  
**GENERAL FUND (1010)**

Department Number	Department Name	Budget Object Code	Budget Object Name	FY2017	FY2018	FY2019	FY2020	FY2021
				Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
101	City Commission	701	Personal Services	\$ 460,994	\$ 473,563	\$ 491,639	\$ 510,311	\$ 526,137
		751	Supplies	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
		800	Other Services and Charges	\$ 24,790	\$ 26,030	\$ 26,472	\$ 26,924	\$ 27,382
<b>101 Total</b>				<b>\$ 485,934</b>	<b>\$ 499,743</b>	<b>\$ 518,261</b>	<b>\$ 537,385</b>	<b>\$ 553,669</b>
172	Executive Office	701	Personal Services	\$ 706,199	\$ 733,956	\$ 767,416	\$ 800,446	\$ 802,671
		751	Supplies	\$ 7,875	\$ 7,875	\$ 7,875	\$ 7,875	\$ 7,875
		800	Other Services and Charges	\$ 422,288	\$ 427,987	\$ 434,935	\$ 442,729	\$ 450,050
		970	Capital Outlays	\$ 11,207	\$ 11,207	\$	\$	\$
<b>172 Total</b>				<b>\$ 1,147,569</b>	<b>\$ 1,181,025</b>	<b>\$ 1,210,226</b>	<b>\$ 1,251,050</b>	<b>\$ 1,260,596</b>
191	Comptroller	701	Personal Services	\$ 1,962,316	\$ 2,001,411	\$ 2,058,278	\$ 2,077,743	\$ 2,096,464
		751	Supplies	\$ 35,875	\$ 35,875	\$ 35,925	\$ 35,925	\$ 35,925
		800	Other Services and Charges	\$ 930,674	\$ 961,777	\$ 982,582	\$ 1,022,798	\$ 1,069,065
<b>191 Total</b>				<b>\$ 2,928,865</b>	<b>\$ 2,999,063</b>	<b>\$ 3,076,785</b>	<b>\$ 3,136,466</b>	<b>\$ 3,201,454</b>
212	Fiscal Services	701	Personal Services	\$ 843,703	\$ 862,507	\$ 889,300	\$ 901,040	\$ 908,747
		751	Supplies	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500
		800	Other Services and Charges	\$ 572,203	\$ 586,626	\$ 602,051	\$ 624,917	\$ 650,232
<b>212 Total</b>				<b>\$ 1,426,406</b>	<b>\$ 1,459,633</b>	<b>\$ 1,501,851</b>	<b>\$ 1,536,457</b>	<b>\$ 1,569,479</b>
215	Clerk	701	Personal Services	\$ 1,363,688	\$ 1,406,471	\$ 1,457,425	\$ 1,561,128	\$ 1,507,038
		751	Supplies	\$ 115,100	\$ 76,350	\$ 85,100	\$ 136,350	\$ 91,350
		800	Other Services and Charges	\$ 622,888	\$ 598,914	\$ 632,358	\$ 640,770	\$ 650,558
		970	Capital Outlays	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
<b>215 Total</b>				<b>\$ 2,106,676</b>	<b>\$ 2,086,735</b>	<b>\$ 2,179,883</b>	<b>\$ 2,343,248</b>	<b>\$ 2,253,946</b>
228	Information Technology	701	Personal Services	\$ 205,996	\$ 142,869	\$ 145,923	\$ 146,431	\$ 147,215
		751	Supplies	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
		800	Other Services and Charges	\$ 51,967	\$ 53,100	\$ 54,371	\$ 56,421	\$ 57,373
		970	Capital Outlays	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
<b>228 Total</b>				<b>\$ 260,463</b>	<b>\$ 198,469</b>	<b>\$ 202,794</b>	<b>\$ 205,352</b>	<b>\$ 207,088</b>
233	Purchasing	701	Personal Services	\$ 420,583	\$ 438,700	\$ 451,765	\$ 453,457	\$ 455,981
		751	Supplies	\$ 11,200	\$ 11,200	\$ 11,200	\$ 11,200	\$ 11,200
		800	Other Services and Charges	\$ 146,849	\$ 150,193	\$ 153,988	\$ 159,544	\$ 165,749
<b>233 Total</b>				<b>\$ 578,632</b>	<b>\$ 600,093</b>	<b>\$ 616,953</b>	<b>\$ 624,201</b>	<b>\$ 632,930</b>
253	Treasurer	701	Personal Services	\$ 1,418,954	\$ 1,469,337	\$ 1,530,448	\$ 1,560,396	\$ 1,582,149
		751	Supplies	\$ 30,100	\$ 30,350	\$ 30,600	\$ 30,850	\$ 30,850
		800	Other Services and Charges	\$ 820,527	\$ 821,961	\$ 880,781	\$ 877,335	\$ 918,432
<b>253 Total</b>				<b>\$ 2,269,581</b>	<b>\$ 2,321,648</b>	<b>\$ 2,441,829</b>	<b>\$ 2,468,581</b>	<b>\$ 2,531,431</b>
255	Income Tax	701	Personal Services	\$ 1,529,576	\$ 1,600,529	\$ 1,686,107	\$ 1,747,951	\$ 1,763,145
		751	Supplies	\$ 67,393	\$ 110,555	\$ 69,948	\$ 70,606	\$ 70,606
		800	Other Services and Charges	\$ 1,080,325	\$ 1,093,478	\$ 1,134,493	\$ 1,169,454	\$ 1,208,524
		970	Capital Outlays	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
<b>255 Total</b>				<b>\$ 2,722,294</b>	<b>\$ 2,849,562</b>	<b>\$ 2,935,548</b>	<b>\$ 3,033,011</b>	<b>\$ 3,087,275</b>

**CITY OF GRAND RAPIDS**  
**FUND SUMMARY BY DEPT & BUDGET OBJECT - EXPENSE**  
**BUDGET 2017**  
**GENERAL FUND (1010)**

Department Number	Department Name	Budget Object Code	Budget Object Name	FY2017	FY2018	FY2019	FY2020	FY2021
				Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
257	Assessor	701	Personal Services	\$ 1,719,144	\$ 1,763,714	\$ 1,823,258	\$ 1,848,653	\$ 1,865,008
		751	Supplies	\$ 27,125	\$ 29,625	\$ 28,125	\$ 30,625	\$ 29,125
		800	Other Services and Charges	\$ 538,181	\$ 567,566	\$ 559,829	\$ 594,785	\$ 587,949
<b>257 Total</b>				<b>\$ 2,284,450</b>	<b>\$ 2,360,905</b>	<b>\$ 2,411,212</b>	<b>\$ 2,474,063</b>	<b>\$ 2,482,082</b>
261	General Administration	701	Personal Services	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
		751	Supplies	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
		800	Other Services and Charges	\$ 2,485,963	\$ 2,372,489	\$ 2,411,547	\$ 2,450,655	\$ 2,488,272
		990	Debt Service	\$ 4,400	\$ 4,400	\$ 4,400	\$ 4,400	\$ 4,400
		995	Other Financing	\$ 17,691,300	\$ 18,331,545	\$ 19,158,211	\$ 19,654,243	\$ 20,059,035
<b>261 Total</b>				<b>\$ 20,198,663</b>	<b>\$ 20,725,434</b>	<b>\$ 21,591,158</b>	<b>\$ 22,126,298</b>	<b>\$ 22,568,707</b>
266	Attorney	701	Personal Services	\$ 2,225,859	\$ 2,310,916	\$ 2,405,334	\$ 2,444,082	\$ 2,469,030
		751	Supplies	\$ 50,250	\$ 50,250	\$ 50,250	\$ 50,250	\$ 50,250
		800	Other Services and Charges	\$ 298,994	\$ 305,235	\$ 312,769	\$ 321,649	\$ 329,776
		970	Capital Outlays	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
<b>266 Total</b>				<b>\$ 2,577,103</b>	<b>\$ 2,668,401</b>	<b>\$ 2,770,353</b>	<b>\$ 2,817,981</b>	<b>\$ 2,851,056</b>
270	Human Resources	701	Personal Services	\$ 1,578,093	\$ 1,632,926	\$ 1,704,032	\$ 1,739,967	\$ 1,755,461
		751	Supplies	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
		800	Other Services and Charges	\$ 1,115,191	\$ 996,612	\$ 1,045,632	\$ 1,031,780	\$ 1,089,713
<b>270 Total</b>				<b>\$ 2,723,284</b>	<b>\$ 2,659,538</b>	<b>\$ 2,779,664</b>	<b>\$ 2,801,747</b>	<b>\$ 2,875,174</b>
271	Admin Services Support	701	Personal Services	\$ 574,457	\$ 530,315	\$ 547,098	\$ 554,941	\$ 558,688
		751	Supplies	\$ 14,075	\$ 14,075	\$ 14,075	\$ 14,075	\$ 14,075
		800	Other Services and Charges	\$ 252,334	\$ 222,696	\$ 220,068	\$ 224,347	\$ 228,532
<b>271 Total</b>				<b>\$ 840,866</b>	<b>\$ 767,086</b>	<b>\$ 781,241</b>	<b>\$ 793,363</b>	<b>\$ 801,295</b>
301	Police	701	Personal Services	\$ 40,390,159	\$ 41,024,235	\$ 42,345,498	\$ 42,677,753	\$ 43,190,870
		751	Supplies	\$ 979,325	\$ 983,000	\$ 985,000	\$ 987,000	\$ 989,000
		800	Other Services and Charges	\$ 7,728,036	\$ 8,045,742	\$ 8,268,274	\$ 8,497,605	\$ 8,691,226
		970	Capital Outlays	\$ 289,290	\$ 293,100	\$ 291,300	\$ 293,026	\$ 294,679
		995	Other Financing	\$ 194,169	\$ 194,169	\$ 194,169	\$ 194,169	\$ 194,169
<b>301 Total</b>				<b>\$ 49,580,979</b>	<b>\$ 50,540,246</b>	<b>\$ 52,084,241</b>	<b>\$ 52,649,553</b>	<b>\$ 53,359,944</b>
336	Fire	701	Personal Services	\$ 25,441,727	\$ 26,090,341	\$ 26,853,777	\$ 26,959,229	\$ 27,199,737
		751	Supplies	\$ 233,076	\$ 271,930	\$ 277,369	\$ 282,915	\$ 287,505
		800	Other Services and Charges	\$ 2,149,118	\$ 2,198,065	\$ 2,276,463	\$ 2,357,639	\$ 2,403,652
		970	Capital Outlays	\$ 534,581	\$ 545,342	\$ 555,101	\$ 565,082	\$ 570,667
		990	Debt Service	\$ 108,262	\$ 53,918	\$ 52,472	\$ 55,858	\$ 55,858
		995	Other Financing	\$ 531,979	\$ 637,190	\$ 737,334	\$ 837,481	\$ 837,481
<b>336 Total</b>				<b>\$ 28,998,743</b>	<b>\$ 29,796,786</b>	<b>\$ 30,752,516</b>	<b>\$ 31,058,204</b>	<b>\$ 31,354,900</b>
448	Street Lighting	701	Personal Services	\$ 1,246,338	\$ 1,285,676	\$ 1,325,604	\$ 1,343,882	\$ 1,361,013
		751	Supplies	\$ 300,000	\$ 321,000	\$ 343,468	\$ 367,510	\$ 393,236
		800	Other Services and Charges	\$ 2,599,055	\$ 2,684,210	\$ 2,769,368	\$ 2,859,841	\$ 2,912,149
		970	Capital Outlays	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
<b>448 Total</b>				<b>\$ 4,165,393</b>	<b>\$ 4,310,886</b>	<b>\$ 4,458,440</b>	<b>\$ 4,591,233</b>	<b>\$ 4,686,398</b>
527	Environmental Services	800	Other Services and Charges	\$ 1,650	\$ 1,683	\$ 1,716	\$ 1,751	\$ 1,786
<b>527 Total</b>				<b>\$ 1,650</b>	<b>\$ 1,683</b>	<b>\$ 1,716</b>	<b>\$ 1,751</b>	<b>\$ 1,786</b>

**CITY OF GRAND RAPIDS**  
**FUND SUMMARY BY DEPT & BUDGET OBJECT - EXPENSE**  
**BUDGET 2017**  
**GENERAL FUND (1010)**

Department Number	Department Name	Budget Object Code	Budget Object Name	FY2017 Adopted Proposed	FY2018 Adopted Forecast	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast
533	Stormwater	701	Personal Services	\$ 691,606	\$ 716,121	\$ 747,138	\$ 766,852	\$ 774,975
		751	Supplies	\$ 5,100	\$ 7,700	\$ 7,950	\$ 8,205	\$ 8,205
		800	Other Services and Charges	\$ 287,564	\$ 386,848	\$ 484,216	\$ 574,583	\$ 616,137
		970	Capital Outlays	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
		995	Other Financing	\$ 23,773	\$ 24,416	\$ 25,148	\$ 25,902	\$ 25,902
<b>533 Total</b>				<b>\$ 1,015,543</b>	<b>\$ 1,142,585</b>	<b>\$ 1,271,952</b>	<b>\$ 1,383,042</b>	<b>\$ 1,432,719</b>
546	Parking	701	Personal Services	\$ 530,511	\$ 559,623	\$ 590,196	\$ 610,805	\$ 629,297
		751	Supplies	\$ 17,000	\$ 18,000	\$ 18,000	\$ 18,500	\$ 14,000
		800	Other Services and Charges	\$ 161,174	\$ 167,751	\$ 174,980	\$ 182,155	\$ 185,139
<b>546 Total</b>				<b>\$ 708,685</b>	<b>\$ 745,374</b>	<b>\$ 783,176</b>	<b>\$ 811,460</b>	<b>\$ 828,436</b>
694	Community Development Services	701	Personal Services	\$ 113,876	\$ 115,515	\$ 118,525	\$ 118,556	\$ 119,512
		751	Supplies	\$ 1,414	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400
		800	Other Services and Charges	\$ 15,235	\$ 69,629	\$ 71,428	\$ 74,667	\$ 78,452
		970	Capital Outlays	\$ 1,500	\$	\$ 1,500	\$	\$ 1,500
<b>694 Total</b>				<b>\$ 132,025</b>	<b>\$ 186,544</b>	<b>\$ 192,853</b>	<b>\$ 194,623</b>	<b>\$ 200,864</b>
701	Planning	701	Personal Services	\$ 1,581,243	\$ 1,629,976	\$ 1,691,176	\$ 1,720,661	\$ 1,741,953
		751	Supplies	\$ 32,575	\$ 32,575	\$ 32,575	\$ 32,575	\$ 32,575
		800	Other Services and Charges	\$ 470,186	\$ 476,589	\$ 483,576	\$ 492,245	\$ 500,693
		970	Capital Outlays	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750
		995	Other Financing	\$ 7,139	\$ 7,353	\$ 7,574	\$ 7,801	\$ 8,035
<b>701 Total</b>				<b>\$ 2,091,893</b>	<b>\$ 2,147,243</b>	<b>\$ 2,215,651</b>	<b>\$ 2,254,032</b>	<b>\$ 2,284,006</b>
733	Code Compliance	701	Personal Services	\$ 2,371,951	\$ 2,462,425	\$ 2,570,508	\$ 2,630,872	\$ 2,673,367
		751	Supplies	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
		800	Other Services and Charges	\$ 700,100	\$ 718,743	\$ 736,781	\$ 758,357	\$ 778,090
		970	Capital Outlays	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
		995	Other Financing	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>733 Total</b>				<b>\$ 3,613,051</b>	<b>\$ 3,722,168</b>	<b>\$ 3,848,289</b>	<b>\$ 3,930,229</b>	<b>\$ 3,992,457</b>
<b>Grand Total</b>				<b>\$ 132,858,747</b>	<b>\$ 135,970,850</b>	<b>\$ 140,626,594</b>	<b>\$ 143,023,329</b>	<b>\$ 145,017,690</b>

**CITY OF GRAND RAPIDS**  
**FUND SUMMARY BY BUDGET OBJECT - EXPENSE**  
**BUDGET 2017**  
**GENERAL FUND (1010)**

Budget Object Code	Budget Object Name	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>
		Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
701	Personal Services	\$ 87,383,972	\$ 89,258,126	\$ 92,207,447	\$ 93,182,155	\$ 94,135,456
751	Supplies	\$ 2,019,133	\$ 2,093,410	\$ 2,090,510	\$ 2,177,511	\$ 2,158,827
800	Other Services and Charges	\$ 23,475,292	\$ 23,933,924	\$ 24,718,678	\$ 25,442,951	\$ 26,088,931
970	Capital Outlays	\$ 919,328	\$ 932,399	\$ 930,651	\$ 940,858	\$ 949,596
990	Debt Service	\$ 112,662	\$ 58,318	\$ 56,872	\$ 60,258	\$ 60,258
995	Other Financing	\$ 18,948,360	\$ 19,694,673	\$ 20,622,436	\$ 21,219,596	\$ 21,624,622
<b>Grand Total</b>		<b>\$ 132,858,747</b>	<b>\$ 135,970,850</b>	<b>\$ 140,626,594</b>	<b>\$ 143,023,329</b>	<b>\$ 145,017,690</b>

**GENERAL ADMINISTRATION DEPARTMENT 261  
REVENUES**

NEW CODE	COST CENTER	OBJLEV3	DESCRIPTION	FY16	FY16	FY16	FY17	FORECAST			
				ADOPTED	AMENDED	ESTIMATE	REQUEST	FY18	FY19	FY20	FY21
261/2000/1010/5741	574002/1320ADMIN	574002	State Shared Revenues (3% growth)	15,094,026	15,094,026	14,315,866	14,875,216	14,949,592	15,024,340	15,099,462	15,174,959
261/2000/1010/5741	574002/1320ADMIN	574002	CVTS Revenues & Internet Sales Tax	2,723,874	2,723,874	2,644,539	2,644,539	2,657,792	2,671,051	2,684,406	2,697,828
<b>INTERGOVERNMENTAL REVENUES SUBTOTAL:</b>				<b>\$ 17,817,900</b>	<b>\$ 17,817,900</b>	<b>\$ 16,960,405</b>	<b>\$ 17,519,755</b>	<b>\$ 17,607,354</b>	<b>\$ 17,695,391</b>	<b>\$ 17,783,867</b>	<b>\$ 17,872,787</b>
NEW CODE	COST CENTER	OBJLEV3	DESCRIPTION	FY16	FY16	FY16	FY17	FORECAST			
				ADOPTED	AMENDED	ESTIMATE	REQUEST	FY18	FY19	FY20	FY21
261/1020/1010/4770	607023/1310SUPPORT	607023	Cable Consent Fees	\$ 2,240,457	\$ 2,240,457	\$ 2,541,741	\$ 2,684,656	\$ 2,939,698	\$ 3,218,970	\$ 3,524,772	\$ 3,859,625
261/1020/1010/6421	642003/1310SUPPORT	642003	Sales-Other	100	100	-	-	-	-	-	-
261/2000/1010/6260	607001/1320ADMIN	607001	Steam Franchise	50,000	50,000	55,387	55,000	55,000	55,000	55,000	55,000
261/8000/1010/6260	607001/1395LEASE	607001	One North Division	3,623,291	3,623,291	3,623,291	3,636,379	3,649,861	3,663,747	3,678,049	3,692,780
<b>CHARGES FOR SERVICES SUBTOTAL:</b>				<b>\$ 5,913,848</b>	<b>\$ 5,913,848</b>	<b>\$ 6,220,419</b>	<b>\$ 6,376,035</b>	<b>\$ 6,644,559</b>	<b>\$ 6,937,717</b>	<b>\$ 7,257,821</b>	<b>\$ 7,607,405</b>
NEW CODE	COST CENTER	OBJLEV3	DESCRIPTION	FY16	FY16	FY16	FY17	FORECAST			
				ADOPTED	AMENDED	ESTIMATE	REQUEST	FY18	FY19	FY20	FY21
261/1020/1010/6743	675002/1310SUPPORT	675002	Tax donations - Veteran flags	7,700	7,700	7,000	7,000	7,000	7,000	7,000	7,000
261/1020/1010/6741	676001/1310SUPPORT	676001	Kent County - Veteran flags	2,300	2,300	2,350	2,350	2,350	2,350	2,350	2,350
261/1020/1010/4260	402005/1310SUPPORT	402005	Payment in Lieu of Taxes from GVSU for Belknap Properties	-	-	-	25,000	25,000	25,000	25,000	25,000
<b>OTHER REVENUE SUBTOTAL:</b>				<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 9,350</b>	<b>\$ 34,350</b>				
NEW CODE	COST CENTER	OBJLEV3	DESCRIPTION	FY16	FY16	FY16	FY17	FORECAST			
				ADOPTED	AMENDED	ESTIMATE	REQUEST	FY18	FY19	FY20	FY21
261/2000/1010/6992	699002/1320ADMIN	699002	Contributions from Other Funds A87	5,478,037	5,478,037	5,148,910	5,843,371	6,018,672	6,199,232	6,385,209	6,576,766
261/2000/1010/6992	699002/1320ADMIN	699002	DDA A87	-	-	-	(34,597)	(35,635)	(36,704)	(37,805)	(38,939)
261/2000/1010/6992	699002/1320ADMIN	699002	CD Grants A87	(140,728)	(140,728)	(205,203)	(231,787)	(238,741)	(245,903)	(253,280)	(260,878)
261/2000/1010/6992	699002/1320ADMIN	699002	MI Justice Training Grant A87	(2,252)	(2,252)	(2,252)	(2,751)	(2,834)	(2,919)	(3,006)	(3,096)
261/2000/1010/6992	699002/1320ADMIN	699002	Property Mgt-Recovership A87	(607)	(607)	(607)	(444)	(457)	(471)	(485)	(500)
261/2000/1010/6992	699002/1320ADMIN	699002	Drug Law Enforcement Grant A87	(24,964)	(24,964)	(24,964)	(27,395)	(28,217)	(29,063)	(29,935)	(30,833)
261/2000/1010/6992	699002/1320ADMIN	699002	Transformation Fund A87	(16,457)	(16,457)	(16,457)	(5,262)	(5,420)	(5,582)	(5,750)	(5,922)
261/2000/1010/6992	699002/1320ADMIN	699002	Act 175 Debt Retirement A87	(462)	(462)	(462)	(467)	(481)	(495)	(510)	(526)
261/2000/1010/6992	699002/1320ADMIN	699002	Belknap Ice Arena A87	(11,530)	(11,530)	(11,530)	(12,666)	(13,046)	(13,437)	(13,840)	(14,256)
261/2000/1010/6992	699002/1320ADMIN	699002	GR Building Authority A87	(4,592)	(4,592)	(4,592)	(6,079)	(6,261)	(6,449)	(6,643)	(6,842)
261/2000/1010/6992	699002/1320ADMIN	699002	Uptown Business Improvement District A-87	(609)	(609)	(609)	(2,907)	(2,994)	(3,084)	(3,177)	(3,272)
261/2000/1010/6992	699002/1320ADMIN	699002	Historical Commission A87	(1,542)	(1,542)	(1,542)	(1,227)	(1,264)	(1,302)	(1,341)	(1,381)
261/2000/1010/6992	699002/1320ADMIN	699002	Other Grants A87	(12,019)	(12,019)	(12,019)	(28,126)	(28,970)	(29,839)	(30,734)	(31,656)
261/2000/1010/6992	699002/1320ADMIN	699002	Police Grant A87	(48,131)	(48,131)	(48,131)	(63,729)	(65,641)	(67,610)	(69,638)	(71,728)
261/2000/1010/6992	699002/1320ADMIN	699002	Fire Grant A87	(22,494)	(22,494)	(22,494)	(5,444)	(5,607)	(5,776)	(5,949)	(6,127)
261/2000/1010/6992	699002/1320ADMIN	699002	Vital Streets - Bonds - A-87	-	-	-	(31,253)	(32,191)	(33,156)	(34,151)	(35,176)
261/2000/1010/6992	699002/1320ADMIN	699002	Vital Streets - Non-Bond - A-87	-	-	-	(2,343)	(2,413)	(2,486)	(2,560)	(2,637)
261/2000/1010/6992	699002/1320ADMIN	699002	Vital Streets - Operating - A-87	-	-	-	(972)	(1,001)	(1,031)	(1,062)	(1,094)
261/2000/1010/6992	699002/1320ADMIN	699002	Major Streets - A-87	-	-	-	(35,445)	(36,508)	(37,604)	(38,732)	(39,894)
261/2000/1010/6991	699001/1320ADMIN	699001	Government Center Ramp Sale Principal as scheduled	1,475,000	1,475,000	1,475,000	1,535,000	1,595,000	1,030,000	-	-
261/2000/1010/6991	699001/1320ADMIN	699001	Government Center Ramp Sale Interest as scheduled	225,400	225,400	225,400	166,400	105,000	41,200	-	-
261/2000/1010/6991	699001/1320ADMIN	699001	Transfers in from Transformation Fund	-	-	5,200,000	1,300,000	1,384,637	-	-	-
261/2000/1010/6991	699001/1320ADMIN	699001	Transfer in from Transformation Fund for Budget Stabilization Fund	-	-	4,000,000	-	-	-	-	-
261/2000/1010/6995	600995/1320ADMIN	699005	Repayment of Loan to GOF from Refuse Fund	-	-	-	-	-	508,313	494,325	480,238
261/2000/1010/6995	600995/1320ADMIN	699005	Repayment of Loan to GOF from Parks Millage Fund	-	-	-	252,000	249,600	247,200	244,800	242,400
<b>OTHER FINANCING SOURCES SUBTOTAL:</b>				<b>\$ 6,892,050</b>	<b>\$ 6,892,050</b>	<b>\$ 15,698,448</b>	<b>\$ 8,603,877</b>	<b>\$ 8,845,228</b>	<b>\$ 7,503,034</b>	<b>\$ 6,585,736</b>	<b>\$ 6,744,647</b>
<b>GRAND TOTAL:</b>				<b>\$ 30,633,798</b>	<b>\$ 30,633,798</b>	<b>\$ 38,888,622</b>	<b>\$ 32,534,017</b>	<b>\$ 33,131,491</b>	<b>\$ 32,170,492</b>	<b>\$ 31,661,774</b>	<b>\$ 32,259,189</b>

**GENERAL ADMINISTRATION DEPARTMENT 261  
EXPENDITURES**

PERSONAL SERVICES		NEW CODES										
INDEX	SUBJECT		DESCRIPTION	FY16 ADOPTED	FY16 AMENDED	FY16 ESTIMATE	FY17 REQUEST	FORECAST				
								FY18	FY19	FY20	FY21	
1310SUPPORT	7120	261/1020/1010	7120 Pension - Supplemental	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
<b>PERSONAL SERVICES SUBTOTAL:</b>				<b>\$ 7,000</b>	<b>\$ 7,000</b>							
SUPPLIES												
INDEX	SUBJECT		DESCRIPTION	FY16 ADOPTED	FY16 AMENDED	FY16 ESTIMATE	FY17 REQUEST	FORECAST				
								FY18	FY19	FY20	FY21	
1310SUPPORT	7260	261/1020/1010	7520 Flags - Memorial Day Grave Decoration	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>SUPPLIES SUBTOTAL:</b>				<b>\$ 10,000</b>	<b>\$ 10,000</b>							
OTHER SERVICES & CHARGES												
INDEX	SUBJECT		DESCRIPTION	FY16 ADOPTED	FY16 AMENDED	FY16 ESTIMATE	FY17 REQUEST	FORECAST				
								FY18	FY19	FY20	FY21	
1310SUPPORT	8160	261/1020/1010	9460 Engineering Non-Project Costs	\$ 180,250	\$ 180,250	\$ 188,000	\$ 189,000	\$ 190,000	\$ 191,000	\$ 192,000	\$ 193,000	
1310SUPPORT	8180	261/1020/1010	8010 ACSET - Administrative	115,900	115,900	115,900	115,900	115,900	115,900	115,900	115,900	
1310SUPPORT	8180	261/1020/1010	8010 ACSET - Operating Support	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
1310SUPPORT	8180	261/1020/1010	8010 Act 425 Agreement / Oakleigh Woods	7,385	7,385	6,165	6,165	6,165	6,165	6,165	6,165	
1310SUPPORT	8180	261/1020/1010	8010 Act 425 Agreement / Steelcase	16,826	16,826	10,850	10,850	10,850	10,850	10,850	10,850	
1310SUPPORT	8180	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	
1310SUPPORT	8180	261/1020/1010	8010 Consultant Services - State and Federal and other	133,426	133,426	133,426	137,429	141,552	145,798	150,172	154,677	
1310SUPPORT	8180	261/1020/1010	8010 Consultant Services - Remodel Purchasing Process	-	-	-	75,000	-	-	-	-	
1310SUPPORT	8180	261/1020/1010	8010 Consultant Services - Code Compliance	-	-	-	75,000	-	-	-	-	
1310SUPPORT	8180	261/1020/1010	8010 Emergency Management/Kent County Contract	72,500	72,500	74,837	74,837	74,837	74,837	74,837	74,837	
1310SUPPORT	8180	261/1020/1010	8010 Grand Rapids Cable Access Center	589,767	589,767	589,767	607,460	625,683	644,454	663,788	683,701	
1310SUPPORT	8180	261/1020/1010	8010 Music Licensing	-	-	-	6,569	-	-	-	7,157	
1310SUPPORT	8180	261/1020/1010	8010 Grand Rapids Sister Cities	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	
1310SUPPORT	8180	261/1020/1010	8010 Grand Valley Metro Council / GRETS	90,200	90,200	114,525	115,000	115,000	115,000	115,000	115,000	
1310SUPPORT	8180	261/1020/1010	8010 Grand Valley State University Research & Support	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	
1310SUPPORT	8180	261/1020/1010	8010 Independent Financial Audit	125,000	125,000	125,000	128,750	132,613	138,591	140,689	144,909	
1310SUPPORT	8180	261/1020/1010	8010 Right Place - General Support	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
1310SUPPORT	8180	261/1020/1010	8010 LEAN Training and Implementation	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
1310SUPPORT	8180	261/1020/1010	8010 Mayor's Innovation Project	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	
1310SUPPORT	8180	261/1020/1010	8010 West Shore Services	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
1310SUPPORT	8180	261/1020/1010	8010 NOBL for Belknap Lookout Neighborhood	-	-	-	25,000	25,000	25,000	25,000	25,000	
1310SUPPORT	9000	261/1020/1010	9000 Printing and Publishing	800	800	800	800	800	800	800	800	
1310SUPPORT	9410	261/1020/1010	9430 Emergency Operations Center Subsidy	9,652	9,652	9,426	9,806	10,076	10,352	10,612	10,873	
1310SUPPORT	9554	261/1020/1010	9130 Local Business Expense	5,508	5,508	5,547	-	-	-	-	-	
1310SUPPORT	9556	261/1020/1010	9150 Michigan Municipal League	29,392	29,392	29,863	30,000	30,000	30,000	30,000	30,000	
1310SUPPORT	9556	261/1020/1010	9150 National League of Cities	11,535	11,535	11,535	11,535	11,535	11,535	11,535	11,535	
1310SUPPORT	9556	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	
1310SUPPORT	9556	261/1020/1010	9150 West MI Regional Planning	7,000	7,000	9,000	9,000	9,000	9,000	9,000	9,000	
1320ADMIN	8180	261/2000/1010	9890/9550 Administrative Adjustment for Position Removals per Commission	-	-	-	(1,542)	(4,923)	(8,954)	(12,340)	(10,110)	
1360PRO	8010	261/3000/1010	8010 Promotional and Advertising	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
1395LEASE	8180/9624	261/8000/1010	8010/9630 One North Division (Contractual Services & Property Taxes)	503,918	503,918	503,918	507,815	511,830	515,985	520,224	524,610	
<b>OTHER SERVICES &amp; CHARGES SUBTOTAL:</b>				<b>\$ 2,115,591</b>	<b>\$ 2,121,099</b>	<b>\$ 2,150,599</b>	<b>\$ 2,356,204</b>	<b>\$ 2,234,507</b>	<b>\$ 2,263,079</b>	<b>\$ 2,293,220</b>	<b>\$ 2,329,945</b>	
DEBT SERVICE												
INDEX	SUBJECT		DESCRIPTION	FY16 ADOPTED	FY16 AMENDED	FY16 ESTIMATE	FY17 REQUEST	FORECAST				
								FY18	FY19	FY20	FY21	
1395LEASE	9950	261/8000/1010	9930 One North Division (Interest & Paying Agent Fees)	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	
<b>DEBT SERVICE SUBTOTAL:</b>				<b>\$ 4,400</b>								
APPROPRIATION LAPSE												
INDEX	SUBJECT		DESCRIPTION	FY16 ADOPTED	FY16 AMENDED	FY16 ESTIMATE	FY17 REQUEST	FORECAST				
								FY18	FY19	FY20	FY21	
1320ERIP	9960	261/2010/1010	9960 Appropriation Lapse	(3,500,000)	(3,500,000)	(3,500,000)	(3,500,000)	(3,500,000)	(3,500,000)	(3,500,000)	(3,500,000)	
<b>APPROPRIATION LAPSE SUBTOTAL:</b>				<b>\$ (3,500,000)</b>								
SUBSIDIES/TRANSFERS OUT												
INDEX	SUBJECT		DESCRIPTION	FY16 ADOPTED	FY16 AMENDED	FY16 ESTIMATE	FY17 REQUEST	FORECAST				
								FY18	FY19	FY20	FY21	
1310SUPPORT	9995	261/1020/1010	9955 MET Grant Match	171,931	171,931	171,931	183,508	183,508	183,508	183,508	183,508	
1310SUPPORT	9995	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	
1330SUB	8355	261/3000/1010	8450 Vital Streets Fund Liability Insurance from Exhibit	9,285	9,285	9,285	21,473	23,535	26,429	28,596	28,596	
1330SUB	9990	261/3000/1010	9951 Cemeteries Operating Fund Subsidy	110,000	110,000	110,000	110,000	300,000	350,000	320,000	285,000	
1330SUB	9990	261/3000/1010	9951 Our Community's Children In Kind Support	51,248	51,248	51,248	58,726	60,423	62,363	64,671	66,806	
1330SUB	9990	261/3000/1010	9951 61st District Court Fund	4,550,000	4,550,000	6,000,000	5,100,000	5,500,000	5,950,000	6,250,000	6,500,000	
1330SUB	9990	261/3000/1010	9951 Dispatch Support	3,624,117	3,624,117	3,770,267	4,299,400	4,476,110	4,666,617	4,777,609	4,877,394	
1330SUB	9990	261/3000/1010	9951 Neighborhood Entrepreneurship Programming-EDC	-	75,000	75,000	75,000	75,000	75,000	75,000	75,000	
1330SUB	9990	261/3000/1010	9951 Economic Gardening-EDC	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	
1330SUB	9990	261/3000/1010	9951 CID/BID Baseline Support-EDC	-	-	-	50,000	30,000	-	-	-	
1330SUB	9990	261/3000/1010	9951 Neighborhood Matching	-	-	-	50,000	50,000	50,000	50,000	50,000	
1330SUB	9990	261/3000/1010	9951 Affordable Housing Funding	-	-	-	50,000	50,000	50,000	50,000	50,000	
1330SUB	9990	261/3000/1010	8010 Transfer Out to CDBG for Housing Coordinator Position Costs	-	-	-	108,286	114,447	122,039	128,839	129,731	
1330SUB	9990	261/3000/1010	9951 H.R. Recruitment	-	-	-	75,000	-	-	-	-	
1330SUB	9990	261/3000/1010	9951 H.R. Hiring Consultant	-	-	-	75,000	-	-	-	-	
1330SUB	9990	261/3000/1010	9951 H.R. Scholarships	-	-	-	25,000	-	-	-	-	
1330SUB	9990	261/3000/1010	9951 H.R. Communications and Outreach	-	-	-	25,000	-	-	-	-	
1330SUB	9990	261/3000/1010	9951 Parks Maintenance of Effort	\$ 5,411,008	\$ 5,411,008	\$ 5,411,008	\$ 5,738,676	\$ 5,873,285	\$ 6,074,549	\$ 6,178,283	\$ 6,264,396	
1330SUB	9990	261/3000/1010	9951 Emerald Ash Borer Tree Removal and Replacement	\$ 350,000	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	
1330SUB	9995	261/3000/1010	9955 Transfer out to Budget Stabilization Fund	\$ -	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	
1330SUB	9995	261/3000/1010	9955 Transfer Out to Vital Streets	950,000	950,000	950,000	950,000	900,000	850,000	850,000	850,000	
1340CONT	9990	261/4000/1010	9951 Contingent Account	1,000,000	1,075,000	-	1,178,482	1,189,082	1,201,082	1,211,997	1,214,064	
1395LEASE	9990	261/8000/1010	9951 One North Division (Debt Service)	2,814,430	2,814,430	2,814,430	2,817,508	2,819,137	2,820,092	2,818,175	2,817,867	
<b>SUBSIDIES/TRANSFERS OUT SUBTOTAL:</b>				<b>\$ 19,367,019</b>	<b>\$ 19,517,019</b>	<b>\$ 24,038,169</b>	<b>\$ 21,321,059</b>	<b>\$ 21,969,527</b>	<b>\$ 22,806,679</b>	<b>\$ 23,311,678</b>	<b>\$ 23,717,362</b>	
				FY16 ADOPTED	FY16 AMENDED	FY16 ESTIMATE	FY17 REQUEST	FORECAST				
								FY18	FY19	FY20	FY21	
<b>GRAND TOTAL:</b>				<b>\$ 18,004,010</b>	<b>\$ 18,154,010</b>	<b>\$ 22,710,168</b>	<b>\$ 20,198,662</b>	<b>\$ 20,725,433</b>	<b>\$ 21,591,158</b>	<b>\$ 22,126,298</b>	<b>\$ 22,568,707</b>	

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

	FY2011		FY2012		FY2013		2014		2015		2015	
	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	Projected	Actual	Actual
<b>REVENUES</b>												
<b>SUPPLEMENTAL INCOME TAX (2300)</b>												
	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	\$ 10,911,879	\$ 10,892,450	
Income Tax - 1%	-	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental Revenues (EVIP / Revenue Sharing)	-	-	4,570,056	4,570,056	4,661,457	4,896,489	4,896,486	5,132,391	2,644,538	2,644,538	2,644,539	
Interest And Rents	-	-	-	49,616	64,000	106,074	35,000	81,759	70,000	70,000	171,485	
Return of Consultant Fees from Cemetery	-	-	-	-	5,000	5,000	-	-	-	-	-	
Return of Unused Funding for Stormwater Master Plan & Technical Ref Manual	-	-	-	-	-	-	115,918	115,918	-	-	-	
Loan Repayment from Refuse Fund	-	-	-	-	535,000	535,000	57,600	57,600	57,600	57,600	57,600	
<b>SUPPLEMENTAL INCOME TAX Total Revenue</b>	<b>8,505,998</b>	<b>8,517,255</b>	<b>13,416,294</b>	<b>13,676,889</b>	<b>15,137,824</b>	<b>15,606,219</b>	<b>14,997,995</b>	<b>15,658,536</b>	<b>13,214,858</b>	<b>13,684,017</b>	<b>13,786,074</b>	
<b>EXPENDITURES</b>												
<b>SUPPLEMENTAL INCOME TAX (2300)</b>												
<b>Transfers Out</b>												
<b>Approved For:</b>												
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	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	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	776,620	
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)	-	-	-	-	(584)	
Joint Police and Fire Study	-	-	69,000	69,000	-	-	-	-	-	-	-	
Fee Study	-	-	50,000	50,000	-	-	-	-	-	-	-	
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	-	-	-	-	-	
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	1,766,291	
Public Library Sustainability	-	-	-	-	-	-	-	-	138,140	138,140	138,140	
Crime Prevention Strategies - Ten COPS Grant Police Officers	-	-	-	-	-	-	-	-	501,253	501,253	501,253	
Body Cameras and Digital Evidence Management Program	-	-	-	-	-	-	-	-	674,124	-	674,124	
Financial Management System (FMS)	-	-	-	-	-	-	-	-	4,575,000	4,575,000	4,575,000	
Evaluation of City-Owned Properties - 201 Market	-	-	-	-	-	-	-	-	-	-	-	
Parks Master Plan	-	-	-	-	-	-	-	-	-	-	-	
Automated External Defibrillators (AED's)	-	-	-	-	-	-	-	-	-	-	-	
Indian Trails Golf Course	-	-	-	-	-	-	-	-	-	-	2,480,572	
Classification Study	-	-	-	-	-	-	-	-	-	-	-	
<b>Recommended in FY2017 Preliminary Fiscal Plan:</b>												
Transfer to Budget Stabilization Fund	-	-	-	-	-	-	-	-	-	-	-	
Transfer to General Operating Fund	-	-	-	-	-	-	-	-	-	-	-	
<b>Reserved For:</b>												
Crime Prevention Strategies*	-	-	-	-	-	-	-	-	200,000	200,000	-	
Community Crime Prevention Initiatives*	-	-	-	-	-	-	-	-	50,000	50,000	-	
Cemetery Trust*	-	-	-	-	-	-	6,000,000	-	6,000,000	-	-	
Cemetery Deferred Capital*	-	-	-	-	-	-	-	-	-	-	-	
Street Lighting Retrofit*	-	-	-	-	-	-	-	-	7,000,000	-	-	
Photovoltaics and Distributed Solar Energy*	-	-	-	-	-	-	-	-	-	-	-	
River Corridor Activation*	-	-	-	-	-	-	-	-	-	-	-	
<b>Available For:</b>												
Operational Transformation and Sustainable Asset Management*	-	-	-	-	-	-	1,500,000	-	5,900,000	-	-	
<b>SUPPLEMENTAL INCOME TAX Total Requested Expenditures</b>	<b>1,198,094</b>	<b>1,198,094</b>	<b>12,599,472</b>	<b>12,599,472</b>	<b>9,950,405</b>	<b>9,787,120</b>	<b>16,377,874</b>	<b>8,395,766</b>	<b>30,252,415</b>	<b>13,258,863</b>	<b>11,201,831</b>	
<b>SUPPLEMENTAL INCOME TAX NET INCOME (LOSS)</b>	<b>7,307,904</b>	<b>7,319,161</b>	<b>816,822</b>	<b>1,077,417</b>	<b>5,187,419</b>	<b>5,819,100</b>	<b>(1,379,879)</b>	<b>7,262,770</b>	<b>(17,037,557)</b>	<b>425,154</b>	<b>2,564,243</b>	
<b>Fund Balance - Beginning of Year</b>	<b>-</b>	<b>-</b>	<b>7,319,161</b>	<b>7,319,161</b>	<b>8,396,578</b>	<b>8,396,578</b>	<b>14,215,678</b>	<b>14,215,678</b>	<b>21,478,448</b>	<b>21,478,448</b>	<b>21,478,448</b>	
<b>Fund Balance - End of Year</b>	<b>7,307,904</b>	<b>7,319,161</b>	<b>8,135,983</b>	<b>8,396,578</b>	<b>13,583,997</b>	<b>14,215,678</b>	<b>12,835,799</b>	<b>21,478,448</b>	<b>4,440,891</b>	<b>21,903,602</b>	<b>24,042,691</b>	

Grand Rapids MI - FMS TRANSFORMATION FUND (2300) STATEMENT OF OPERATIONS								
	2016 Adopted	2016 Amended	2016 Projected	2017 Proposed	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast
<b>REVENUES</b>								
<b>SUPPLEMENTAL INCOME TAX (2300)</b>								
Taxes-Temporary Five Year Income Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Income Tax - 1%	846,465	869,174	756,086	-	-	-	-	-
Intergovernmental Revenues (EVIP / Revenue Sharing)	-	-	-	-	-	-	-	-
Interest And Rents	90,754	90,754	90,754	194,488	20,200	-	-	-
Return of Consultant Fees from Cemetery	-	-	-	-	-	-	-	-
Return of Unused Funding for Stormwater Master Plan & Technical Ref Manual	-	-	-	-	-	-	-	-
Loan Repayment from Refuse Fund	57,600	57,600	57,600	55,950	522,200	-	-	-
<b>SUPPLEMENTAL INCOME TAX Total Revenue</b>	<b>994,819</b>	<b>1,017,528</b>	<b>904,440</b>	<b>250,438</b>	<b>542,400</b>	-	-	-
<b>EXPENDITURES</b>								
<b>SUPPLEMENTAL INCOME TAX (2300)</b>								
<b>Transfers Out</b>								
<b>Approved For:</b>								
Support for Ten Community Police Officers	-	-	-	-	-	-	-	-
Support for Fifteen Firefighters	-	-	-	-	-	-	-	-
Support for 17 Firefighters after SAFER One	824,722	824,722	824,722	-	-	-	-	-
Business Planning for City Cemeteries	-	-	-	-	-	-	-	-
Business Planning for Indian Trails Golf Course	-	-	-	-	-	-	-	-
Fire Dept. - Fire Squad Vehicles	-	-	-	-	-	-	-	-
Joint Police and Fire Study	-	-	-	-	-	-	-	-
Fee Study	-	-	-	-	-	-	-	-
Curbside Refuse Collection Carts	-	-	-	-	-	-	-	-
3-1-1 Customer Service	-	-	-	-	-	-	-	-
Stormwater Asset Management Plan	-	-	-	-	-	-	-	-
Fire Apparatus Fuel Efficiency Initiative	-	-	-	-	-	-	-	-
Police Dept. Automated License Plate Recognition System	-	-	-	-	-	-	-	-
Fire Dept. FEMA Grant Match - Prevention Grant	-	-	-	-	-	-	-	-
Community Development Services Study	-	-	-	-	-	-	-	-
Transfers to General Operating Fund	-	-	-	-	-	-	-	-
Street Lighting Audit	-	-	-	-	-	-	-	-
Fire Dept. - Apparatus Plan Reset	-	-	-	-	-	-	-	-
Defined Contribution Pension Conversion Payment	-	-	-	-	-	-	-	-
Public Library Sustainability	477,493	477,493	477,493	592,823	632,809	-	-	-
Crime Prevention Strategies - Ten COPS Grant Police Officers	444,830	444,830	444,830	583,822	1,044,833	-	-	-
Body Cameras and Digital Evidence Management Program	381,984	-	-	-	-	-	-	-
Financial Management System (FMS)	-	-	-	-	-	-	-	-
Evaluation of City-Owned Properties - 201 Market	-	350,000	350,000	-	-	-	-	-
Parks Master Plan	-	350,000	350,000	-	-	-	-	-
Automated External Defibrillators (AED's)	-	52,000	52,000	-	-	-	-	-
Indian Trails Golf Course	-	2,752,000	2,752,000	-	-	-	-	-
Classification Study	200,000	250,000	250,000	-	-	-	-	-
<b>Recommended in FY2017 Preliminary Fiscal Plan:</b>								
Transfer to Budget Stabilization Fund	-	4,000,000	4,000,000	-	-	-	-	-
Transfer to General Operating Fund	-	5,200,000	5,200,000	1,300,000	1,384,637	-	-	-
<b>Reserved For:</b>								
Crime Prevention Strategies*	200,000	200,000	-	200,000	200,000	-	-	-
Community Crime Prevention Initiatives*	50,000	50,000	-	50,000	50,000	-	-	-
Cemetery Trust*	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-
River Corridor Activation*	2,500,000	2,500,000	2,500,000	2,500,000	-	-	-	-
<b>Available For:</b>								
Operational Transformation and Sustainable Asset Management*	-	-	-	-	-	-	-	-
<b>SUPPLEMENTAL INCOME TAX Total Requested Expenditures</b>	<b>15,829,029</b>	<b>28,201,045</b>	<b>17,201,045</b>	<b>5,226,645</b>	<b>3,312,279</b>	-	-	-
<b>SUPPLEMENTAL INCOME TAX NET INCOME (LOSS)</b>	<b>(14,834,210)</b>	<b>(27,183,517)</b>	<b>(16,296,605)</b>	<b>(4,976,207)</b>	<b>(2,769,879)</b>	-	-	-
<b>Fund Balance - Beginning of Year</b>	<b>24,042,691</b>	<b>24,042,691</b>	<b>24,042,691</b>	<b>7,746,086</b>	<b>2,769,879</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance - End of Year</b>	<b>9,208,481</b>	<b>(3,140,826)</b>	<b>7,746,086</b>	<b>2,769,879</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

	FY2011		FY2012		FY2013		2014	2014	2015	2015	2015
	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	Projected	Actual
<b>Reserve Targets:</b>											
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	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	21,078,880	23,217,969
<b>Total</b>	<b>7,307,904</b>	<b>7,319,161</b>	<b>8,135,983</b>	<b>8,396,578</b>	<b>13,583,997</b>	<b>14,215,678</b>	<b>12,835,799</b>	<b>21,478,448</b>	<b>4,440,891</b>	<b>21,903,602</b>	<b>24,042,691</b>
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%	158.98%	207.27%
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	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	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)	(776,620)
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)	(776,620)
Reserved for Firefighters Beginning of Year	-	-	1,254,066	1,254,066	2,498,964	2,498,964	2,439,203	2,439,203	1,601,342	1,601,342	1,601,342
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	\$ 824,722

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

	2016 Adopted	2016 Amended	2016 Projected	2017 Proposed	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast
<b>Reserve Targets:</b>								
Assigned Reserves to Maintain Firefighters After SAFER Grant & After Income Tax	-	-	-	-	-	-	-	-
Unassigned Fund Balance	9,208,481	(3,140,826)	7,746,086	2,769,879	0	0	0	0
Total	9,208,481	(3,140,826)	7,746,086	2,769,879	0	0	0	0
Unassigned FB as a % of Total Expenditures	58.17%	-11.14%	45.03%	53.00%	0.00%	#DIV/0!	#DIV/0!	#DIV/0!
Programmed for Fire Squad (15 personnel) [Total Cost of Squad]	-	-	-	-	-	-	-	-
Expenditure for Squad (Income Tax) [Portion not Covered by SAFER II]	-	-	-	-	-	-	-	-
Difference (SAFER II)	-	-	-	-	-	-	-	-
Expenditure for 17 Firefighters after SAFER I Ends	(824,722)	(824,722)	(824,722)	-	-	-	-	-
Net Difference	(824,722)	(824,722)	(824,722)	-	-	-	-	-
Reserved for Firefighters Beginning of Year	824,722	824,722	824,722	-	-	-	-	-
Reserved for Firefighters End of Year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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



CITY OF  
GRAND  
RAPIDS  
MICHIGAN  
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CITY OF GRAND RAPIDS  
 FY2017 CAPITAL IMPROVEMENT PLAN  
 SUSTAINABLE CITY PLATFORM



Sustainable City Platform



FINANCIAL RESILIENCY

## SUSTAINABLE ASSET MANAGEMENT

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**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 \$1 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?

### *10 STEP PROCESS AND WHY IT MATTERS*

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- 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*

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

## *INVESTMENT SOURCES*

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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

## *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

## *CLERK*

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- Election Equipment - \$261,800

## *FACILITIES*

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- Miscellaneous Repairs 61<sup>st</sup> District Court - \$203,334
- Improvements to City/County HVAC Phase I - \$1,278,325
- Fire Asset Management - \$507,792
- Roof Replace West Side Complex - \$155,250
- Exterior Façade Repairs Paul I. Phillips - \$200,034
- CARC Chiller - \$235,750
- Calder Plaza Maintenance Program - \$100,094

## *FIRE*

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- Auto External Defibrillators - \$24,000
- Extrication Equipment - \$44,076
- Extrication Power Plant - \$75,000
- Fire Apparatus (operating transfer capital project) - \$444,840
- Fire Apparatus Hose - \$35,000
- Fire Boots - \$24,375
- Fire Helmets - \$25,000
- Fitness Elliptical - \$30,100
- Personal Protective Equipment - \$90,000

- 
- Thermal Imaging Camera - \$60,000

#### *PARKS*

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- Garfield Park Path - \$45,000

#### *POLICE*

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- Auto External Defibrillators - \$101,400
- Dispatch - \$50,000
- Crime Software - \$122,000
- Holsters and Lights - \$97,000
- Portable and Mobile Radio Equipment - \$95,000
- New Vehicle Interior Equipment - \$115,000
- Patrol Laptops - \$150,000

#### *STORM WATER ASSET MANAGEMENT PLAN*

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

- 
- Burton/Breton Branch of Plaster Creek – Culverts - \$168,000
  - Drainage Improvements & Emergency Repairs - \$125,000
  - Michigan Street/Division to Barclay - \$76,000
  - Moreland and Longmeadow Stormwater Improvements - \$117,470
  - Richmond Park Daylighting - \$36,673

### *STREET LIGHTING ASSET MANAGEMENT PLAN*

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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:

- Critical Safety Improvements Underground System - \$100,000
- Electrical System Lighting Improvements CSO - \$200,000
- Overhead System Repair/Replacement - \$50,000
- Pole Replacement Project - \$30,000
- Preliminary Design for Phase I LED Conversion - \$100,000
- Primary Circuit Repair/Replace - \$30,000
- Radio Controlled Switching - \$40,000
- Secondary Underground System Improvements 16a - \$30,000
- Street Lighting Energy Improvements (LED) - \$60,000
- Substation SCADA System - \$20,000

### *TRAFFIC SAFETY*

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- Non-Motorized Network Expansion - \$75,000



CITY OF  
GRAND  
RAPIDS  
MICHIGAN  
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CITY OF GRAND RAPIDS, MICHIGAN  
PARKS AND RECREATION

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## OVERVIEW

The Parks and Recreation Fund was established in FY2010 with two sub-funds: Parks Operations and After School Programs. The After School sub-fund was discontinued in FY2014 and activities were transferred to the Grand Rapids Public Schools. The Parks Operating fund accounts for the total revenues and costs associated with maintaining the City's park facilities and providing a variety of recreational programs for youth through seniors.

**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 amount of the subsidy has been declining over the last several years, as the Cemetery implements various cost-savings measures in an effort to become self-sustaining.

**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. With the golf course being built on Woodlawn Cemetery property, the Golf Course Fund is a sub-fund of the Cemeteries Fund and pays rent to the Cemetery.

**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 sub-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.

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 neighborhood outreach meetings for six parks as part of year two millage park improvements. Those meetings took place between August, 2015 and December, 2015 and were used to create concept plans and identify priority improvement projects with the assistance of two local design firms for the following parks:

**Campau Park**

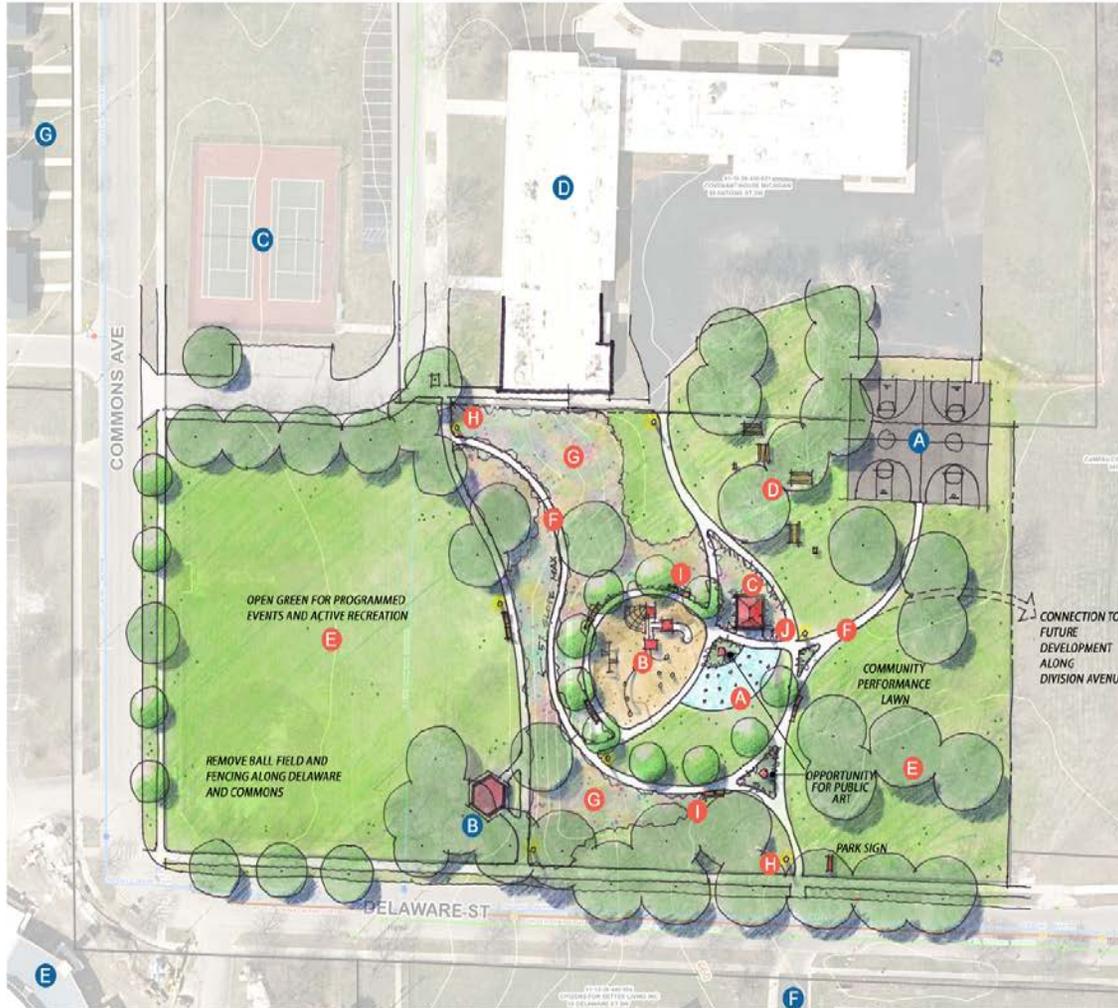
**Dickinson Buffer Park**

**Mulick Park**

**Camelot Park**

**Douglas Park**

**Mary Waters Park**



## LEGEND

### EXISTING (EXISTENTES)

- A** BASKETBALL COURTS (CONCHA DE BALONCESTO)
- B** PICNIC SHELTER WITH GRILLS (REFUGIO DE PICNIC CON PARRILLAS)
- C** FUTSAL COURTS (CANCHAS DE FUTBOL SALA)
- D** COVENANT HOUSE ACADEMY (ESCUELA)
- E** NEW HOPE BAPTIST CHURCH (IGLESIA)
- F** DELAWARE MANOR SENIOR HOUSING (RESIDENCIA SENIOR)
- G** RESIDENTIAL (RESIDENCIAL)

### PROPOSED (PROPUESTO)

- A** SPRAY PLAZA (PARQUE DE AGUA)
- B** PLAYGROUND (MEJORADO PATIO DE RECREO)
- C** RESTROOM (BAÑO)
- D** PICNIC TABLES AND GRILLS (MESAS Y PARRILLAS PICNIC)
- E** FLEXIBLE OPEN GREEN SPACE (ESPACIO PROGRAMA FLEXIBLE)
- F** ACCESSIBLE WALKS (ACERAS ACCESIBLES)
- G** NATIVE PLANTING (PLANTACIÓN DE PRADO NATIVO)
- H** PEDESTRIAN SCALE PARK LIGHTING (ILUMINACIÓN DE PEATONES)
- I** BENCH SEATING (BANCOS DE ASIENTO)
- J** DRINKING FOUNTAIN (FUENTE DE BEBER)

### GENERAL COMMENTS (COMENTARIOS GENERALES):

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# CAMPAU PARK

City of Grand Rapids, Michigan  
October 2015

## PRIORITY AREA (PHASE 1) CONCEPT 'A'

WTRIDIS progressive | ae  
Landscape Group





**LEGEND - LEYENDA**

**PROPOSED - PROPUESTO**

- A** PLAYGROUND ACCESS IMPROVEMENTS  
*Mejoras de acceso Patio de recreo*
- B** WALKING PATH  
*Senderos para caminar*
- C** BENCH SEATING  
*Bancos de asiento*

**EXISTING - EXISTENTE**

- A** PLAYGROUND  
*Patio de recreo*
- B** BASKETBALL COURT  
*Concha de baloncesto*
- C** OPEN PLAY FIELD  
*Campo de juego abierto*
- D** WOODED AREA  
*Zona arbolada*
- E** CONCRETE SIDEWALK  
*Acera concreto*
- F** PARK SIGN  
*Signo de Parque*
- G** CAMELOT WOODS APARTMENTS  
*Camelot Woods Apartamentos*
- H** WHISPERING WOODS SENIOR LIVING  
*Whispering Woods residencia mayor*
- I** ASPHALT PATH WITH BENCHES  
*Camino asfaltado con bancos*

**CAMELOT PARK**

City of Grand Rapids, Michigan  
September 2015

**PRELIMINARY CONCEPTS - CONCEPTOS PRELIMINARES**



# CONCEPT LAYOUT PLAN



## LEGEND - LEGUNDA

### EXISTING (EXISTENTES)

- A** OPEN LAWN AREA  
ÁREA DE CESPED ABIERTO
- B** BASKETBALL COURT  
CANCHA DE BALONCESTO

### ALTERNATE (OPCIONES)

- A** DRINKING FOUNTAIN  
BEBEDORES
- B** PEDESTRIAN SCALE LIGHTING AT WEST END  
ILUMINACION DE ESCALA PEATONAL EN LAS ENTRADAS DEL PARQUE Y LOS CAMINOS

### PROPOSED (PROPUESTO)

- A** PICNIC AREA WITH OPEN PICNIC SHELTER AND POWER  
ÁREA DE PICNIC CON COBERTIZO ABIERTO Y CORRIENTE
- B** PEDESTRIAN SCALE LIGHTING AT PARK ENTRIES AND WALKS  
ILUMINACION EN LAS ENTRADAS DEL PARQUE Y CAMINOS
- C** IMPROVED PLAYGROUND  
MEJORAR PATIO DE RECREO
- D** GREEN SPACE WITH FLOWERING TREES  
ESPACIO VERDE CON ARBOLES DE FLORACION
- E** WALKWAY REPAIR AS NEEDED  
REPAROS NECESARIOS A LOS CAMINOS
- F** IMPROVED WEST ENTRY (NEW SIGN AND LANDSCAPE)  
MEJORAR LA ENTRADA OESTE (NUEVO LETRERO Y JARDINERIA)
- G** IMPROVE WILLARD ST. ENTRY (CLEARING, ACCESSIBLE RAMP AND LANDSCAPE)  
MEJORAR LA ENTRADA DE LA CALLE WILLARD (DESPEJADO, RAMPA DE ACCESO Y JARDINERIA)
- H** IMPROVE UNION ST. ENTRY (CLEARING, ACCESSIBLE WALK AND LANDSCAPE)  
MEJORAR LA ENTRADA DE LA CALLE UNION (DESPEJADO, CAMINO ACCESIBLE Y JARDINERIA)
- I** BENCH SEATING  
BANCAS
- J** BIKE RACKS  
ESTACIONAMIENTO DE BICICLETAS

# DICKINSON PARK

1635 WILLARD SE

City of Grand Rapids, Michigan  
November 2015

# CONCEPT LAYOUT PLAN

## LEGEND - LEGUNDA

### EXISTING (EXISTENTES)

- A** BASKETBALL COURT  
CANCHA DE BALONCESTO
- B** LAWN AREA  
ÁREA DE CÉSPED

### PROPOSED (PROPUESTO)

- A** PICNIC SHELTER WITH IMPROVED PICNICKING  
UN REFUGIO DE PICNIC NUEVO Y MEJORADO
- B** IMPROVED PLAYGROUND  
EQUIPO DE JUEGOS MEJORADO
- C** 8' TO 10' VINYL CHAIN LINK FENCE ON WEST PROPERTY LINE  
CERCA DE MALLA ALAMBRE RECUBIERTA DE VINILO DE 8' A 10' EN EL OESTE DE LA PROPIEDAD
- D** 4' VINYL CHAIN LINK FENCE ALONG SIDEWALKS  
CERCA DE MALLA ALAMBRE RECUBIERTA DE VINILO DE RETIRE LA CERCA EXISTENTE A LO LARGO DE LA ACERA
- E** IMPROVED WALKING PATHS  
SENDEROS MEJORADOS
- F** BENCH SEATING  
BANCAS
- G** ORNAMENTAL LIGHTS AT ENTRIES WITH LANDSCAPING  
LUCES ORNAMENTALES EN LAS ENTRADAS
- H** BIKE RACKS  
ESTACIONAMIENTO DE BICICLETAS

### ALTERNATE (ALTERNAR)

- A** DRINKING FOUNTAIN  
FUENTE DE BEBER
- B** 4' ORNAMENTAL FENCE ALONG SIDEWALKS  
CERCA ORNAMENTAL DE 4' A LO LARGO DE LA ACERA
- C** HEDGE  
BARRERA DE ARBUSTOS



# DOUGLAS PARK

## 640 DOUGLAS ST NW

City of Grand Rapids, Michigan  
November 2015

# CONCEPT LAYOUT PLAN

## LEGEND - LEGUNDA

### EXISTING (EXISTENTES)

- A** FUNNEL BALL COURT  
CABIAJ R JUEGO DE EMBUDO A BALONCESTO
- B** TENNIS COURTS  
CANCHAS DE TENIS
- C** OPEN SPACE FOR TEMPORARY ICE SKATING AREA  
PATINAJE SOBRE HIELO TEMPORAL
- D** OPEN SPACE FOR EVENT LAWN  
JARDIN COMUNITARIO
- E** SPLASH PAD  
ALMOHADILLA DE CHAPOTEQ
- F** PARKING LOT  
ESTACIONAMIENTO

### PROPOSED (PROPUESTO)

- A** PICNIC SHELTER WITH IMPROVED PICNICING  
UN REFUGIO DE PICNIC NUEVO Y MEJORADO
- B** PAVILION ADA UPGRADES  
QUIOSCO CON ACTUALIZACIONES ADA
- C** BALL FIELD UPGRADES  
ACTUALIZACIONES A LOS CAMPOS DE PELOTA
- D** IMPROVE WALKWAYS; ADD PEDESTRIAN SCALE LIGHTING AND BENCHES  
MEJORAR CAMINOS; ANADIR ILUMINACION DE ZONAS PEATONALES Y BANCAS
- E** TOTLOT (FOR PLAY DURING SCHOOL YEAR)  
PATIO DE RECREO (PARA USO DURANTE EL AÑO ESCOLAR)
- F** IMPROVE ORVILLE STREET ENTRIES  
MEJORAR ENTRADAS DE LA CALLE ORVILLE
- G** BARRIER FREE ENTRY FROM PARKING  
ENTRADA DE ESTACIONAMIENTO SIN BARRERAS
- H** IMPROVED PICNIC AMENITIES  
MEJORAR COMODIDADES DE PICNIC

### ALTERNATE (ALTERNAR)

- A** IMPROVE DRAINAGE AT WET AREA  
MEJORAR EL DRENAJE EN ZONA HUMEDA
- B** DRINKING FOUNTAIN  
FUENTE DE BEBER



# MULICK PARK

## 1761 ROSEWOOD SE



City of Grand Rapids, Michigan  
December 2015



## LEGEND (LEYENDA)

### EXISTING (EXISTENTE)

- A** BASKETBALL (BALONCESTO)
- B** PLAYGROUND - UPPER (PATIO DE RECREO)
- C** SLEDDING HILL (SLEDING COLINA)
- D** E. LEONARD ELEMENTARY (ORIENTE LEONARD ESCUELA)

### PROPOSED (PROPUESTA)

- A** SPRAY PLAZA (PARQUE DE AGUA)
- B** IMPROVED PLAYGROUND - LOWER (MEJORADO PATIO DE RECREO)
- C** PICNIC SHELTER (PICNIC REFUGIO)
- D** PARKING FOR 10 VEHICLES (APARCAMIENTO PARA DIEZ VEHÍCULOS)
- E** OPEN GREEN (+/- 1.5 ACRES) (ESPACIO PROGRAMA FLEXIBLE, 1,5 HECTÁREAS)
- F** LOOP TRAIL/WALK, +/- 900 LF (SANDEROS PARA CAMINAR)
- G** NATIVE MEADOW PLANTING (PLANTACIÓN DE PRADO NATIVO)
- H** PEDESTRIAN SCALE PARK LIGHTING (ILUMINACIÓN ESCALA DE PEATONES)
- I** BENCH SEATING (BANCOS DE ASIENTO)
- J** RESTROOM (BAÑO)

### GENERAL COMMENTS (COMENTARIOS GENERALES):

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# MARY WATERS PARK

City of Grand Rapids, Michigan  
October 2015

  
 PRIORITY AREA (PHASE 1) CONCEPT 'B'

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## **REVENUES**

### **Parks Operating Fund**

The Parks Operating Fund requires annual revenue of approximately \$6,500,000 to support their activities. The primary source of this revenue is a subsidy from the General Operating Fund (GOF) of approximately \$5,800,000. 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. Youth programs may be subsidized from the GOF Parks Subsidy; however Adult programs should show that they can achieve full cost recovery in order to be approved. The Office of Special Events has moved to the Parks Department for FY17. These events account for \$200,000.

### **Parks Millage Fund**

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 0.98 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 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 (as it did in FY2015 and FY2016) 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**

The Cemetery Operating Fund receives approximately \$110,000 from the General Fund, \$33,000 from the Perpetual Care Fund and \$810,000 for Charges for Services to support their annual operations. Additionally, they may receive varying amounts of funding from the Capital Reserve Fund, which is transferred into the Cemetery Operating Fund for one-time Capital needs.

### **Golf Course Fund**

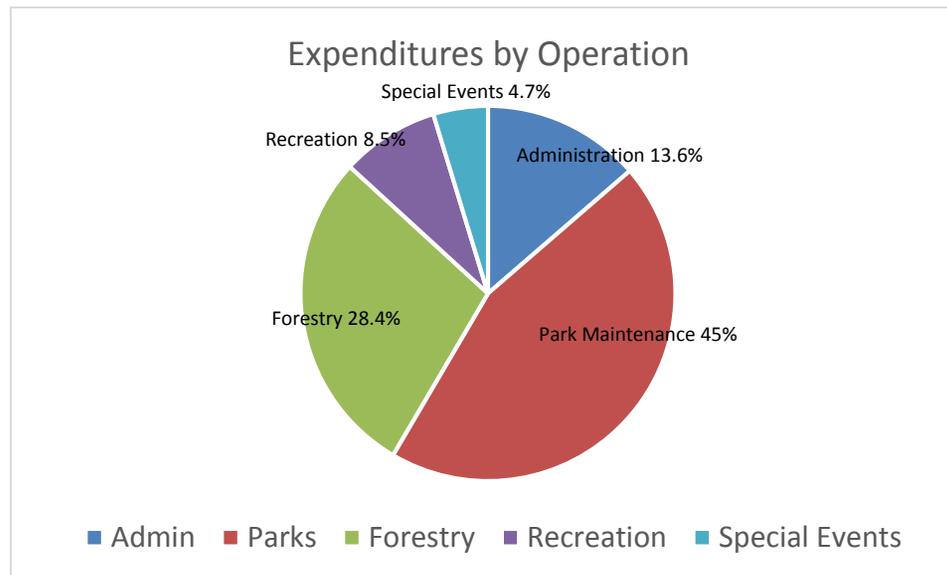
The Golf Course Fund needs approximately \$670,000 to support their annual operations. It is mandated that the course operations generate enough revenue from fees and product sales to be self-sustaining.

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## EXPENDITURES

### Parks Operating Fund

Approximately 45% of Operating Fund expenditures are for ongoing Parks Operations and Maintenance, roughly 8.5% for Recreation programs, 28.4% for Forestry Service, 4.7% for Special Events and the remaining 13.6% for department's Administrative Costs.



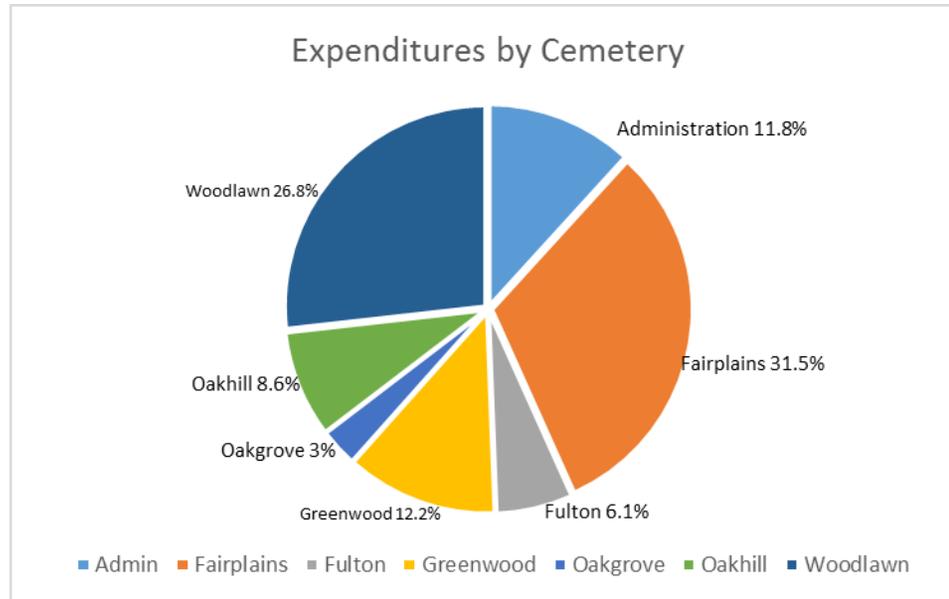
### Parks Millage Fund

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.

### Cemetery Fund

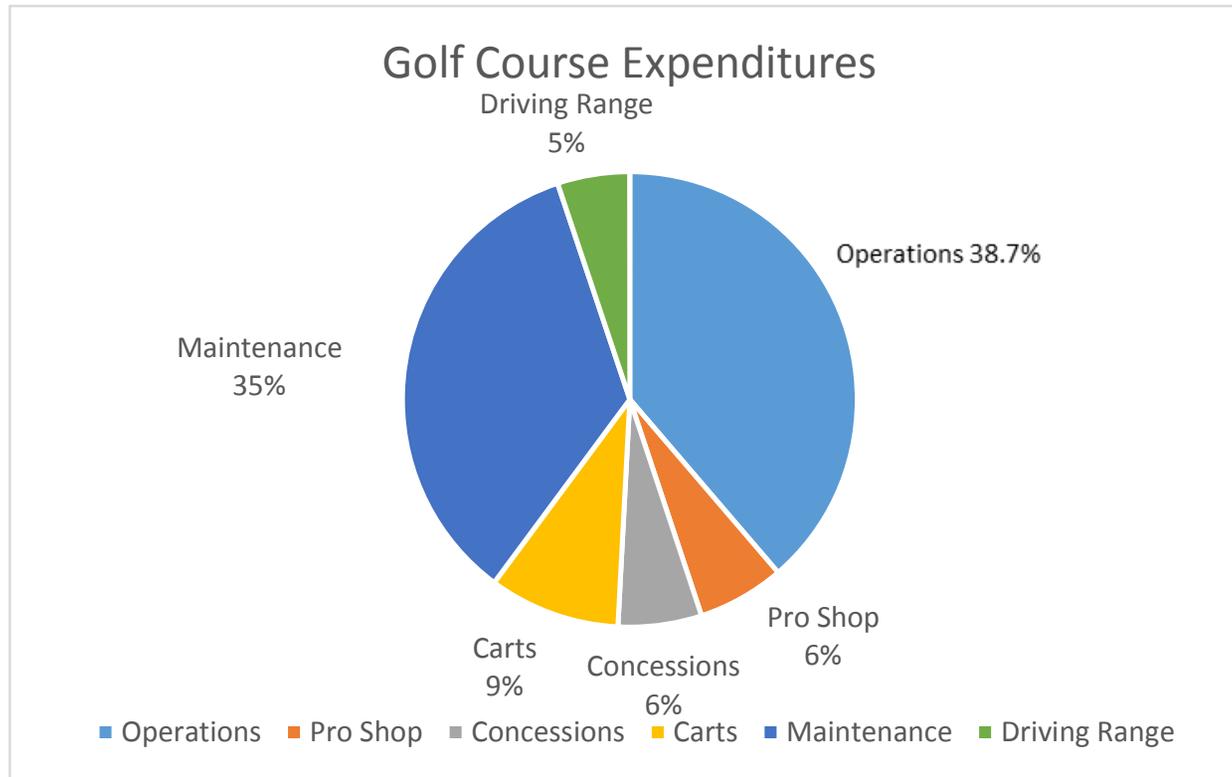
Expenditures for cemeteries operations and maintenance are \$1,163,000 with an additional amount budgeted annually for Capital Expenditures. The amount of Capital will vary from year to year, and is usually provided from the Capital Reserve Fund.

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 9% of all expenditures. The administration budget includes oversight for all six cemeteries.



## Golf Course Fund

The Golf Course Expenditures are \$650,000, with their season running 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 greenkeeper and a contracted course manager.



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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
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	776,206	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	2,243	1,963	1,963	1,963	2,944	3,648	3,938	4,308	4,794
671-Other Revenues	0	396,537	396,537	396,537	396,505	396,472	396,439	396,407	396,407
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
<b>BELKNAP ICE ARENA Total Revenues</b>	<b>778,449</b>	<b>398,500</b>	<b>398,500</b>	<b>398,500</b>	<b>399,449</b>	<b>400,120</b>	<b>400,377</b>	<b>400,715</b>	<b>401,201</b>
<b>Expenditures</b>									
701-Personal Services	249,670	0	0	0	0	0	0	0	0
751-Supplies	27,406	0	0	0	0	0	0	0	0
800-Other Services And Charges	401,854	398,500	398,500	398,500	398,500	398,500	398,500	398,500	398,500
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
<b>BELKNAP ICE ARENA Total Expenditures</b>	<b>678,930</b>	<b>398,500</b>	<b>398,500</b>	<b>398,500</b>	<b>398,500</b>	<b>398,500</b>	<b>398,500</b>	<b>398,500</b>	<b>398,500</b>
<b>BELKNAP ICE ARENA NET INCOME (LOS)</b>	<b>99,519</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>949</b>	<b>1,620</b>	<b>1,877</b>	<b>2,215</b>	<b>2,701</b>
<b>Other Sources &amp; Uses of Cash</b>									
Net Change in Capital	(14,947)								
Net Change in Receivables/Payables	13,229								
<b>Net Other Sources &amp; Uses</b>	<b>(1,718)</b>								
<b>Net Change in Available Cash</b>	<b>97,801</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>949</b>	<b>1,620</b>	<b>1,877</b>	<b>2,215</b>	<b>2,701</b>
<b>Cash - Beginning of Year</b>	<b>420,723</b>	<b>518,524</b>	<b>518,524</b>	<b>518,524</b>	<b>518,524</b>	<b>519,473</b>	<b>521,093</b>	<b>522,970</b>	<b>525,185</b>
<b>Cash - End of Year</b>	<b>518,524</b>	<b>518,524</b>	<b>518,524</b>	<b>518,524</b>	<b>519,473</b>	<b>521,093</b>	<b>522,970</b>	<b>525,185</b>	<b>527,886</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 25% of Current Spending	169,733	99,625	99,625	99,625	99,625	99,625	99,625	99,625	99,625
Unassigned Cash	348,792	418,899	418,899	418,899	419,848	421,468	423,345	425,560	428,261
<b>Total</b>	<b>518,524</b>	<b>518,524</b>	<b>518,524</b>	<b>518,524</b>	<b>519,473</b>	<b>521,093</b>	<b>522,970</b>	<b>525,185</b>	<b>527,886</b>
Unassigned Cash as a % of Total Current Spending	51.4%	105.1%	105.1%	105.1%	105.4%	105.8%	106.2%	106.8%	107.5%

**Grand Rapids MI - FMS  
CRC-ROSA ACTIVITIES (1553)  
STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><i>CRC-Rosa Activities (1553)</i></b>									
<b>Revenues</b>									
664-Investment Income & Rentals	221	0	0	0	256	318	343	375	418
671-Other Revenues	3,468	0	0	0	70,000	5,000	5,000	0	0
<b><i>CRC-Rosa Activities Total Revenues</i></b>	<b>3,689</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70,256</b>	<b>5,318</b>	<b>5,343</b>	<b>375</b>	<b>418</b>
<b>Expenditures</b>									
800-Other Services and Charges	83	0	4,500	0	70,000	5,000	5,000	5,000	5,000
<b><i>CRC-Rosa Activities Total Expenditures</i></b>	<b>83</b>	<b>0</b>	<b>4,500</b>	<b>0</b>	<b>70,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b><i>CRC-Rosa Activities NET INCOME (LOSS)</i></b>	<b>3,606</b>	<b>0</b>	<b>-4,500</b>	<b>0</b>	<b>256</b>	<b>318</b>	<b>343</b>	<b>-4,625</b>	<b>-4,582</b>
<b><i>Beginning Fund Balance</i></b>	<b>1,210</b>	<b>4,816</b>	<b>4,816</b>	<b>4,816</b>	<b>4,816</b>	<b>5,072</b>	<b>5,390</b>	<b>5,733</b>	<b>1,108</b>
<b><i>Ending Fund Balance</i></b>	<b>4,816</b>	<b>4,816</b>	<b>316</b>	<b>4,816</b>	<b>5,072</b>	<b>5,390</b>	<b>5,733</b>	<b>1,108</b>	<b>-3,474</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	12	0	675	0	10,500	750	750	750	750
Unassigned Fund Balance	4,804	4,816	-359	4,816	-5,428	4,640	4,983	358	-4,224
<b>Total</b>	<b>4,816</b>	<b>4,816</b>	<b>316</b>	<b>4,816</b>	<b>5,072</b>	<b>5,390</b>	<b>5,733</b>	<b>1,108</b>	<b>-3,474</b>
Unassigned FB as a % of Total Expenditures	5787.4%				(7.8%)	92.8%	99.7%	7.2%	(84.5%)

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Est	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
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	513,991	549,660	549,660	440,902	689,909	734,701	760,370	786,946	814,283
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	1,084	326	326	386	12,117	11,716	12,170	12,751	13,512
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	62,820	0	2,752,000	2,752,000	0	0	0	0	0
<b>GOLF COURSE Total Revenues</b>	<b>577,895</b>	<b>549,986</b>	<b>3,301,986</b>	<b>3,193,288</b>	<b>702,026</b>	<b>746,417</b>	<b>772,540</b>	<b>799,697</b>	<b>827,795</b>
<b>Expenditures</b>									
701-Personal Services	178,951	207,585	207,585	221,901	197,770	204,424	211,926	218,043	222,123
751-Supplies	97,436	93,125	93,125	84,409	94,537	88,680	91,089	93,566	96,111
800-Other Services And Charges	198,204	197,692	2,971,579	2,745,232	524,316	332,948	341,551	349,936	358,747
970-Capital Outlays	0	0	0	10,915	20,500	30,000	30,000	30,000	30,000
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	46,472	33,387	33,387	33,387	36,814	37,918	39,056	40,228	41,434
<b>GOLF COURSE Total Expenditures</b>	<b>521,063</b>	<b>531,789</b>	<b>3,305,676</b>	<b>3,095,844</b>	<b>873,937</b>	<b>693,970</b>	<b>713,622</b>	<b>731,773</b>	<b>748,415</b>
<b>GOLF COURSE NET INCOME (LOSS)</b>	<b>56,832</b>	<b>18,197</b>	<b>(3,690)</b>	<b>97,444</b>	<b>(171,911)</b>	<b>52,447</b>	<b>58,918</b>	<b>67,924</b>	<b>79,380</b>
<b>Other Sources &amp; Uses of Cash</b>									
Less: Payment of Debt Service Principal	-								
Net Change in Receivables/Payables	(10,886)								
<b>Net Other Sources &amp; Uses</b>	<b>(10,886)</b>								
<b>Net Change in Available Cash</b>	<b>45,946</b>	<b>18,197</b>	<b>(3,690)</b>	<b>97,444</b>	<b>(171,911)</b>	<b>52,447</b>	<b>58,918</b>	<b>67,924</b>	<b>79,380</b>
<b>Cash - Beginning of Year</b>	<b>29,738</b>	<b>75,684</b>	<b>75,684</b>	<b>75,684</b>	<b>173,128</b>	<b>1,217</b>	<b>53,664</b>	<b>112,582</b>	<b>180,506</b>
<b>Cash - End of Year</b>	<b>75,684</b>	<b>93,881</b>	<b>71,994</b>	<b>173,128</b>	<b>1,217</b>	<b>53,664</b>	<b>112,582</b>	<b>180,506</b>	<b>259,886</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 25% of Current Spending	130,266	132,947	826,419	773,961	218,484	173,493	178,406	182,943	187,104
Unassigned Cash	(54,582)	(39,066)	(754,425)	(600,833)	(217,267)	(119,829)	(65,824)	(2,437)	72,782
<b>Total</b>	<b>75,684</b>	<b>93,881</b>	<b>71,994</b>	<b>173,128</b>	<b>1,217</b>	<b>53,664</b>	<b>112,582</b>	<b>180,506</b>	<b>259,886</b>
Unassigned Cash as a % of Total Current Spending	-10.5%	-7.3%	-22.8%	-19.4%	-24.9%	-17.3%	-9.2%	-0.3%	9.7%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
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	800,443	804,290	804,290	693,752	784,664	799,898	765,431	831,178	847,347
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	0	25,000	25,000	0	27,000	27,540	28,089	28,650	24,223
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	881,023	474,651	515,011	474,651	495,153	666,153	716,153	685,153	651,153
<b>CEMETERY OPERATING Total Revenues</b>	<b>1,681,466</b>	<b>1,303,941</b>	<b>1,344,301</b>	<b>1,168,403</b>	<b>1,306,817</b>	<b>1,493,591</b>	<b>1,509,673</b>	<b>1,544,981</b>	<b>1,522,723</b>
<b>Expenditures</b>									
701-Personal Services	383,846	295,028	295,029	230,960	290,271	302,020	313,853	320,383	324,055
751-Supplies	25,229	21,875	21,875	27,349	30,625	31,237	29,861	30,495	33,147
800-Other Services And Charges	486,559	502,391	582,391	509,075	544,412	557,794	566,064	578,140	542,687
970-Capital Outlays	376,595	333,250	373,911	391,636	352,500	333,500	333,500	332,500	333,500
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	119,967	172,498	172,500	172,500	270,184	274,759	279,472	284,323	289,322
<b>CEMETERY OPERATING Total Expenditures</b>	<b>1,392,196</b>	<b>1,325,042</b>	<b>1,445,706</b>	<b>1,331,520</b>	<b>1,487,992</b>	<b>1,499,310</b>	<b>1,522,750</b>	<b>1,545,841</b>	<b>1,522,711</b>
<b>CEMETERY OPERATING NET INCOME (LOSS)</b>	<b>289,270</b>	<b>(21,101)</b>	<b>(101,405)</b>	<b>(163,117)</b>	<b>(181,175)</b>	<b>(5,719)</b>	<b>(13,077)</b>	<b>(860)</b>	<b>12</b>
<b>Other Sources &amp; Uses of Cash</b>									
Net Change in Receivables/Payables	(76,566)								
<b>Net Other Sources &amp; Uses</b>	<b>(76,566)</b>								
<b>Net Change in Available Cash</b>	<b>212,704</b>	<b>(21,101)</b>	<b>(101,405)</b>	<b>(163,117)</b>	<b>(181,175)</b>	<b>(5,719)</b>	<b>(13,077)</b>	<b>(860)</b>	<b>12</b>
<b>Cash - Beginning of Year</b>	<b>166,482</b>	<b>379,186</b>	<b>379,186</b>	<b>379,186</b>	<b>216,069</b>	<b>34,894</b>	<b>29,175</b>	<b>16,098</b>	<b>15,238</b>
<b>Cash - End of Year</b>	<b>379,186</b>	<b>358,085</b>	<b>277,781</b>	<b>216,069</b>	<b>34,894</b>	<b>29,175</b>	<b>16,098</b>	<b>15,238</b>	<b>15,250</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 25% of Current Spending	348,049	331,261	361,427	332,880	371,998	374,828	380,688	386,460	380,678
Unassigned Cash	31,137	26,825	(83,646)	(116,811)	(337,104)	(345,653)	(364,590)	(371,222)	(365,428)
<b>Total</b>	<b>379,186</b>	<b>358,085</b>	<b>277,781</b>	<b>216,069</b>	<b>34,894</b>	<b>29,175</b>	<b>16,098</b>	<b>15,238</b>	<b>15,250</b>
Unassigned Cash as a % of Total Current Spending	2.2%	2.0%	-5.8%	-8.8%	-22.7%	-23.1%	-23.9%	-24.0%	-24.0%
Capital Reserve Transfer-In	677,133	333,250	333,250	333,250	325,000	325,000	325,000	325,000	325,000
Perpetual Care Transfer-In	53,890	31,401	31,401	31,401	60,153	41,153	41,153	40,153	41,153
General Fund Subsidy	150,000	110,000	110,000	110,000	110,000	300,000	350,000	320,000	285,000
<b>Total Transfers IN</b>	<b>881,023</b>	<b>474,651</b>	<b>474,651</b>	<b>474,651</b>	<b>495,153</b>	<b>666,153</b>	<b>716,153</b>	<b>685,153</b>	<b>651,153</b>

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Est	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	25,087	21,000	21,000	21,000	22,253	22,253	22,253	22,253	22,253
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	28,890	31,401	31,401	31,401	32,653	40,461	43,674	47,786	53,176
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	103,795	120,644	120,644	120,644	117,700	117,700	117,700	117,700	117,700
<b>CEMETERY PERPETUAL CARE Total Revenues</b>	<b>157,772</b>	<b>173,045</b>	<b>173,045</b>	<b>173,045</b>	<b>172,606</b>	<b>180,414</b>	<b>183,627</b>	<b>187,739</b>	<b>193,129</b>
<b>Expenditures</b>									
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	28,890	39,651	80,011	39,651	60,153	41,153	41,153	40,153	41,153
<b>CEMETERY PERPETUAL CARE Total Expenditures</b>	<b>28,890</b>	<b>39,651</b>	<b>80,011</b>	<b>39,651</b>	<b>60,153</b>	<b>41,153</b>	<b>41,153</b>	<b>40,153</b>	<b>41,153</b>
<b>CEMETERY PERPETUAL CARE NET INCOME (LOSS)</b>	<b>128,882</b>	<b>133,394</b>	<b>93,034</b>	<b>133,394</b>	<b>112,453</b>	<b>139,261</b>	<b>142,474</b>	<b>147,586</b>	<b>151,976</b>
Change in Reserve for Perpetual Care	(25,088)	-	-	-	-	-	-	-	-
<b>Fund Balance - Beginning of Year</b>	<b>837,496</b>	<b>941,290</b>	<b>941,290</b>	<b>941,290</b>	<b>1,074,684</b>	<b>1,187,137</b>	<b>1,326,398</b>	<b>1,468,872</b>	<b>1,616,458</b>
<b>Fund Balance - End of Year</b>	<b>941,290</b>	<b>1,074,684</b>	<b>1,034,324</b>	<b>1,074,684</b>	<b>1,187,137</b>	<b>1,326,398</b>	<b>1,468,872</b>	<b>1,616,458</b>	<b>1,768,434</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 15% of Current Spending	4,334	5,948	12,002	5,948	9,023	6,173	6,173	6,023	6,173
Unassigned Fund Balance	936,957	1,068,736	1,022,322	1,068,736	1,178,114	1,320,225	1,462,699	1,610,435	1,762,261
<b>Total</b>	<b>941,290</b>	<b>1,074,684</b>	<b>1,034,324</b>	<b>1,074,684</b>	<b>1,187,137</b>	<b>1,326,398</b>	<b>1,468,872</b>	<b>1,616,458</b>	<b>1,768,434</b>
Unassigned Fund Balance as a % of Total Current Spending	3243.2%	2695.4%	1277.7%	2695.4%	1958.5%	3208.1%	3554.3%	4010.7%	4282.2%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><i>Parks &amp; Recreation (2080)</i></b>									
<b>Revenues</b>									
450-Licenses & Permits	0	0	0	0	5,500	5,665	5,834	6,010	6,190
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	2,634	0	0	0	0	0
600-Charges for Services	447,523	403,017	403,017	403,858	528,570	540,603	552,995	565,759	578,907
664-Investment Income & Rentals	68,153	52,450	52,450	57,920	139,012	144,754	149,555	154,685	160,236
671-Other Revenues	145,019	60,000	60,000	56,020	95,000	96,350	97,741	99,173	100,648
695-Other Financing Sources	0	350,000	350,000	350,000	140,000	140,000	140,000	140,000	140,000
695-Other Financing Sources-MOE Subsidy	5,266,593	5,411,008	5,411,008	5,411,008	5,738,676	5,873,285	6,074,549	6,178,283	6,264,396
<b>Total Revenues</b>	<b>5,927,288</b>	<b>6,276,475</b>	<b>6,276,475</b>	<b>6,281,440</b>	<b>6,646,758</b>	<b>6,800,657</b>	<b>7,020,674</b>	<b>7,143,910</b>	<b>7,250,377</b>
<b>Expenditures</b>									
701-Personal Services	2,360,072	2,669,748	2,559,248	2,597,670	3,242,441	3,357,407	3,497,893	3,588,470	3,642,934
751-Supplies	235,710	369,945	235,445	270,312	300,650	308,922	317,418	326,148	335,119
800-Other Services and Charges	2,461,137	2,991,817	3,177,817	2,776,340	2,867,847	2,959,323	3,135,614	3,161,422	3,218,756
970-Capital Outlays	22,658	135,832	101,332	97,000	98,850	99,956	101,094	102,267	103,474
995-Appropriation Lapse	0	(100,000)	(100,000)	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
995-Other Financing	403,620	257,228	570,728	571,580	277,803	286,137	294,719	303,562	312,669
<b>Total Expenditures</b>	<b>5,483,197</b>	<b>6,324,570</b>	<b>6,544,570</b>	<b>6,312,902</b>	<b>6,537,591</b>	<b>6,761,745</b>	<b>7,096,738</b>	<b>7,231,869</b>	<b>7,362,952</b>
<b>NET INCOME (LOSS)</b>	<b>444,091</b>	<b>(48,095)</b>	<b>(268,095)</b>	<b>(31,462)</b>	<b>109,167</b>	<b>38,912</b>	<b>(76,064)</b>	<b>(87,959)</b>	<b>(112,575)</b>
<i>Beginning Fund Balance</i>	<b>115,458</b>	<b>559,549</b>	<b>559,549</b>	<b>559,549</b>	<b>528,087</b>	<b>637,254</b>	<b>676,166</b>	<b>600,102</b>	<b>512,143</b>
<b>Ending Fund Balance</b>	<b>559,549</b>	<b>511,454</b>	<b>291,454</b>	<b>528,087</b>	<b>637,254</b>	<b>676,166</b>	<b>600,102</b>	<b>512,143</b>	<b>399,568</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	822,480	948,686	981,686	946,935	980,639	1,014,262	1,064,511	1,084,780	1,104,443
Unassigned Fund Balance	(262,931)	(437,232)	(690,232)	(418,848)	(343,385)	(338,096)	(464,408)	(572,637)	(704,874)
<b>Total</b>	<b>559,549</b>	<b>511,454</b>	<b>291,454</b>	<b>528,087</b>	<b>637,254</b>	<b>676,166</b>	<b>600,102</b>	<b>512,143</b>	<b>399,568</b>
Unassigned FB as a % of Total Expenditures	(4.8%)	(6.9%)	(10.5%)	(6.6%)	(5.3%)	(5.0%)	(6.5%)	(7.9%)	(9.6%)

**Grand Rapids MI - FMS  
Parks Millage (2081)  
STATEMENT OF OPERATIONS**

	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	
<b>REVENUE</b>										
<b><u>Parks Millage (2081)</u></b>										
401 Taxes (Voter-approved Millage)	0	3,839,507	3,831,601	3,949,353	3,922,200	3,953,578	3,985,602	4,009,913	4,035,576	
600 Charges For Services	0	99	0	0	0	0	0	0	0	
664 Interest And Rents	0	19,128	0	9,500	10,296	12,758	13,771	15,067	16,767	
695 Other Financing Sources:	0	0	0	0	0	0	0	0	0	
Transfer from GOF for Pools	143,483	0	0	0	0	0	0	0	0	
Transfer from GOF for Parks	300,000	0	0	1,200,000	0	0	0	0	0	
Pool Subsidy from Parks Operating Fund	0	201,736	0	0	0	0	0	0	0	
<b>Parks Millage Total Revenue</b>	<b>443,483</b>	<b>4,060,470</b>	<b>3,831,601</b>	<b>5,158,853</b>	<b>3,932,496</b>	<b>3,966,336</b>	<b>3,999,373</b>	<b>4,024,980</b>	<b>4,052,343</b>	
<b>EXPENDITURES</b>										
<b><u>Parks Millage (2081)</u></b>										
Parks Rehabilitation & Repairs (45-55%)	174,722	3,067,783	1,903,585	1,726,585	1,794,632	1,804,160	1,811,927	1,833,449	1,971,369	
A-87 (Parks Rehab & Repairs)	0	0	0	0	38,362	39,353	40,345	41,410	43,016	
Subtotal Parks Rehabilitation & Repairs	<b>174,722</b>	<b>3,067,783</b>	<b>716,644</b>	<b>1,726,585</b>	<b>1,832,994</b>	<b>1,843,513</b>	<b>1,852,272</b>	<b>1,874,859</b>	<b>2,014,385</b>	
Park Improvements (25-35%)	0	1,012,085	1,211,372	1,385,503	1,076,779	1,082,496	1,087,156	1,100,069	1,182,821	
A-87 (Park Improvements)	0	0	0	0	23,017	23,612	24,207	24,846	25,810	
Subtotal Park Improvements	<b>0</b>	<b>1,012,085</b>	<b>716,644</b>	<b>1,385,503</b>	<b>1,099,796</b>	<b>1,106,108</b>	<b>1,111,363</b>	<b>1,124,915</b>	<b>1,208,631</b>	
Pools Operating Exp.	115,519	764,438	709,056	669,472	733,296	752,017	772,685	794,425	813,068	
A-87 (Pools)	0	22,432	7,588	7,588	14,410	15,098	15,853	16,561	16,475	
Subtotal Pools	<b>115,519</b>	<b>786,870</b>	<b>716,644</b>	<b>677,060</b>	<b>747,706</b>	<b>767,115</b>	<b>788,538</b>	<b>810,986</b>	<b>829,543</b>	
Transfer to GOF Parks	0	300,000	0	0	252,000	249,600	247,200	244,800	242,400	
Transfer to GOF Pools	0	143,483	0	0	0	0	0	0	0	
<b>Parks Millage Total Expenditures</b>	<b>290,241</b>	<b>5,310,221</b>	<b>3,831,601</b>	<b>3,789,148</b>	<b>3,932,496</b>	<b>3,966,336</b>	<b>3,999,373</b>	<b>4,055,560</b>	<b>4,294,959</b>	
<b>Parks Millage NET INCOME (LOSS)</b>	<b>153,242</b>	<b>(1,249,751)</b>	<b>0</b>	<b>1,369,705</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(30,580)</b>	<b>(242,616)</b>	
<b>Beginning Fund Balance</b>	<b>-</b>	<b>153,242</b>	<b>(1,096,509)</b>	<b>(1,096,509)</b>	<b>273,196</b>	<b>273,196</b>	<b>273,196</b>	<b>273,196</b>	<b>242,616</b>	
<b>Ending Fund Balance</b>	<b>153,242</b>	<b>(1,096,509)</b>	<b>(1,096,509)</b>	<b>273,196</b>	<b>273,196</b>	<b>273,196</b>	<b>273,196</b>	<b>242,616</b>	<b>0</b>	
Assigned to Operations - 15% of Total Spending	43,536	796,533	574,740	568,372	589,874	594,950	599,906	608,334	644,244	
Unassigned	109,706	(1,893,042)	(1,671,249)	(295,176)	(316,678)	(321,754)	(326,710)	(365,718)	(644,244)	
Total	153,242	(1,096,509)	(1,096,509)	273,196	273,196	273,196	273,196	242,616	-	
Unassigned FB as a % of Total Expenditures	37.8%	-35.6%	-43.6%	-7.8%	-8.1%	-8.1%	-8.2%	-9.0%	127	-15.0%



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## FUND DESCRIPTIONS

**Local Street 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 transferred from the Vital Streets Fund during the 15 year income tax extension period.

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 Street 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 transferred from the Major Street Fund to the Vital Streets Fund during the 15 year income tax extension period.

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.

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**Streets Capital Fund:** To account for Streets Capital Projects in the Capital Projects Fund group. Resources are provided from the Major Streets Fund (Gas & Weight Tax), contributions from the General Operating Fund, and grants. Projects are made up of streets resurfacing and reconstruction projects. This fund is primarily dormant and will remain so for the duration of the Vital Streets temporary income tax.

Major Revenue Source: Bond Proceeds; Transfers from Capital Reserve, Major 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 will receive proceeds from the issuance of short-term notes. Such proceeds will either be spent on projects in the Bond Fund directly or transferred to the Operating Fund as a reimbursement. The short-term notes are designed to accelerate the Vital Streets work as income tax continuation revenues were not available until the second quarter of FY2016. The notes will have a maturity of approximately three years with a balloon payment in the final year. The debt service on these notes 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 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, allocable future supplemental state funding, and amounts committed to Vital Streets from the City's General Operating Fund ("GOF"). This fund will pay debt service on all short-term notes issued by the City, and expend amounts for preventative maintenance not undertaken in the Capital Project Funds. The committed "maintenance of effort" Gas & Weight tax revenue will remain in the street funds with Vital Street expenditures charged up to the commitment amounts due to Act 51 reporting requirements.

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
501-Federal Grants	9,853	0	0	0	0	0	0	0	0
539-State Grants	2,619,262	2,108,765	2,604,746	2,673,950	2,199,749	2,221,441	2,243,046	2,264,562	2,285,988
539-Vital Streets Maintenance of Effort	0	0	931,864	931,864	867,000	884,340	0	0	0
600-Charges for Services	10,776	500	500	0	1,000	1,000	1,000	1,000	1,000
664-Investment Income & Rentals	6,600	5,233	5,233	5,233	9,888	12,252	13,225	14,470	16,103
671-Other Revenues	2,790	0	0	0	0	0	0	0	0
695-Other Financing Sources	550,000	1,370,000	1,370,000	1,312,000	1,760,000	1,760,000	1,760,000	1,760,000	1,860,000
<b>Local Streets Total Revenues</b>	<b>3,199,281</b>	<b>3,484,498</b>	<b>4,912,343</b>	<b>4,923,047</b>	<b>4,837,637</b>	<b>4,879,033</b>	<b>4,017,271</b>	<b>4,040,032</b>	<b>4,163,091</b>
<b>Expenditures</b>									
701-Personal Services	1,294,389	1,702,433	1,702,433	1,599,663	1,830,619	1,894,491	1,974,527	2,023,691	2,057,226
726-Supplies	282,128	622,985	622,985	719,120	853,789	871,503	889,611	908,120	907,748
800-Other Services and Charges	1,121,779	1,118,472	1,118,472	1,138,924	1,279,459	1,215,056	1,252,816	1,336,573	1,662,505
970-Capital Outlays	22,366	9,542	9,542	9,542	137,043	44,643	44,744	44,845	44,945
970-Vital Streets Maintenance of Effort	0	0	931,864	931,864	867,000	884,340	0	0	0
970-Vital Streets Enhanced State Investment	0	0	495,981	495,981	0	0	0	0	0
995-Other Financing	80,788	-33,190	-33,190	66,810	-17,212	-14,728	-12,170	-9,535	-6,821
<b>Local Streets Total Expenditures</b>	<b>2,801,450</b>	<b>3,420,242</b>	<b>4,848,087</b>	<b>4,961,904</b>	<b>4,950,698</b>	<b>4,895,305</b>	<b>4,149,528</b>	<b>4,303,694</b>	<b>4,665,603</b>
<b>Local Streets NET INCOME (LOSS)</b>	<b>397,831</b>	<b>64,256</b>	<b>64,256</b>	<b>-38,857</b>	<b>-113,061</b>	<b>-16,272</b>	<b>-132,257</b>	<b>-263,662</b>	<b>-502,512</b>
<b>Beginning Fund Balance</b>	<b>594,861</b>	<b>992,692</b>	<b>992,692</b>	<b>992,692</b>	<b>953,835</b>	<b>840,774</b>	<b>824,502</b>	<b>692,245</b>	<b>428,583</b>
<b>Ending Fund Balance</b>	<b>992,692</b>	<b>1,056,948</b>	<b>1,056,948</b>	<b>953,835</b>	<b>840,774</b>	<b>824,502</b>	<b>692,245</b>	<b>428,583</b>	<b>-73,929</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	420,218	513,036	727,213	744,286	742,605	734,296	622,429	645,554	699,840
Unassigned Fund Balance	572,475	543,912	329,735	209,549	98,169	90,206	69,816	-216,971	-773,769
Total	992,692	1,056,948	1,056,948	953,835	840,774	824,502	692,245	428,583	-73,929
Unassigned FB as a % of Total Expenditures	20.4%	15.9%	6.8%	4.2%	2.0%	1.8%	1.7%	(5.0%)	(16.6%)

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
501-Federal Grants	374,276	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000
539-State Grants	11,272,556	8,571,702	12,609,818	12,611,208	11,934,198	13,093,870	11,841,357	12,625,942	13,316,761
539-Vital Streets Maintenance of Effort	0	0	2,856,096	2,856,096	2,601,000	2,653,020	3,608,107	3,680,269	3,753,875
600-Charges for Services	2,344,539	2,277,060	2,277,060	2,197,060	2,197,060	2,197,060	2,197,060	2,197,060	2,197,060
664-Investment Income & Rentals	110,826	63,700	63,700	63,700	97,484	109,317	114,187	120,417	128,585
671-Other Revenues	1,597,233	1,257,400	1,282,400	30,000	30,000	30,000	30,000	30,000	30,000
695-Other Financing Sources	371,463	908,000	8,317,930	1,026,000	1,068,000	1,068,000	1,068,000	1,068,000	1,068,000
<b>Major Streets Total Revenues</b>	<b>16,070,893</b>	<b>13,397,862</b>	<b>27,727,004</b>	<b>19,104,064</b>	<b>18,247,742</b>	<b>19,471,267</b>	<b>19,178,711</b>	<b>20,041,688</b>	<b>20,814,281</b>
<b>Expenditures</b>									
701-Personal Services	3,872,304	4,834,445	4,728,695	4,551,735	4,783,215	4,952,579	5,166,936	5,284,538	5,364,399
726-Supplies	1,812,335	1,731,419	2,147,919	1,804,173	1,943,313	2,005,855	2,071,302	2,124,831	2,201,255
800-Other Services and Charges	5,300,034	4,565,152	4,918,652	4,676,201	4,944,509	5,219,764	5,471,055	5,789,448	5,848,089
970-Capital Outlays	44,976	59,023	309,024	59,023	237,523	145,023	145,024	145,024	145,024
970-Vital Streets Maintenance of Effort	0	0	2,856,096	2,856,096	2,601,000	2,653,020	3,608,107	3,680,269	3,753,875
970-Vital Streets Enhanced State Investment	0	0	3,788,115	3,788,115	3,022,875	4,094,577	2,754,359	3,451,504	4,055,153
990-Debt Service	825,183	826,370	900,990	676,370	793,050	757,325	742,450	739,650	743,550
995-Other Financing	3,226,809	596,976	7,532,286	896,976	667,054	672,065	677,228	682,544	788,021
<b>Major Streets Total Expenditures</b>	<b>15,081,641</b>	<b>12,613,385</b>	<b>27,181,777</b>	<b>19,308,689</b>	<b>18,992,539</b>	<b>20,500,208</b>	<b>20,636,461</b>	<b>21,897,808</b>	<b>22,899,366</b>
<b>Major Streets NET INCOME (LOSS)</b>	<b>989,252</b>	<b>784,477</b>	<b>545,227</b>	<b>-204,625</b>	<b>-744,797</b>	<b>-1,028,941</b>	<b>-1,457,750</b>	<b>-1,856,120</b>	<b>-2,085,085</b>
<b>Beginning Fund Balance</b>	<b>6,516,938</b>	<b>7,506,190</b>	<b>7,506,190</b>	<b>7,506,190</b>	<b>7,301,565</b>	<b>6,556,768</b>	<b>5,527,827</b>	<b>4,070,077</b>	<b>2,213,957</b>
<b>Ending Fund Balance</b>	<b>7,506,190</b>	<b>8,290,667</b>	<b>8,051,417</b>	<b>7,301,565</b>	<b>6,556,768</b>	<b>5,527,827</b>	<b>4,070,077</b>	<b>2,213,957</b>	<b>128,872</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	2,262,246	1,892,008	4,077,267	2,896,303	2,848,881	3,075,031	3,095,469	3,284,671	3,434,905
Unassigned Fund Balance	5,243,944	6,398,659	3,974,150	4,405,262	3,707,887	2,452,796	974,608	-1,070,714	-3,306,033
Total	7,506,190	8,290,667	8,051,417	7,301,565	6,556,768	5,527,827	4,070,077	2,213,957	128,872
Unassigned FB as a % of Total Expenditures	34.8%	50.7%	14.6%	22.8%	19.5%	12.0%	4.7%	(4.9%)	(14.4%)

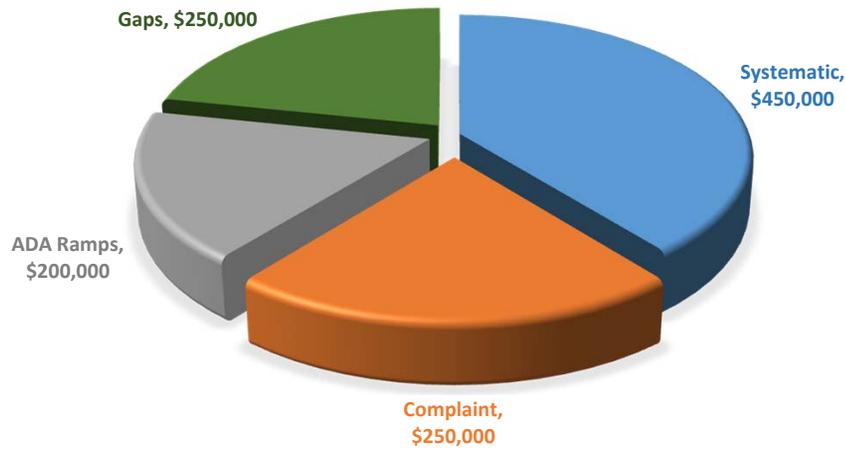
**Grand Rapids MI - FMS  
SIDEWALK REPAIR (2460)  
STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	83,244	25,000	25,000	36,500	36,500	36,500	36,500	36,500	36,500
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	282,829	2,500	2,500	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	4,963	2,748	2,748	2,748	4,219	5,227	5,643	6,174	6,870
671-Other Revenues	3,176	53,500	53,500	53,000	53,000	53,000	3,000	3,000	3,000
695-Other Financing Sources	1,200,000	1,805,754	2,327,984	2,327,984	1,936,883	2,000,800	2,050,820	2,102,091	2,154,643
<b>SIDEWALK REPAIR Total Revenues</b>	<b>1,574,212</b>	<b>1,889,502</b>	<b>2,411,732</b>	<b>2,427,471</b>	<b>2,037,102</b>	<b>2,102,027</b>	<b>2,102,463</b>	<b>2,154,265</b>	<b>2,207,513</b>
<b>Expenditures</b>									
701-Personal Services	305,216	339,940	339,940	326,338	350,977	359,384	370,710	376,128	380,270
751-Supplies	2,322	8,000	8,000	4,500	8,500	9,400	6,500	6,500	7,900
800-Other Services And Charges	1,415,929	1,270,372	1,792,602	1,787,295	1,436,685	1,038,258	1,276,262	1,603,223	1,605,487
970-Capital Outlays	2,354	2,000	2,000	0	0	0	27,000	25,000	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	59,549	42,609	42,609	42,609	29,089	1,269,174	61,399	61,564	61,804
<b>SIDEWALK REPAIR Total Expenditures</b>	<b>1,785,370</b>	<b>1,662,921</b>	<b>2,185,151</b>	<b>2,160,742</b>	<b>1,825,251</b>	<b>2,676,216</b>	<b>1,741,871</b>	<b>2,072,415</b>	<b>2,055,461</b>
<b>SIDEWALK REPAIR NET INCOME (LOSS)</b>	<b>(211,158)</b>	<b>226,581</b>	<b>226,581</b>	<b>266,730</b>	<b>211,851</b>	<b>(574,189)</b>	<b>360,592</b>	<b>81,850</b>	<b>152,052</b>
<b>Fund Balance - Beginning of Year</b>	<b>468,538</b>	<b>257,380</b>	<b>257,380</b>	<b>257,380</b>	<b>524,110</b>	<b>735,961</b>	<b>161,772</b>	<b>522,364</b>	<b>604,214</b>
<b>Fund Balance - End of Year</b>	<b>257,380</b>	<b>483,961</b>	<b>483,961</b>	<b>524,110</b>	<b>735,961</b>	<b>161,772</b>	<b>522,364</b>	<b>604,214</b>	<b>756,266</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 15% of Current Spending	267,806	249,438	327,773	324,111	273,788	401,432	261,281	310,862	308,319
Unassigned Fund Balance	(10,426)	234,523	156,188	199,998	462,173	(239,661)	261,083	293,351	447,946
<b>Total</b>	<b>257,380</b>	<b>483,961</b>	<b>483,961</b>	<b>524,110</b>	<b>735,961</b>	<b>161,772</b>	<b>522,364</b>	<b>604,214</b>	<b>756,266</b>
Unassigned Fund Balance as a % of Total Current Spending	-0.6%	14.1%	7.1%	9.3%	25.3%	-9.0%	15.0%	14.2%	21.8%

# 2015 Calendar Year Sidewalks Report

## Investment Plan vs. Actual (Dollars Spent)

**2015 PLAN**  
**\$1,150,000**



**2015 ACTUAL**  
**\$1,251,660**

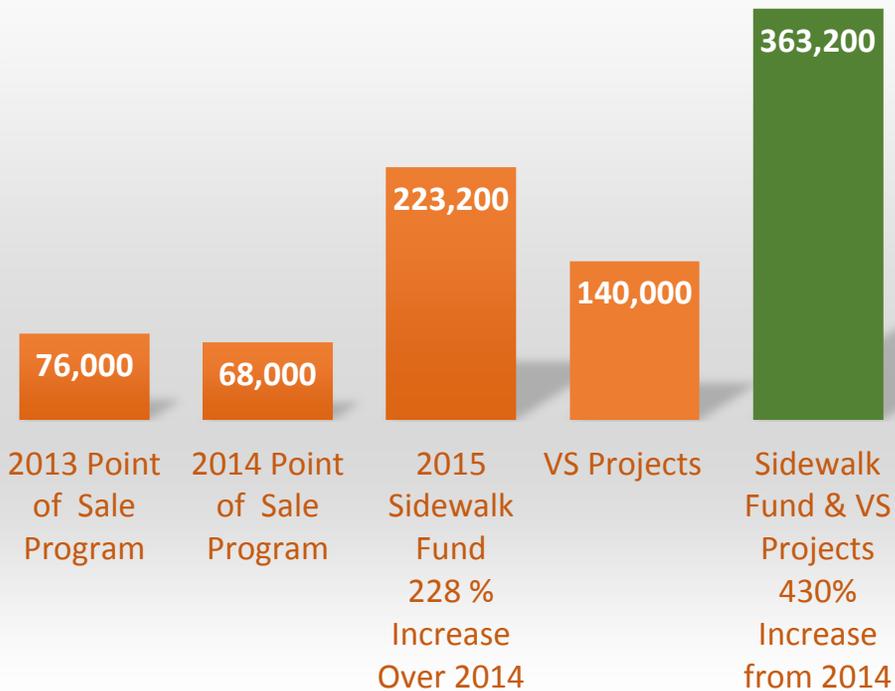


\* \$100,000.00 outstanding for Contract 3, spring of 2016

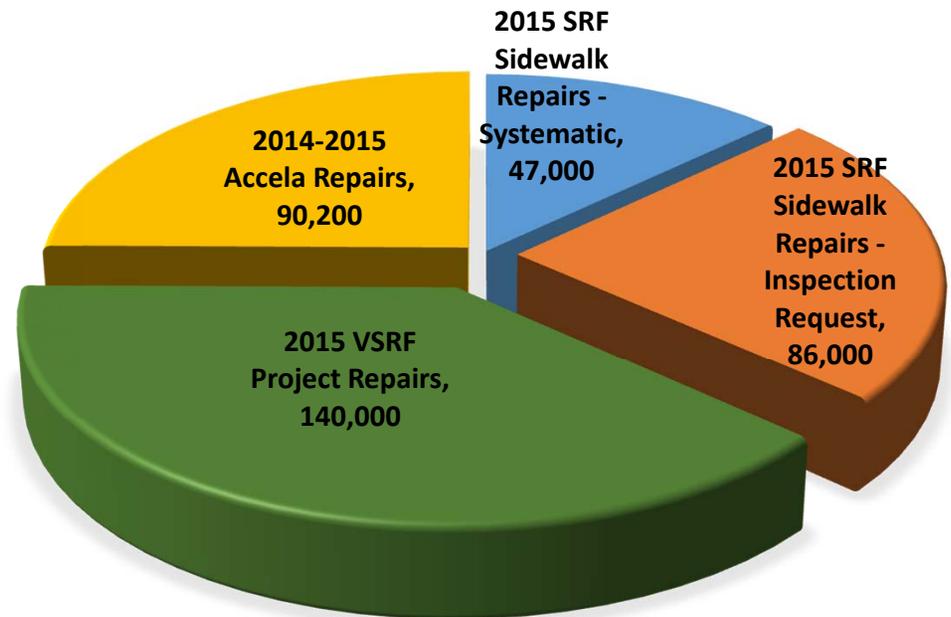
# 2015 Calendar Year Sidewalks Report

2015 Highlights \* Goal of 430% increase in sidewalk repairs.

**Total Sq Footage Sidewalk Repaired in 2015**



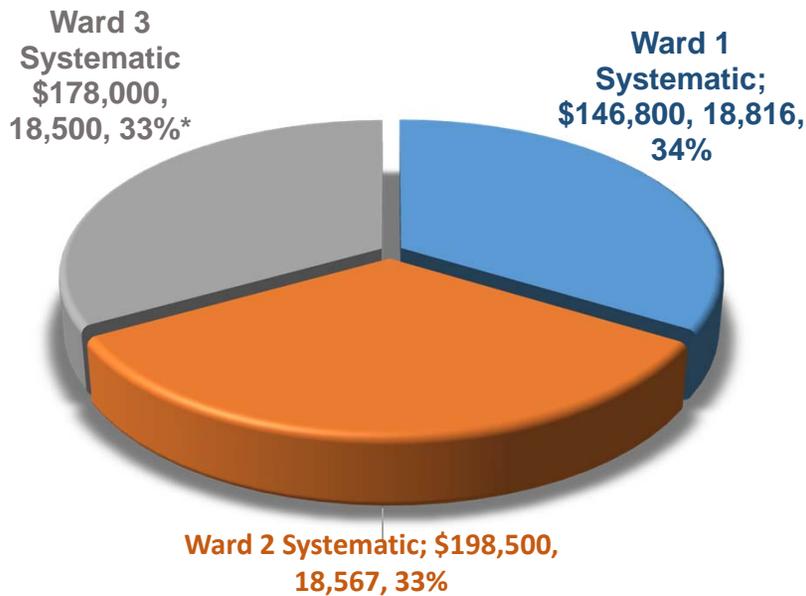
**OVER 363,200 SQUARE FEET OF SIDEWALK REPAIRED IN 2015**



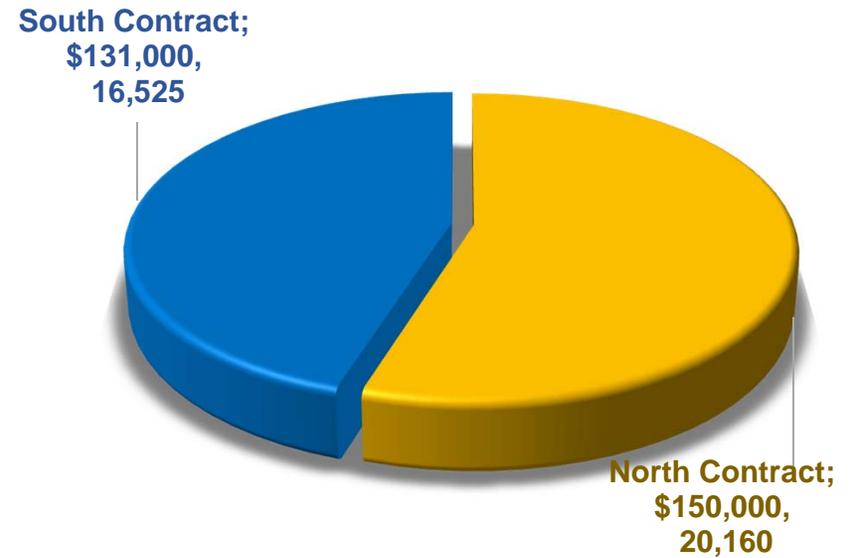
# 2015 Calendar Year Sidewalks Report - Repair Distribution

Systematic inspections in each ward meeting equal and distributed repairs

### 2015 TOTAL WALK REPAIRED SYSTEMATIC CONTRACTS



### 2015 TOTAL WALK REPAIRED COMPLAINT CONTRACTS\*\*

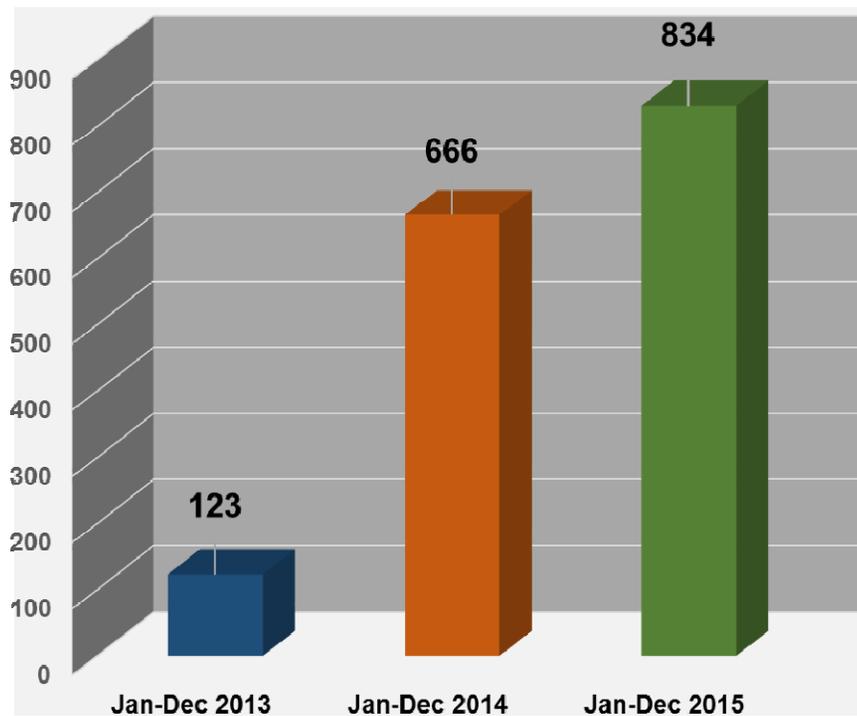


\* Figures on Contract 3 are pending completion of this contract in spring of 2016.

\*\* Does not account \$192K for repairs to close Accela records complaints and POS program.

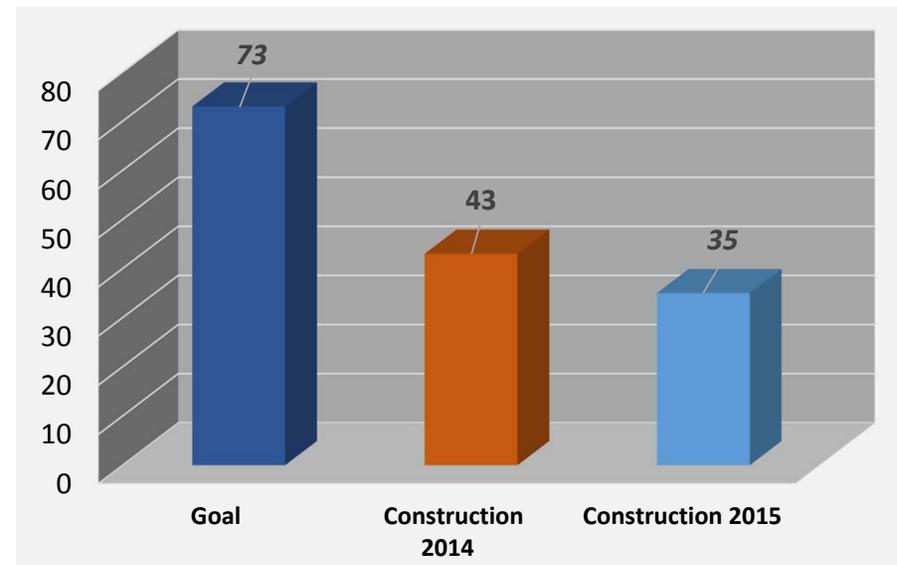
## Sidewalk Inspection Requests & Miles Inspected

### Inspection Requests



- Goal for Sidewalk Inspections = 73 Miles Annually
- 35 Miles Inspected in 2015 Construction Season

### Annual Miles of Sidewalk Inspections

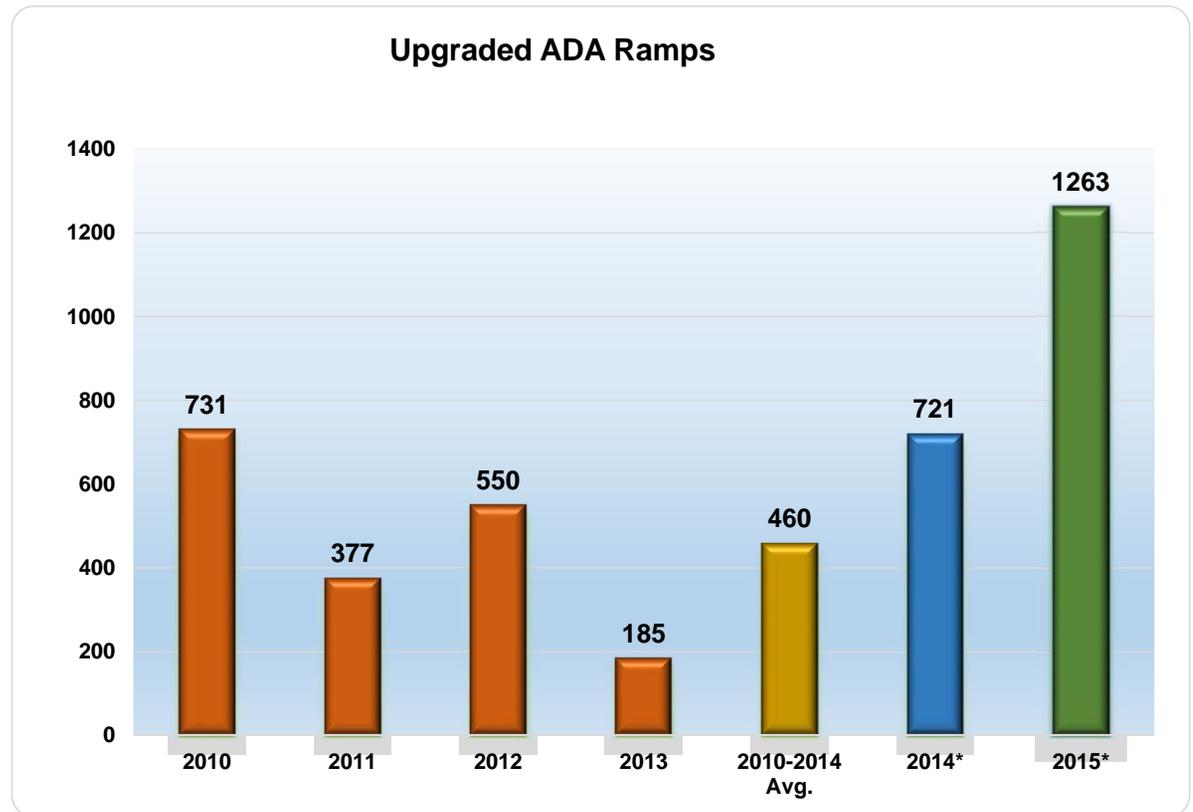


## 2015 Calendar Year Sidewalks Report

### ADA Ramps

- 2014 increased ADA Ramp repairs by 56% over 2010-2014 Avg.
- 2015 – ADA Ramp repairs increased by 175% over 2010-2014 Avg.

- Total Ramp repairs account for all sidewalk and street projects.



# Vital Street Investment

## Primary Goal for 2016– Addressing Inspection Requests in 2016

- Establish four (4) sidewalk contracts to address Inspection requests only.
  - Bid contracts in quadrants of the city to encourage less mobilization charges and to keep bid prices down.
  - Keep contracts below \$200,000 to allow for a wider bidding pool of contractors.
  - Establish a grinding pay item in contracts for sidewalk maintenance to help extend contract dollars.
  - Hazardous sidewalk will be repaired with complaint inspections, minor sidewalk deficiencies differed to the systematic repair cycle.

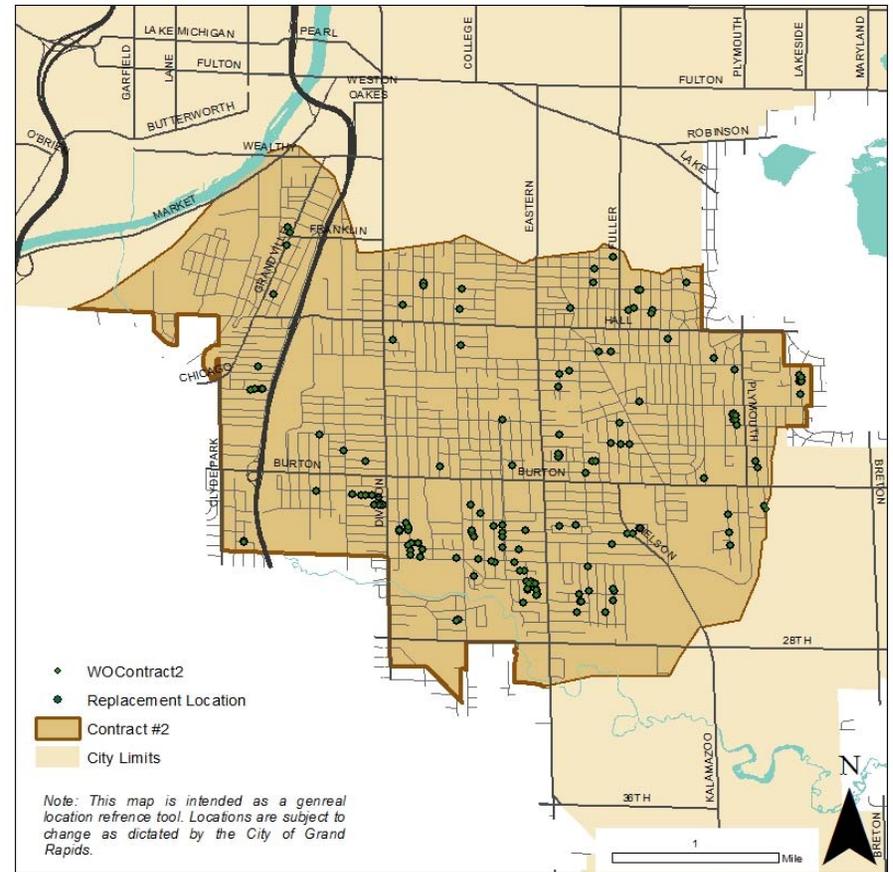
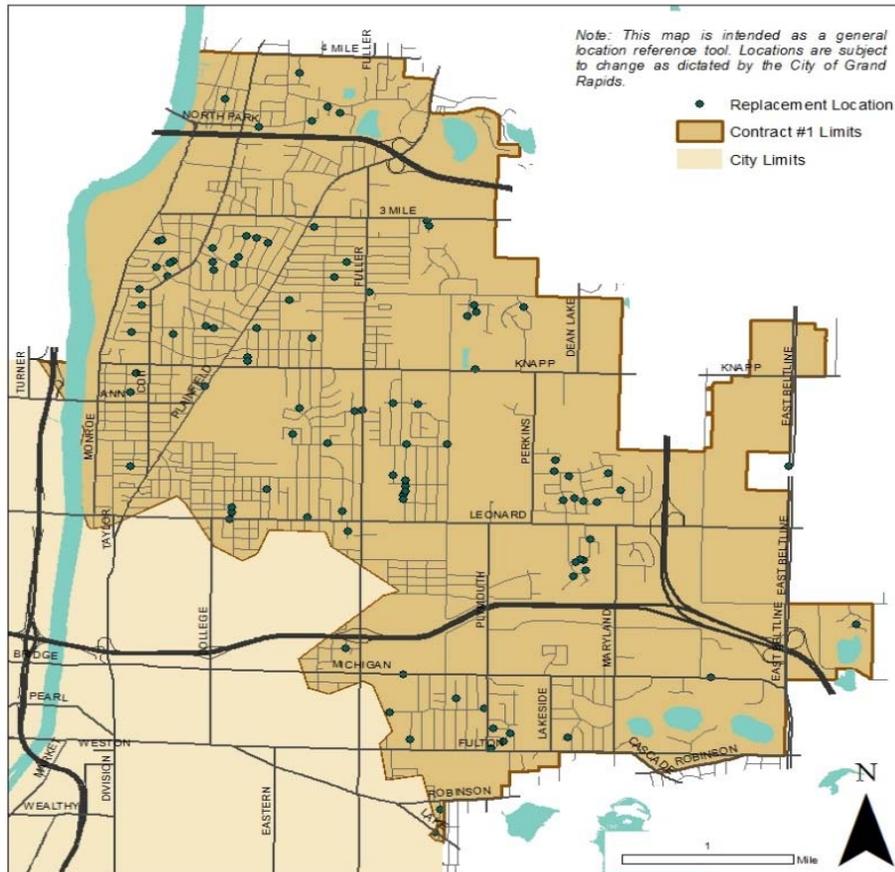
## Vital Street Investment

### Moving Forward

- Options for 2016 Program
  - 1) No systematic program; Complaint requests only
  - 2) ADA Ramp Investment in connection with Vital Street Projects
  - 3) Expand and Report on repairs completed by Vital Streets Fund (Rotomill Projects)

# Vital Street Investment

## Moving Forward - 2016 Sidewalk Replacement Contracts 1 & 2



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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
501-Federal Grants	512,261	0	0	486,614	0	0	0	0	0
539-State Grants	250,000	0	-250,000	0	0	0	0	0	0
671-Other Revenues	67,076	0	26,613	1,000	0	0	0	0	0
695-Other Financing Sources	589,020	0	-56,259	1,354,707	0	0	0	0	0
<b>Streets-Capital Projects Total Revenues</b>	<b>1,418,357</b>	<b>0</b>	<b>-279,646</b>	<b>1,842,321</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>									
701-Personal Services	34,473	0	0	125,000	0	0	0	0	0
800-Other Services and Charges	0	0	0	0	0	0	0	0	0
970-Capital Outlays	5,329,564	112,121	-167,525	1,717,321	130,880	0	0	0	0
995-Other Financing	43,878	0	0	0	0	0	0	0	0
<b>Streets-Capital Projects Total Expenditures</b>	<b>5,407,915</b>	<b>112,121</b>	<b>-167,525</b>	<b>1,842,321</b>	<b>130,880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Streets-Capital Projects NET INCOME (LOSS)</b>	<b>-3,989,558</b>	<b>-112,121</b>	<b>-112,121</b>	<b>0</b>	<b>-130,880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Beginning Fund Balance</b>	<b>4,120,438</b>	<b>130,880</b>	<b>130,880</b>	<b>130,880</b>	<b>130,880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Fund Balance</b>	<b>130,880</b>	<b>18,759</b>	<b>18,759</b>	<b>130,880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAFR Reconciliation:</b>									
Ending Fund Balance per CAFR	3,331,300	3,331,300	3,331,300	3,331,300	0	0	0	0	0
Assigned for Uncompleted Capital Projects	-3,200,420	-3,312,541	-3,312,541	-3,200,420	0	0	0	0	0
Unassigned Fund Balance Available for Reappropriation	<b>130,880</b>	<b>18,759</b>	<b>18,759</b>	<b>130,880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Grand Rapids MI  
VITAL STREETS CAPITAL PROJECTS FUND (4090 / 4091)  
STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	2017 Miles of Treatment	PROPOSED 2018	2018 Miles of Treatment	PROPOSED 2019	2019 Miles of Treatment	PROPOSED 2020	2020 Miles of Treatment	PROPOSED 2021	2021 Miles of Treatment
<b>REVENUE</b>														
501 Federal Grants (4090)	0	0	836,924	0	0		0		0		0		0	
539 State Grants (4090)	214,860	0	90,640	0	0		0		0		0		0	
664 Investment Income & Rentals	23,630	0	0	0	0		0		0		0		0	
698 Bond Proceeds	17,000,000	5,200,038	28,598,073	32,550,000	0		0		0		0		0	
695 Operating Trfr from Auto Parking Fund for Vital Streets Master Plan	0	0	150,000	150,000	0		0		0		0		0	
695 Operating Trfr from VS 2040 Fund-Rehabilitation Work	1,874,850	0	0	0	0		732,333		321,622		708,362		1,285,288	
695 Operating Trfr from VS 2040 Fund-Reconstruction Work	0	0	0	0	1,523,202		0		0		24,695		468,837	
695 Operating Trfr from VS 2040 Fund-Bridge Investment	0	0	0	0	0		0		65,000		30,000		174,180	
695 Operating Trfr from VS 2040 Fund for Traffic Safety/Signals	0	78,000	0	0	864,000		864,000		1,166,000		1,166,000		1,141,000	
695 Operating Trfr from VS 2040 Fund for Trunk Line/MDOT (Eng. Managed)	0	0	0	0	0		0		0		200,000		200,000	
695 Public ROW and Green Infrastructure Maintenance	0	0	0	0	200,000		200,000		200,000		200,000		200,000	
<b>VITAL STREETS Total Revenue</b>	<b>19,113,340</b>	<b>5,278,038</b>	<b>29,675,637</b>	<b>32,700,000</b>	<b>2,587,202</b>		<b>1,796,333</b>		<b>1,752,622</b>		<b>2,329,057</b>		<b>3,469,305</b>	
<b>EXPENDITURES</b>														
<b>Bridge Investment</b>	11,507	474,180	596,080	45,000	100,000		175,000		65,000		30,000		174,180	
<b>Major Federal Aid Urban (FAU) Street Investment</b>														
800 Preventative Maintenance-Force Account and Contracts (3)	1,322,243	0	3,312,622	3,566,768	0	3.56	0	1.12	0	0.00	0	0.00	0	4.24
970 Capital Outlay - Rehabilitation Work (1) (2) (3)	4,275,798	843,839	10,189,626	4,491,646	2,979,396	4.42	1,252,333	4.58	475,557	4.61	431,000	5.62	233,955	4.01
970 Capital Outlay - Reconstruction Work (1) (2) (3)	933,130	284,268	1,918,146	1,694,830	3,205,549	1.96	410,000	1.53	0	1.39	24,695	1.58	0	0.00
<b>Major Non-Federal Aid Urban (FAU) Street Investment</b>														
800 Preventative Maintenance-Force Account and Contracts (3)	2,360,847	0	(512,777)	804,938	0	0.00	0	0.00	0	0.00	0	0.00	0	0.50
970 Capital Outlay - Rehabilitation Work (1) (2) (3)	2,695,335	823,825	2,104,685	1,439,128	99,430	0.24	0	0.00	0	0.00	0	0.10	0	0.00
970 Capital Outlay - Reconstruction Work (1) (2) (3)	497,386	1,582,791	5,646,779	470,000	100,000	0.00	0	0.00	0	0.64	0	0.00	0	0.00
<b>Local Street Investment</b>														
800 Preventative Maintenance-Force Account and Contracts (3)	727,582	0	4,017,840	4,477,026	2,673,914	33.85	20,615	2.27	0	0.96	0	1.07	0	12.10
970 Capital Outlay - Rehabilitation Work (1) (2) (3)	58,029	40,294	40,294	953,570	1,687,872	3.81	2,129,709	13.64	0	2.48	277,362	7.56	1,051,333	17.22
970 Capital Outlay - Reconstruction Work (1) (2) (3)	1,081,925	515,591	1,745,723	1,322,000	1,011,932	0.28	0	0.00	0	2.55	0	0.30	468,837	0.57
<b>Traffic Safety/Signals &amp; Trunk Line</b>														
970 Capital Outlay - Traffic Safety/Signals (4090)	2,420	277,000	277,000	0	786,000		786,000		1,088,000		1,088,000		1,063,000	
970 Capital Outlay - Traffic Safety/Signals (4091)	0	0	0	0	302,000		312,000		0		0		0	
970 Capital Outlay - Trunk Line/MDOT - Eng. Managed (4091)	183,925	348,250	523,250	850,000	50,000		350,000		100,000		200,000		200,000	
<b>Public ROW and Green Infrastructure Maintenance</b>	0	0	0	0	200,000		200,000		200,000		200,000		200,000	
<b>Master Plan and Project Development</b>	0	0	109,832	360,000	100,000		100,000		0		0		0	
Total Miles of Treatment - Preventative Maintenance						37.41		3.40		0.96		1.07		16.84
Total Miles of Treatment - Rehabilitation						8.48		18.22		7.08		13.28		21.22
Total Miles of Treatment - Reconstruction						2.24		1.53		4.58		1.87		0.57
800 Preventative Maintenance-Force Account and Contracts	385	0	0	0	0		0		0		0		0	
970 Capital Outlay - Rehabilitation Work (1) (2) (3)	57,719	0	0	0	0		0		0		0		0	
990 Debt Service - Bond Issuance Costs	44,020	0	0	0	0		0		0		0		0	
995 Transfers Out - Vital Streets (2040)-Reimbursement	300,000	0	0	0	0		0		0		0		0	
995 Transfers Out - Traffic Safety/Signals	0	78,000	78,000	78,000	78,000		78,000		78,000		78,000		78,000	
995 Transfers Out - Sidewalk Fund Loan	1,200,000	0	0	450,000	0		0		0		0		0	
<b>VITAL STREETS Total Expenditures</b>	<b>15,752,251</b>	<b>5,278,038</b>	<b>30,047,100</b>	<b>21,002,906</b>	<b>13,374,093</b>		<b>5,813,657</b>		<b>2,006,557</b>		<b>2,329,057</b>		<b>3,469,305</b>	
<b>VITAL STREETS NET INCOME (LOSS)</b>	<b>3,361,089</b>	<b>0</b>	<b>(371,463)</b>	<b>11,697,094</b>	<b>(10,786,891)</b>		<b>(4,017,324)</b>		<b>(253,935)</b>		<b>0</b>		<b>0</b>	
<b>Beginning Fund Balance</b>	<b>0</b>	<b>3,361,089</b>	<b>3,361,089</b>	<b>3,361,089</b>	<b>15,058,183</b>		<b>4,271,292</b>		<b>253,968</b>		<b>33</b>		<b>33</b>	
<b>Ending Fund Balance</b>	<b>3,361,089</b>	<b>3,361,089</b>	<b>2,989,626</b>	<b>15,058,183</b>	<b>4,271,292</b>		<b>253,968</b>		<b>33</b>		<b>33</b>		<b>33</b>	
<b>Reserve Targets:</b>														
Assigned to Operations - 15% or less of Total Spending	2,362,838	791,706	4,507,065	2,006,114	872,049		300,984		349,359		520,396		520,396	
Unassigned Fund Balance	998,251	2,569,383	(1,517,439)	2,285,178	(618,081)		(300,951)		(349,326)		(349,326)		(520,363)	
Total	3,361,089	3,361,089	2,989,626	4,271,292	253,968		33		33		33		33	
Unassigned FB as a % of Total Expenditures	6.34%	48.68%	-5.05%	16.94%	-10.63%		-15.00%		-15.00%		-15.00%		-15.00%	

(1) Rehabilitation and reconstruction work completed in the Vital Streets Capital Fund in order to retain multi-year appropriation authority.  
(2) Project costs include grants that will not be accounted for in the City's books. Grant revenues and appropriations are netted out in the budget ordinance.  
(3) 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)  
STATEMENT OF OPERATIONS**

	Income Tax Growth Rate						0.88%	3.14%	3.30%	2.50%	2.50%	2.50%
	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	PROPOSED 2018	PROPOSED 2019	PROPOSED 2020	PROPOSED 2021			
<b>REVENUE</b>												
401 Taxes - Income Taxes	0	11,285,960	11,635,198	11,737,398	12,105,521	12,505,003	12,817,628	13,138,069	13,466,520			
501 Intergov Revenues - Gas & Weight Tax (Major)	0	2,612,706	0	0	0	0	0	0	0			
501 Intergov Revenues - Gas & Weight Tax (Local)	0	870,902	0	0	0	0	0	0	0			
501 Intergov Revenues - Gas & Weight Tax (PA252 of 2014)	1,217,368	304,352	0	0	0	0	0	0	0			
501 Intergov Revenues - SOM PRIP	1,874,850	0	0	0	0	0	0	0	0			
501 Intergov Revenues - Grants	0	3,090,653	0	0	0	0	0	0	0			
501 Intergov Revenues - Additional State Funding	0	0	0	0	0	0	0	0	0			
501 Federal Grants (4090)	0	0	0	0	690,000	690,000	690,000	690,000	690,000			
580 Contributions from Local Units (4090)	0	0	0	0	868,043	828,333	312,386	96,000	188,193			
664 Investment Income & Rentals	10,720	0	0	0	22,257	27,579	29,770	32,572	36,246			
671 Other Revenues (4090)	0	0	0	0	751,159	0	0	0	0			
695 Other Financing Sources - GOF Op Transfer	0	950,000	950,000	950,000	950,000	900,000	850,000	850,000	850,000			
695 Other Fin - Bond Principal Repayment from Sidewalk Fund	0	0	0	0	0	1,247,875	48,250	48,625	49,125			
695 Other Fin - Bond Interest Repayment from Sidewalk Fund	6,708	15,960	15,960	15,960	22,188	14,191	5,828	5,398	4,912			
695 Reimbursement from VS Bond Fund (4091)	300,000	0	0	0	0	0	0	0	0			
<b>VITAL STREETS Total Revenue</b>	<b>3,409,646</b>	<b>19,130,533</b>	<b>12,601,158</b>	<b>12,703,358</b>	<b>15,409,168</b>	<b>16,212,981</b>	<b>14,753,862</b>	<b>14,860,664</b>	<b>15,284,996</b>			
<b>EXPENDITURES</b>												
<b>Bridge Investment</b>												
999 Transfers Out - Streets (4090)-Bridge Investment (Major)		474,180	0	0	0	0	65,000	30,000	174,180			
<b>Major Federal Aid Urban (FAU) Street Investment</b>												
800 Preventative Maintenance-Contracts (3)		3,500,217	1,122,356	0	0	0	0	0	0			
995 Transfers Out - Force Account Preventative Maintenance (3)		725,000	0	0	0	0	0	0	0			
995 Transfers Out - Streets (4090)-Rehabilitation (1) (2) (3)	1,874,850	1,246,940	0	0	0	732,333	321,622	431,000	233,955			
995 Transfers Out - Streets (4090)-Reconstruction (1) (2) (3)		294,268	0	0	952,161	0	0	24,695	0			
<b>Major Non-Federal Aid Urban (FAU) Street Investment</b>												
800 Preventative Maintenance-Contracts (3)		1,015,532	330,052	0	0	0	0	0	0			
995 Transfers Out - Force Account Preventative Maintenance (3)		105,000	0	0	0	0	0	0	0			
995 Transfers Out - Streets (4090)-Rehabilitation (1) (2) (3)		2,504,157	0	0	0	0	0	0	0			
995 Transfers Out - Streets (4090)-Reconstruction (1) (2) (3)		1,689,047	0	0	0	0	0	0	0			
<b>Local Street Investment</b>												
800 Preventative Maintenance-Contracts (3)		1,096,071	156,113	0	0	0	0	0	0			
995 Transfers Out - Force Account Preventative Maintenance (3)		770,000	770,000	0	0	0	0	0	0			
995 Transfers Out - Streets (4090)-Rehabilitation (1) (2) (3)		0	0	0	0	0	0	277,362	1,051,333			
995 Transfers Out - Streets (4090)-Reconstruction (1) (2) (3)		1,456,849	0	0	571,041	0	0	0	468,837			
<b>Traffic Safety/Signals &amp; Trunk Line</b>												
995 Transfers Out - Streets (4090)-Traffic Safety/Signals		355,000	0	0	864,000	864,000	1,166,000	1,166,000	1,141,000			
995 Transfers Out - Streets (4090)-Trunk Line/MDOT (Eng. Managed)		348,250	0	0	0	0	0	200,000	200,000			
<b>Public ROW and Green Infrastructure Maintenance</b>												
990 Debt Service - Principal	0	0	0	0	0	18,435,000	1,465,000	1,530,000	16,600,000			
990 Debt Service - Interest	116,818	265,250	265,250	341,704	1,187,419	1,072,450	930,700	865,950	658,200			
800 Other Services and Charges - Additional State Funding	0	0	0	0	0	0	0	0	0			
995 Transfers Out - Sidewalks (16% of Inc Tax Continuation)	0	1,805,754	1,862,984	1,877,984	1,936,883	2,000,800	2,050,820	2,102,091	2,154,643			
<b>VITAL STREETS Total Expenditures</b>	<b>1,991,668</b>	<b>17,651,515</b>	<b>4,506,755</b>	<b>2,219,688</b>	<b>5,711,504</b>	<b>23,304,583</b>	<b>6,199,142</b>	<b>6,827,098</b>	<b>22,882,148</b>			
<b>VITAL STREETS NET INCOME (LOSS)</b>	<b>1,417,978</b>	<b>1,479,019</b>	<b>8,094,403</b>	<b>10,483,670</b>	<b>9,697,664</b>	<b>(7,091,602)</b>	<b>8,554,720</b>	<b>8,033,566</b>	<b>(7,597,152)</b>			
<b>Beginning Fund Balance</b>	<b>0</b>	<b>1,417,978</b>	<b>1,417,978</b>	<b>1,417,978</b>	<b>11,901,648</b>	<b>21,599,312</b>	<b>14,507,709</b>	<b>23,062,429</b>	<b>31,095,995</b>			
<b>Ending Fund Balance</b>	<b>1,417,978</b>	<b>2,896,997</b>	<b>9,512,381</b>	<b>11,901,648</b>	<b>21,599,312</b>	<b>14,507,709</b>	<b>23,062,429</b>	<b>31,095,995</b>	<b>23,498,843</b>			
<b>Reserve Targets:</b>												
Assigned to Operations - 15% or less of Total Spending	298,750	2,647,727	676,013	332,953	856,726	3,495,688	929,871	1,024,065	3,432,322			
Unassigned Fund Balance	1,119,228	249,270	8,836,368	11,568,695	20,742,586	11,012,022	22,132,558	30,071,930	20,066,521			
Total	1,417,978	2,896,997	9,512,381	11,901,648	21,599,312	14,507,709	23,062,429	31,095,995	23,498,843			
Unassigned FB as a % of Total Expenditures	56.20%	1.41%	196.07%	521.19%	363.17%	47.25%	357.03%	440.48%	87.70%			

(1) Rehabilitation and reconstruction work completed in the Vital Streets Capital Fund in order to retain multi-year appropriation authority.  
(2) Project costs include grants that will not be accounted for in the City's books. Grant revenues and appropriations are netted out in the budget ordinance.  
(3) Allocation between expenditure categories are approximate. Dollar amounts will be modified based on the final program of projects for each fiscal year.  
(4) See the Vital Streets Capital Projects Fund (4090 & 4091) for total rehabilitation and reconstruction miles of treatment.

**SOURCES - VITAL STREETS**

<b>FISCAL YEAR</b>	<b>FY2017</b>		<b>FY2018</b>		<b>FY2019</b>		<b>FY2020</b>		<b>FY2021</b>	
Current Cash on Hand	\$	-	\$	-	\$	-	\$	-	\$	-
Bond Proceeds	\$	12,000,000	\$	3,000,000	\$	-	\$	-	\$	-
Act 51 Revenues	\$	3,468,000	\$	3,537,360	\$	3,608,107	\$	3,680,269	\$	3,753,875
Income Tax Support	\$	-	\$	-	\$	-	\$	-	\$	7,122,651
GOF Support	\$	900,000	\$	900,000	\$	850,000	\$	850,000	\$	850,000
Grants (estimated)	\$	7,710,382	\$	3,959,583	\$	3,519,808	\$	4,220,000	\$	2,915,677
State Investment	\$	1,662,721	\$	3,854,577	\$	2,514,359	\$	3,211,504	\$	3,815,153
	\$	25,741,103	\$	15,251,520	\$	10,492,274	\$	11,961,773	\$	18,457,356

**USES - VITAL STREETS**

<b>FISCAL YEAR</b>	<b>FY2017**</b>		<b>FY2018</b>		<b>FY2019</b>		<b>FY2020</b>		<b>FY2021</b>	
Traffic Safety/Signals	\$	277,000	\$	277,000	\$	277,000	\$	277,000	\$	277,000
Trunkline - Act 51	\$	50,000	\$	350,000	\$	200,000	\$	200,000	\$	200,000
Bridges	\$	100,000	\$	175,000	\$	-	\$	-	\$	174,180
ROW Maintenance	\$	200,000	\$	200,000	\$	200,000	\$	200,000	\$	200,000
FAU	\$	6,836,127	\$	2,933,694	\$	3,326,624	\$	3,417,534	\$	3,382,979
PM	\$	1,028,012	\$	120,276	\$	-	\$	-	\$	1,479,286
RH	\$	2,554,727	\$	1,272,755	\$	2,018,222	\$	2,324,784	\$	1,903,693
RC	\$	3,253,388	\$	1,540,663	\$	1,308,402	\$	1,092,750	\$	-
MNF	\$	99,430	\$	-	\$	734,252	\$	71,554	\$	130,000
PM	\$	-	\$	-	\$	-	\$	-	\$	130,000
RH	\$	99,430	\$	-	\$	-	\$	71,554	\$	-
RC	\$	-	\$	-	\$	734,252	\$	-	\$	-
LOCAL	\$	9,450,404	\$	7,488,567	\$	2,627,159	\$	4,526,162	\$	11,163,218
PM	\$	7,049,385	\$	812,197	\$	172,582	\$	397,916	\$	3,935,642
RH	\$	1,960,128	\$	6,676,370	\$	1,146,175	\$	3,776,229	\$	6,442,861
RC	\$	440,891	\$	-	\$	1,308,402	\$	352,017	\$	784,714
GRANTS	\$	7,260,382	\$	3,959,583	\$	3,519,808	\$	4,220,000	\$	2,915,677
	\$	24,273,343	\$	15,383,844	\$	10,884,843	\$	12,912,250	\$	18,443,053

\* Includes a 5% reduction of \$356,133 (State investment for years 2017 - 2021 less 5%)

\*\* An amount of \$3,277,511 will be utilized in FY2016 for Michigan Street, Newberry Street and Rotomill/resurfacing at Various Locations

## ADVANCE AND FY2016

Local	1st Ward			2nd Ward			3rd Ward			# Projects	# Miles	Cost
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost			
Preventative Maintenance**	142	26.27	\$1,902,889	75	15.70	\$574,616	173	33.61	\$5,728,243	391	75.579	\$8,205,748
Rehabilitation	0	0	\$0	2	0.306	\$160,147	4	0.726	\$456,745	6	1.032	\$616,892
Reconstruction	5	0.573	\$798,102	4	0.085	\$92,640	1	0.125	\$163,482	10	0.783	\$1,054,224
<b>LOCAL TOTAL</b>	<b>147.3</b>	<b>26.844</b>	<b>\$2,700,991</b>	<b>81.3</b>	<b>16.091</b>	<b>\$827,403</b>	<b>178.3</b>	<b>34.460</b>	<b>\$6,348,470</b>	<b>407</b>	<b>77.394</b>	<b>\$9,876,865</b>

Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	18	2.75	\$715,141	12	3.36	\$647,292	34	9.85	\$2,079,740	64	15.962	\$3,442,173
Rehabilitation	15	6.393	\$4,270,429	10	3.692	\$1,965,271	9.5	1.793	\$931,243	34	11.878	\$7,166,943
Reconstruction	5	1.192	\$1,645,554	4	0.413	\$524,789	3	0.7885	\$1,347,790	12	2.393	\$3,518,133
<b>MAJOR NON-FAU TOTAL</b>	<b>37.5</b>	<b>10.337</b>	<b>\$6,631,124</b>	<b>26</b>	<b>7.468</b>	<b>\$3,137,352</b>	<b>46.5</b>	<b>12.429</b>	<b>\$4,358,773</b>	<b>110</b>	<b>30.233</b>	<b>\$14,127,249</b>

FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	28	15.39	\$2,606,091	36	20.20	\$4,104,660	23	10.82	\$1,172,078	87	46.41	\$7,882,828
Rehabilitation	10.5	3.617	\$2,173,841	10	5.556	\$3,859,029	4.5	3.551	\$2,988,936	25	12.724	\$9,021,805
Reconstruction*	2	0.248	\$1,069,957	7	2.1615	\$3,219,008	0	0	\$0	0	2.4095	\$4,288,965
<b>FAU TOTAL</b>	<b>40.5</b>	<b>19.259</b>	<b>\$5,849,888</b>	<b>53</b>	<b>27.9135</b>	<b>\$11,182,697</b>	<b>27.5</b>	<b>14.3755</b>	<b>\$4,161,013</b>	<b>112</b>	<b>61.5475</b>	<b>\$21,193,598</b>

<b>TOTAL LOCAL, MAJOR NON-FAU and FAU</b>	<b>225.3333</b>	<b>56.439</b>	<b>\$15,182,003</b>	<b>160.3333</b>	<b>51.472</b>	<b>\$15,147,452</b>	<b>252.3333</b>	<b>61.264</b>	<b>\$14,868,256</b>	<b>629</b>	<b>169.175</b>	<b>\$45,197,712</b>
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\* Includes the FY2017 project - FAU: Michigan Street - Monroe Avenue to Ionia Avenue \$916,414 and portion of FAU: Newberry Street - Monroe Avenue to Division Avenue \$450,000 (Ward 2)

\*\* Includes additional rotomill/resurfacing (1-1/2") of 31 projects, 5.076 miles and \$1,911,097 in Ward 3.

**FY2017**

Local	1st Ward			2nd Ward			3rd Ward			Total		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>									
Preventative Maintenance	82	17.82	\$3,065,177	39	5.986	\$871,150	62	10.042	\$1,201,961	183	33.848	\$5,138,288
Rehabilitation	0	0	\$0	1	0.164	\$87,140	8	3.649	\$1,872,988	9	3.813	\$1,960,128
Reconstruction	1	0.108	\$150,665	2	0.17	\$290,226	0	0	\$0	3	0.278	\$440,891
<b>LOCAL TOTAL</b>	<b>83</b>	<b>17.928</b>	<b>\$3,215,842</b>	<b>42</b>	<b>6.32</b>	<b>\$1,248,516</b>	<b>70</b>	<b>13.691</b>	<b>\$3,074,949</b>	<b>195</b>	<b>37.939</b>	<b>\$7,539,307</b>
<b>Major Non-FAU</b>	<b>1st Ward</b>			<b>2nd Ward</b>			<b>3rd Ward</b>			<b>Total</b>		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>									
Preventative Maintenance	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Rehabilitation	1	0.241	\$99,430	0	0	\$0	0	0	\$0	1	0.241	\$99,430
Reconstruction	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
<b>MAJOR NON-FAU TOTAL</b>	<b>1</b>	<b>0.241</b>	<b>\$99,430</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>1</b>	<b>0.241</b>	<b>\$99,430</b>
<b>FAU</b>	<b>1st Ward</b>			<b>2nd Ward</b>			<b>3rd Ward</b>			<b>Total</b>		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>									
Preventative Maintenance	2	1.377	\$157,211	3	1.683	\$816,141	1	0.502	\$54,660	6	3.562	\$1,028,012
Rehabilitation	2	1.331	\$310,000	5	1.583	\$1,839,727	3	1.507	\$405,000	10	4.421	\$2,554,727
Reconstruction	3	0.777	\$747,531	6	1.123	\$2,354,494	1	0.062	\$151,363	10	1.962	\$3,253,388
<b>FAU TOTAL</b>	<b>7</b>	<b>3.485</b>	<b>\$1,214,742</b>	<b>14</b>	<b>4.389</b>	<b>\$5,010,362</b>	<b>5</b>	<b>2.071</b>	<b>\$611,023</b>	<b>26</b>	<b>9.945</b>	<b>\$6,836,127</b>
<b>TOTAL LOCAL, MAJOR NON-FAU and FAU</b>	<b>91</b>	<b>21.654</b>	<b>\$4,530,014</b>	<b>56</b>	<b>10.709</b>	<b>\$6,258,878</b>	<b>75</b>	<b>15.762</b>	<b>\$3,685,972</b>	<b>222</b>	<b>48.125</b>	<b>\$14,474,864</b>

**FY2018**

Local	1st Ward			2nd Ward			3rd Ward			Total		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>
Preventative Maintenance	6	0.87	\$338,739	0	0	\$0	10	1.402	\$473,458	16	2.272	\$812,197
Rehabilitation	1	1.004	\$462,340	9	3.511	\$1,751,466	22	9.126	\$4,462,564	32	13.641	\$6,676,370
Reconstruction	0	0	\$0	0	0	\$0	1	0	\$0	1	0	\$0
<b>LOCAL TOTAL</b>	<b>7</b>	<b>1.874</b>	<b>\$801,079</b>	<b>9</b>	<b>3.511</b>	<b>\$1,751,466</b>	<b>33</b>	<b>10.528</b>	<b>\$4,936,022</b>	<b>49</b>	<b>15.913</b>	<b>\$7,488,567</b>

Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>									
Preventative Maintenance	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Rehabilitation	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Reconstruction	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
<b>MAJOR NON-FAU TOTAL</b>	<b>0</b>	<b>0</b>	<b>\$0</b>									

FAU	1st Ward			2nd Ward			3rd Ward			Total		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>
Preventative Maintenance	1	0.419	\$49,044	1	0.206	\$22,430	1	0.498	\$48,802	3	1.123	\$120,276
Rehabilitation	0	0	\$0	1	0.367	\$125,000	5	4.210	\$1,147,755	6	4.577	\$1,272,755
Reconstruction	3	1.069	\$488,384	3	0.461	\$1,052,279	0	0	\$0	6	1.53	\$1,540,663
<b>FAU TOTAL</b>	<b>4</b>	<b>1.488</b>	<b>\$537,428</b>	<b>5</b>	<b>1.034</b>	<b>\$1,199,709</b>	<b>6</b>	<b>4.708</b>	<b>\$1,196,557</b>	<b>15</b>	<b>7.230</b>	<b>\$2,933,694</b>

<b>TOTAL LOCAL, MAJOR NON-FAU and FAU</b>	<b>11</b>	<b>3.362</b>	<b>\$1,338,507</b>	<b>14</b>	<b>4.545</b>	<b>\$2,951,175</b>	<b>39</b>	<b>15.236</b>	<b>\$6,132,579</b>	<b>64</b>	<b>23.143</b>	<b>\$10,422,261</b>
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**FY2019**

Local	1st Ward			2nd Ward			3rd Ward			Total		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>									
Preventative Maintenance	1	0.064	\$23,836	0	0	\$0	3	0.895	\$148,746	4	0.959	\$172,582
Rehabilitation	6	1.053	\$468,088	2	0.883	\$460,888	3	0.542	\$217,199	11	2.478	\$1,146,175
Reconstruction	1	1.665	\$516,600	1	0.501	\$422,263	1	0.384	\$334,811	3	2.55	\$1,273,674
<b>LOCAL TOTAL</b>	<b>8</b>	<b>2.782</b>	<b>\$1,008,524</b>	<b>3</b>	<b>1.384</b>	<b>\$883,151</b>	<b>7</b>	<b>1.821</b>	<b>\$700,756</b>	<b>18</b>	<b>5.987</b>	<b>\$2,592,431</b>
<b>Major Non-FAU</b>	<b>1st Ward</b>			<b>2nd Ward</b>			<b>3rd Ward</b>			<b>Total</b>		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>									
Preventative Maintenance	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Rehabilitation	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Reconstruction	2	0.641	\$734,252	0	0	\$0	0	0	\$0	2	0.641	\$734,252
<b>MAJOR NON-FAU TOTAL</b>	<b>2</b>	<b>0.641</b>	<b>\$734,252</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>2</b>	<b>0.641</b>	<b>\$734,252</b>
<b>FAU</b>	<b>1st Ward</b>			<b>2nd Ward</b>			<b>3rd Ward</b>			<b>Total</b>		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>									
Preventative Maintenance	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Rehabilitation	3	1.731	\$725,058	3	1.178	\$466,047	4	1.697	\$827,117	10	4.606	\$2,018,222
Reconstruction	2	0.467	\$466,571	0	0	\$0	2	0.919	\$841,831	4	1.386	\$1,308,402
<b>FAU TOTAL</b>	<b>5</b>	<b>2.198</b>	<b>\$1,191,629</b>	<b>3</b>	<b>1.178</b>	<b>\$466,047</b>	<b>6</b>	<b>2.616</b>	<b>\$1,668,948</b>	<b>14</b>	<b>5.992</b>	<b>\$3,326,624</b>
<b>TOTAL LOCAL, MAJOR NON-FAU and FAU</b>	<b>15</b>	<b>5.621</b>	<b>\$2,934,405</b>	<b>6</b>	<b>2.562</b>	<b>\$1,349,198</b>	<b>13</b>	<b>4.437</b>	<b>\$2,369,704</b>	<b>34</b>	<b>12.62</b>	<b>\$6,653,307</b>

**FY2020**

Local	1st Ward			2nd Ward			3rd Ward			Total		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>
Preventative Maintenance	9	0.973	\$368,301	1	0.094	\$29,615	0	0	\$0	10	1.067	\$397,916
Rehabilitation	6	2.786	\$1,402,293	8	4.018	\$1,975,428	1	0.751	\$398,508	15	7.555	\$3,776,229
Reconstruction	2	0.299	\$352,017	0	0	\$0	0	0	\$0	2	0.299	\$352,017
<b>LOCAL TOTAL</b>	<b>17</b>	<b>4.058</b>	<b>\$2,122,611</b>	<b>9</b>	<b>4.112</b>	<b>\$2,005,043</b>	<b>1</b>	<b>0.751</b>	<b>\$398,508</b>	<b>27</b>	<b>8.921</b>	<b>\$4,526,162</b>

Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>
Preventative Maintenance	1	0.676	\$0	0	0	\$0	0	0	\$0	1	0.676	\$0
Rehabilitation	0	0	\$0	0	0	\$0	1	0.101	\$71,554	1	0.101	\$71,554
Reconstruction	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
<b>MAJOR NON-FAU TOTAL</b>	<b>1</b>	<b>0.676</b>	<b>\$0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>1</b>	<b>0.101</b>	<b>\$71,554</b>	<b>2</b>	<b>0.777</b>	<b>\$71,554</b>

FAU	1st Ward			2nd Ward			3rd Ward			Total		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>
Preventative Maintenance	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Rehabilitation	6	2.611	\$953,772	1	0.5	\$316,468	5	2.511	\$1,054,544	12	5.622	\$2,324,784
Reconstruction	0	0	\$0	0	0	\$0	4	1.575	\$1,092,750	4	1.575	\$1,092,750
<b>FAU TOTAL</b>	<b>6</b>	<b>2.611</b>	<b>\$953,772</b>	<b>1</b>	<b>0.5</b>	<b>\$316,468</b>	<b>9</b>	<b>4.086</b>	<b>\$2,147,294</b>	<b>16</b>	<b>7.197</b>	<b>\$3,417,534</b>

<b>TOTAL LOCAL, MAJOR NON-FAU and FAU</b>	<b>24</b>	<b>7.345</b>	<b>\$3,076,383</b>	<b>10</b>	<b>4.612</b>	<b>\$2,321,511</b>	<b>11</b>	<b>4.938</b>	<b>\$2,617,356</b>	<b>45</b>	<b>16.895</b>	<b>\$8,015,250</b>
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**FY2021**

Local	1st Ward			2nd Ward			3rd Ward			Total		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>									
Preventative Maintenance	51	11.414	\$3,656,033	7	0.682	\$279,609	0	0	\$0	58	12.096	\$3,935,642
Rehabilitation	11	2.151	\$1,086,862	14	5.297	\$2,586,546	10	5.801	\$2,769,453	35	13.249	\$6,442,861
Reconstruction	2	0.57	\$784,714	0	0	\$0	0	0	\$0	2	0.57	\$784,714
<b>LOCAL TOTAL</b>	<b>64</b>	<b>14.135</b>	<b>\$5,527,610</b>	<b>21</b>	<b>5.979</b>	<b>\$2,866,155</b>	<b>10</b>	<b>5.801</b>	<b>\$2,769,453</b>	<b>95</b>	<b>25.915</b>	<b>\$11,163,218</b>
<b>Major Non-FAU</b>	<b>1st Ward</b>			<b>2nd Ward</b>			<b>3rd Ward</b>			<b>Total</b>		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>									
Preventative Maintenance	2	0.254	\$77,728	0	0	\$0	1	0.245	\$52,272	3	0.499	\$130,000
Rehabilitation	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Reconstruction	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
<b>MAJOR NON-FAU TOTAL</b>	<b>2</b>	<b>0.254</b>	<b>\$77,728</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>1</b>	<b>0.245</b>	<b>\$52,272</b>	<b>3</b>	<b>0.499</b>	<b>\$130,000</b>
<b>FAU</b>	<b>1st Ward</b>			<b>2nd Ward</b>			<b>3rd Ward</b>			<b>Total</b>		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>									
Preventative Maintenance	2	0.597	\$300,000	4	3.644	\$1,179,286	0	0	\$0	6	4.241	\$1,479,286
Rehabilitation	1	0.991	\$211,666	5	3.149	\$1,068,826	3	1.694	\$623,201	9	5.834	\$1,903,693
Reconstruction	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
<b>FAU TOTAL</b>	<b>3</b>	<b>1.588</b>	<b>\$511,666</b>	<b>9</b>	<b>6.793</b>	<b>\$2,248,112</b>	<b>3</b>	<b>1.694</b>	<b>\$623,201</b>	<b>15</b>	<b>10.075</b>	<b>\$3,382,979</b>
<b>TOTAL LOCAL, MAJOR NON-FAU and FAU</b>	<b>69</b>	<b>15.977</b>	<b>\$6,117,004</b>	<b>30</b>	<b>12.772</b>	<b>\$5,114,267</b>	<b>14</b>	<b>7.74</b>	<b>\$3,444,926</b>	<b>113</b>	<b>36.489</b>	<b>\$14,676,196</b>

## ALL YEARS <sup>1</sup>

Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance		57.41	\$9,354,976	122.3	22.462	\$1,754,990	248.3	45.948	\$7,552,408	662	125.821	\$18,662,374
Rehabilitation	24	6.994	\$3,419,583	36	14.179	\$7,021,615	48	20.595	\$10,177,457	108	41.768	\$20,618,656
Reconstruction	11	3.215	\$2,602,098	7	0.756	\$805,129	3	0.509	\$498,293	21	4.480	\$3,905,520
<b>LOCAL TOTAL</b>	<b>326.3</b>	<b>67.621</b>	<b>\$15,376,657</b>	<b>165.3</b>	<b>37.397</b>	<b>\$9,581,734</b>	<b>299.3</b>	<b>67.052</b>	<b>\$18,228,158</b>	<b>791</b>	<b>172.069</b>	<b>\$43,186,550</b>
<b>Major Non-FAU</b>												
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	21	3.682	\$792,869	12	3.363	\$647,292	35	10.092	\$2,132,012	68	17.137	\$3,572,173
Rehabilitation	15.5	6.634	\$4,369,859	10	3.692	\$1,965,271	10.5	1.894	\$1,002,797	36	12.22	\$7,337,927
Reconstruction	7	1.833	\$2,379,806	4	0.413	\$524,789	3	0.7885	\$1,347,790	14	3.034	\$4,252,385
<b>MAJOR NON-FAU TOTAL</b>	<b>43.5</b>	<b>12.149</b>	<b>\$7,542,534</b>	<b>26</b>	<b>7.468</b>	<b>\$3,137,352</b>	<b>48.5</b>	<b>12.775</b>	<b>\$4,482,599</b>	<b>118</b>	<b>32.391</b>	<b>\$15,162,485</b>
<b>FAU</b>												
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	33	17.787	\$3,112,346	44	25.729	\$6,122,516	25	11.825	\$1,275,540	102	55.340	\$10,510,401
Rehabilitation	22.5	10.281	\$4,374,337	25	12.333	\$7,675,097	24.5	15.17	\$7,046,552	72	37.784	\$19,095,986
Reconstruction	10	2.561	\$2,772,443	16	3.7455	\$6,625,781	7	2.556	\$2,085,944	33	8.863	\$11,484,168
<b>FAU TOTAL</b>	<b>65.5</b>	<b>30.629</b>	<b>\$10,259,125</b>	<b>85</b>	<b>41.808</b>	<b>\$20,423,395</b>	<b>56.5</b>	<b>29.551</b>	<b>\$10,408,036</b>	<b>207</b>	<b>101.987</b>	<b>\$41,090,555</b>
<b>TOTAL LOCAL, MAJOR NON-FAU and FAU</b>	<b>435.3</b>	<b>110.398</b>	<b>\$33,178,316</b>	<b>276.3</b>	<b>86.672</b>	<b>\$33,142,481</b>	<b>404.3</b>	<b>109.377</b>	<b>\$33,118,793</b>	<b>1116</b>	<b>306.447</b>	<b>\$99,439,590</b>

<sup>1</sup> ALL YEARS includes ADVANCE-FY2016 and FY2017 - FY2021

# FAU Street Work FY2017

Estimated Cost = \$ **6,958,382** Centerline Miles = **9.945**

## Cape Seal

Estimated Cost = \$ **211,871**

Centerline Miles = **1.879**

## Rotomill/Resurface 1½"

Estimated Cost = \$ **938,396**

Centerline Miles = **1.683**

- Division Avenue – Cottage Grove Street to Franklin Street (0.880) \$129,990
- Kalamazoo Avenue – Alger Street to Boston Street (0.502) \$54,660
- Richmond Street – Bristol Avenue to Garfield Avenue (0.497) \$27,221
- Coit Avenue – North Park Street to 4 Mile Road (0.475) \$100,000
- Lyon Street - Monroe Avenue to Division Avenue (0.211) \$145,038
- Diamond Avenue - MMRR to Leonard Street (0.997) \$571,103

# FAU Street Work FY2017

Estimated Cost = \$ **6,958,382** Centerline Miles = **9.945**

## Rotomill/Resurface 3"

- Monroe Avenue – I-196 to Newberry/6<sup>th</sup> Street (0.304) \$160,000
- Fuller Avenue - Alexander Street to Franklin Street (0.252) \$60,000
- North Park Street - Monroe Avenue to Coit Avenue (0.251) \$50,000
- 32<sup>nd</sup> Street - Kalamazoo Avenue to East City Limits (0.753) \$170,000
- Wealthy Street - Eastern Avenue to Eureka Avenue (0.124) \$85,653
- Alpine Avenue – Stocking Avenue to Leonard Street (0.663) \$150,000
- Grandville Avenue – Franklin Street to Bartlett Street (0.668) \$160,000
- Livingston Transmission Watermain Contract No. 2: Leonard Street – Ashland Avenue to Fuller Avenue (0.656) \$1,369,074
- Fulton Street – 250' West of Somerset Avenue (Worcester Drive) to Maryland Avenue (0.248) \$175,000
- Eastern Avenue – 28<sup>th</sup> Street to Alger Street (0.502) \$175,000

# FAU Street Work FY2017

Estimated Cost = \$ **6,958,382** Centerline Miles = **9.945**

## Reconstruction

Estimated Cost = **\$3,253,388** Centerline Miles = **1.962**

- Livingston Transmission Watermain Contract No. 3: Leonard Street – Fuller Avenue to Ball (0.479) \$1,113,712
- Lafayette Avenue – Hastings Street to Trowbridge Street (0.108) \$175,575
- Alpine Avenue – Richmond Street to Nason Street (0.499) \$473,495
- Wealthy Street – US131 to Division Avenue (0.172) \$120,000
- Ottawa Avenue - Michigan Street to Hastings Street including EB I-196 Off Ramp at Ottawa Avenue (0.266) \$339,127
- Newberry Street – Monroe Avenue to Division Avenue including Division/Newberry/Ionia Intersection (0.178) \$250,000
- Ionia Avenue – Michigan Street to I-196 including WB I-196 On-Ramp from Division Avenue (0.092) \$476,080
- Butterworth Street – Gelock Place to Front Avenue (0.106) \$154,036

## Major Non-FAU Street Work FY2017

Estimated Cost = \$ **99,430** Centerline Miles = **0.241**

### Rotomill/Resurface 3"

Estimated Cost = \$99,430 Centerline Miles = 0.241

- White Avenue – Walker Avenue to Leonard Street (0.241) \$99,430

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

## Crack Seal

Estimated Cost = \$ **4,664**

Centerline Miles = **0.993**

- North Avenue – Hastings Street to Trowbridge Street (0.109) \$614
- Sinclair Avenue – Hastings Street to 450' North and 450' South of More Street to More Street (0.174) \$750
- Richwood Drive – Curwood Drive to West End (0.063) \$299
- Parkhurst Avenue – 8th Street to Stone Hills Street to Haines Street (0.224) \$1,065
- Beaumont Avenue – 4th Street to 6th Street to Dead End (0.188) \$861
- 7<sup>th</sup> Street – Dead End to Lenora Avenue to Bristol Avenue (0.235) \$1,075

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

## Cape Seal

Estimated Cost = \$ **1,778,190** Centerline Miles = **25.004**

- Blaine Avenue - Burton Street to Ballard Street; Oakdale Street to Adams Street and Cottage Grove Street to Evergreen Street (0.408) \$28,565
- Elliott Street - Hutchinson Avenue to Englewood Avenue (0.059) \$3,978
- Temple Street - Kalamazoo Avenue to Fuller Avenue (0.150) \$11,280
- Trowbridge Street - Prospect Avenue to North Avenue (0.062) \$5,063
- Birch Drive - Winona Avenue to Shawmut Avenue (0.109) \$5,934
- Bona Vista Drive - Skyline Drive to Lake Michigan Drive (0.363) \$25,621
- Burritt Street - Carpenter Avenue to East of Fairfield Avenue; West End to Oakleigh Avenue (0.296) \$22,561
- Canyon Drive - Skyline Drive to Monticello Drive (0.103) \$12,045
- Canyon Trace - Canyon Drive to North End (0.033) \$2,336
- Carpenter Avenue - Lake Michigan Drive to 1,000 feet North and from Woodpath Drive to 7th Street (0.396) \$27,091
- Cayuga Street - Centennial Avenue to Luray Avenue (0.088) \$6,228
- Centennial Avenue - Valley Forge Street to Sibley Street; Cayuga Street (East) to Cayuga Street (West) (0.251) \$17,081
- Centennial Court - Centennial Avenue to East End (0.038) \$2,689
- Charlotte Avenue - Burritt Street to 7th Street (0.251) \$13,665

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

## Cape Seal (continued)

Estimated Cost = \$ **1,778,190** Centerline Miles = **25.004**

- Edison Park Avenue - Shenandoah Drive to Lake Michigan Drive (0.292) \$23,846
- Fairfield Avenue - Lake Michigan Drive to Burritt Street (0.250) \$17,013
- Hamstead Drive - Old Gate Road to Shawmut Boulevard (0.117) \$9,555
- Luray Avenue - Valley Forge Street to Sibley Street (0.234) \$16,561
- Newberg Avenue - Lake Michigan Drive to Apple Avenue (0.270) \$19,109
- Nordberg Avenue - Birch Drive to Old Gate Road (0.197) \$14,479
- Oakhurst Avenue - Lake Michigan Drive to 7th Street (0.501) \$34,095
- Shawmut Boulevard - Bridge Street to Kenning Road; Wendover Drive to Brandon Drive (0.345) \$39,335
- Sibley Street - Edison Park Avenue to Luray Avenue (0.150) \$10,616
- Skyline Drive - Bona Vista Drive to Monticello Drive (0.208) \$14,721
- Thornridge Drive - Thornridge Court to Lake Michigan Drive and Thornridge Court from South End to East of Thornridge Drive (0.242) \$17,128
- Tremont Boulevard - Nordberg Avenue to 7th Street (0.106) \$9,811
- Valley Forge Street - Centennial Avenue to Covell Avenue (0.130) \$8,847
- Woodpath Drive - Carpenter Avenue to Oakhurst Avenue (0.098) \$4,535
- 7th Street - Covell Avenue to 8th Street (0.269) \$20,503

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

## Cape Seal (continued)

Estimated Cost = \$ **1,778,190** Centerline Miles = **25.004**

- 8th Street - West End to 7th Street (0.170) \$12,957
- Hope Street - Carlton Avenue to Youell Avenue (0.146) \$11,130
- Norwood Avenue - Robinson Road to Milton Street (0.105) \$7,998
- Spring Avenue - Race Street to Dead End (0.047) \$3,836
- Innes Street - Grand Avenue to Eastern Avenue (0.125) \$10,208
- Atwood Street - Union Avenue to Grand Avenue (0.106) \$7,507
- Grand Avenue - N. of Fountain Street to Hawthorne Street (0.062) \$4,384
- Kellogg Street - Union Avenue to Packard Avenue (0.156) \$9,771
- Lockwood Street - Grand Avenue to Eastern Avenue (0.114) \$7,139
- Stormzand Place - Fulton Street to Fountain Street (0.158) \$6,450
- Vernon Street - Diamond Avenue to Dead End (0.124) \$7,767
- 10th Street - Maynard Avenue to Brownwood Avenue and Oakhurst Avenue to Charlotte Avenue (0.073) \$5,558
- Brandon Drive - 7th Street to Covell Avenue (0.166) \$12,194
- Charlotte Avenue - 7th Street to North End (0.400) \$29,400
- Fairfield Avenue - Fairfield Drive to Leonard Street (0.078) \$5,311

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

**Cape Seal (continued)**

**Estimated Cost = \$ 1,778,190 Centerline Miles = 25.004**

- Haines Street - Westend Avenue to Covell Avenue (0.137) \$8,201
- Maplegrove Drive - Leonard Street to Dead End (0.144) \$6,661
- Oakhurst Avenue - 7th Street to Dead End (0.289) \$14,949
- Westmoor Drive - Acton Street to Dushane Street (0.231) \$13,198
- Benjamin Avenue - Fulton Street to Evangeline Street (0.149) \$8,221
- Glendale Street - Mayfair Avenue to Dead End (0.061) \$3,653
- Fountain Street - Benjamin Avenue to Arthur Avenue (0.058) \$4,260
- Baynton Avenue - Lyon Street to Michigan Street (0.228) \$18,622
- Lyon Street - Auburn Avenue to Lowell Avenue (0.251) \$21,860
- Wallinwood Avenue - Fulton Street to Dead End (0.465) \$37,971
- Lawndale Avenue - Fulton Street to Dead End (0.224) \$15,858
- Duffield Drive - Plymouth Avenue to Mayfair Avenue (0.123) \$8,700
- Greenwich Road - Michigan to Dead End (0.247) \$13,446
- Westboro Drive - Maryland Avenue to East End (0.164) \$8,930
- Kruppvilla Drive - Worcester Drive to Dead End (0.065) \$4,598

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

**Cape Seal (continued)**

**Estimated Cost = \$ 1,778,190 Centerline Miles = 25.004**

- Fletcher Drive - Maryland Avenue to Michigan Street (0.291) \$20,590
- Lakeside Drive - Michigan Street to Brunsink Drive (0.218) \$17,224
- Brunsink Drive - Lakeside Drive to Worcester Drive (0.282) \$22,263
- Worcester Drive - Globe Avenue to Brunsink Avenue (0.121) \$8,566
- Globe Street - Lakeside Drive to Worcester Drive (0.096) \$7,842
- Alewa Drive - Olivia Street to Dead End (0.174) \$9,003
- Brownwood Avenue - Woodglen Street to Leonard Street (0.564) \$41,440
- Burritt Street - Westview Avenue to Carpenter Avenue (0.257) \$19,590
- Carpenter Avenue - Lake Michigan Drive to Dead End (0.211) \$15,507
- Rosalie Avenue - Leonard Street to Dead End (0.465) \$30,377
- Westview Avenue - Burritt Street to Dead End (0.282) \$16,888
- Marne Avenue - Lake Michigan Drive to Dead End (0.088) \$3,836
- Wellspring Court - Collindale Drive to Dead End (0.103) \$7,293
- Beaumont Avenue - Tremont Street to 4th Street (0.126) \$8,914
- Beechton Court - Tremont Street to Dead End (0.047) \$3,325
- Calvary Avenue - Atlantic Street to 11th Street (0.067) \$5,476

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

**Cape Seal (continued)**

**Estimated Cost = \$ 1,778,190 Centerline Miles = 25.004**

- Cora Street - Van Buren Avenue to Lincoln Avenue (0.141) \$10,371
- Lincoln Avenue - 3rd Street to 4th Street and 6th Street to Atlantic Street (0.226) \$15,377
- Maridell Avenue - 6th Street to 7th Street (0.063) \$4,808
- Pine Avenue - 6th Street to Walker Avenue (0.071) \$4,834
- Powers Avenue - Cora Street to Atlantic Street (0.060) \$4,250
- Tremont Court - Tremont Street to Dead End (0.041) \$2,896
- Van Buren Avenue - Cora Street to Atlantic Street (0.059) \$4,344
- Tallman Avenue - 36th Street to Grooters Street and Kendall Street to Blossom Street (0.241) \$4,320
- Brenton Drive - E. of Brenton Court to Giddings Avenue (0.193) \$14,185
- Brenton Court - Brenton Drive to Brenton Drive (0.060) \$4,410
- 42nd Street - Oak Park Avenue to Kalamazoo Avenue (0.208) \$16,420
- Kirkshire Drive - E. of Kirkshire Drive to Dead End (0.074) \$5,237
- Giddings Avenue - Springdale Drive to Brenton Drive (0.077) \$6,288
- Amberly Drive - Morewood Drive to Springdale Drive (0.233) \$22,167
- Amberly Court - Amberly Drive to Dead End (0.039) \$2,760
- Belmar Drive - Morewood Drive to Kalamazoo Avenue (0.052) 3,822

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

**Cape Seal (continued)**

- Richwood Drive - Curwood Avenue to Dead End (0.063) \$4,630
- Fruitwood Dr NW from Oswego to Fruitwood Ct NW to Dead End (0.154) \$10,898
- Glenhaven Avenue - Oswego Drive to Sibley Street (0.070) \$4,579
- Graham Road - Lake Michigan Drive to Oswego Street and Graham Court to Bridge Street (0.209) \$15,368
- Graham Court - Graham Road to Dead End (0.072) \$4,702
- Lenora Terrace - Lenora Drive to Dead End (0.043) \$2,809
- Lynne Lane - Westmont Drive to Crestwood Drive (0.115) \$8,137
- Oswego Street - Graham Road to Bristol Avenue (0.092) \$7,517
- Scott Avenue -- Cayuga Street to Bridge Street (0.088) \$5,754
- Sibley Street - S Ball Park Boulevard to Scott Avenue (0.061) \$4,317
- Sunset Avenue - Bridge Street to Dead End (0.180) \$11,265
- 7th Street - 7th Street to Dead End (0.028) \$2,450
- Rosebury Avenue - Mayberry Street to Forrester Street (0.097) \$7,128
- Mayberry Street - Juneberry Avenue to Chamberlain Avenue (0.150) \$10,617
- Forrester Street - Rosebury Drive to Dead End (0.229) \$16,784
- Batchawana Street - Rosewood Avenue to Newton Avenue (0.229) \$15,466
- Blossom Street - Curwood Avenue to Kalamazoo Avenue (0.348) \$24,630

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

**Cape Seal (continued)**

**Estimated Cost = \$ 1,778,190 Centerline Miles = 25.004**

- Middleboro Lane - Middleboro Drive to Dead End (0.148) \$11,275
- Middleboro Drive - Fulton Street to Middleboro Lane (0.274) \$15,656
- Englewood Avenue - Maple Villa Drive to Shangrai La Drive (0.054) \$4,702
- Dawes Avenue - 32nd Street to Dead End (0.308) \$9,558
- Millbank Street - Kalamazoo Avenue to Millbrook Avenue (0.654) \$49,846
- Millbrook Street - Kalamazoo Avenue to Millbank Avenue (0.675) \$51,449
- Lorelee Street - Kalamazoo Avenue to Dead End (0.256) \$20,911
- Kendall Street - E. of Kalamazoo Avenue to Kentridge Drive (0.309) \$21,877
- Ken O Par Street - Kentridge Drive to Weymouth Drive (0.110) \$7,788
- Weymouth Drive - Ken O Par Street to Kentridge Drive (0.349) \$24,705
- Kingsway Court - Kingston Drive to Dead End (0.158) \$11,180
- Kingston Drive - Kingsway Court to Dead End (0.050) \$3,539
- Baker Park Drive - 32nd Street Dawes Avenue (0.251) \$19,128
- Chamberlain Court - Chamberlain Avenue to Dead End (0.046) \$3,258
- Chesaning Drive - Shiawassee Drive to Burton Street (0.114) \$9,358
- Lenawee Road - Maumee Drive to Dead End (0.086) \$6,086

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

**Cape Seal (continued)**

**Estimated Cost = \$ 1,778,190 Centerline Miles = 25.004**

- Paul R Street - Baker Park Avenue to Dawes Avenue (0.140) \$10,668
- Westmont Drive - Fulton Street to Fruitwood Drive (0.336) \$22,865
- Woodside Avenue - Forrester Street to Woodchuck Court (0.033) \$2,423
- Shangrai La Drive - Englewood Avenue to Newton Avenue (0.150) \$10,617
- Pokogon Drive - Maumee Avenue to Dead End (0.064) \$4,531
- Dawes Avenue - 32nd Street to Baker Park Street (0.173) \$12,724
- Forrester Street - Rosebury Avenue to Dead End (0.147) \$10,402
- 10th Street - Maynard Avenue to Brownwood Avenue (0.072) \$6,857
- Holyoke Drive - Weymouth Drive to Chamberlain Avenue (0.072) \$5,094
- Old Town Road - Kalamazoo Avenue to Norwalk Avenue (0.162) \$14,547
- W Norwalk Court - Old Town Drive to Dead End (0.052) \$3,828
- Langley Court - Langley Drive to Dead End (0.050) \$4,084
- Chamberlain Avenue - Holyoke Drive to Kentridge Drive (0.112) \$9,141
- Chamberlain Avenue - Forrester Street to 28th Street (0.278) \$21,192
- Brook Trail - Gingerwood Court SE to Dead End (0.1184) \$8,351

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

**Cape Seal (continued)**

**Estimated Cost = \$ 1,778,190 Centerline Miles = 25.004**

- Sunrise Street - Brook Drive to 32nd Street (0.176) \$12,453
- Brook Trails Court - Brook Drive to Dead End (0.0616) \$4,483
- Gingerwood Court - Brook Drive to Dead End (0.053) \$3,754
- Trailridge Court - Brook Drive to Dead End (0.054) \$3,674
- Granite Street - Breton Road to Brookhollow Place (0.118) \$9,636
- Creekside Drive - Kalamazoo Avenue to Dead End (0.067) \$2,921
- Strobel Avenue - 4th Street to 7th Street (0.156) \$12,745
- Lenora Avenue - 6th Street to 7th Street (0.063) \$4,636
- Stone Hills Street - Covell Avenue to Parkhurst Avenue (0.098) \$6,931
- Evangeline Street - Auburn Avenue to Benjamin Avenue (0.048) \$3,001

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

## Rotomill/Resurface 1½”

Estimated Cost = \$ **3,355,434** Centerline Miles = **7.851**

- Paris Avenue - Dickinson Street to N. End (0.054) \$21,653
  - Union Avenue – Evergreen Street to Oakdale Street (0.054) \$17,199
  - Sylvan Avenue – Adams Street to Hall Street (0.209) \$74,825
  - Neland Avenue – Alexander Street to Prince Street and Worden Street to Franklin Street (0.188) \$69,999
  - Worden Street – Kalamazoo Avenue to Neland Avenue and Alto Avenue to Fuller Avenue (0.292) \$87,814
  - Stople Street – Grandville Avenue to Century Avenue (0.250) \$85,923
  - Stone Street – Grandville Avenue to Caulfield Avenue (0.119) \$23,199
  - Grant Street – Grandville Avenue to Century Avenue (0.144) \$49,492
  - Westend Avenue – Gordon Street to Leonard Street (0.378) \$174,068
  - Lillian Street – Fuller Avenue to Auburn Avenue and Auburn Avenue – Wealthy Street to Lillian Street (0.146) \$48,117
  - Paris Avenue – Wealthy Street to Cherry Street (0.254) \$94,573
  - Packard Avenue – Baldwin Street to Fulton Street (0.055) \$59,769
  - Hope Street – Fuller Avenue to Carlton Avenue (0.198) \$65,216
  - Milton Street – Benjamin Avenue to Carlton Avenue (0.094) \$33,295
  - Littlefield Drive – Fulton Street to Michigan Street (0.258) \$73,827
  - Worcester Drive – Kent Boulevard to Lonsdale Drive (0.056) \$20,874
  - Lyon Street – Lowell Avenue to Baynton Avenue (0.246) \$112,742
  - Lowell Avenue – Fulton Street to Lyon Street (0.252) \$90,250
- \* To Be Done in FY2016

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

**Estimated Cost = \$ 3,355,434** **Centerline Miles = 7.851**

- Northrup Avenue – Leonard Street to Dead End (0.180) \$61,839
- Amberly Drive – Springdale Drive to Amberly Court (0.083) \$32,075\*
- Curwood Avenue – 44<sup>th</sup> Street to Langley Street (0.188) \$70,025\*
- Norman Drive – 44<sup>th</sup> Street to Stuart Street (0.187) \$69,602\*
- Langley Street – Kimball Street to Stuart Street (0.079) \$29,406\*
- Kimball Avenue – 44<sup>th</sup> Street to Langley Street (0.186) \$69,249\*
- Poinsettia Avenue – 44<sup>th</sup> Street to Langley Street (0.188) \$72,718\*
- Kirkshire Drive – Kirkshire Drive to Dead End (0.051) \$18,970\*
- Senora Avenue – 36<sup>th</sup> Street to Dead End (0.188) \$78,104\*
- Newcastle Drive- Grooters Street to 36<sup>th</sup> Street (0.180) \$66,992\*
- Chesaning Drive – Shiawassee Drive to N. Shiawassee Drive (0.269) \$100,136\*
- Maumee Drive – Lenawee Road to Burton Avenue (0.070) \$26,092\*
- Menominee Road – Plymouth Avenue to Okemos Avenue (0.216) \$92,840\*
- Tekonsha Road – Okemos Drive to Chesaning Drive (0.114) \$42,452\*
- Nagaunee Drive – Chesaning Avenue to Shiawassee Avenue (0.177) \$65,935\*
- Okemos Drive – Menominee Road to Shiawassee Road (0.077) \$29,805\*
- N. Shiawassee Drive - Okemos Drive to Negaunee Drive (0.169) \$70,160\*
- Village Drive – Saginaw Drive to Okemos Drive (0.160) \$61,880\*
- Derbyshire Street – Kalamazoo Avenue to Maple Knoll Drive (0.319) \$114,185\*

\* To Be Done in FY2016

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

## Rotomill/Resurface 1½" (continued)

Estimated Cost = \$ **3,355,434** Centerline Miles = **7.851**

- S. Norwalk Drive- Dead End to Chamberlain Avenue (0.064) \$93,149\*
- E. Norwalk Drive - Old Town Road to Southhampton Drive (0.064) \$24,752\*
- Weymouth Drive- Kentridge Drive to Dead End (0.214) \$79,686\*
- Bristol Avenue - Lake Michigan Drive to Bridge Street and 4th Street to 10th Street (0.638) \$435,171
- Crosby Street - West End to Hamilton Avenue (1.152) \$563,756
- Myrtle Street – West End to Turner Avenue (1.284) \$465,989
- Myrtle Street – West End to Turner Avenue (1.284) \$465,989
- 33<sup>rd</sup> Street – Eastern Avenue to 1,044' W of Brooklyn Avenue (0.198) \$79,360\*
- Fuller Avenue – VanAuken Street to Brooklyn Avenue (0.048) \$20,586\*
- Hickory Avenue – Ravanna Street to 36<sup>th</sup> Street (0.213) \$82,384\*
- Marshall Avenue – Lancashire Court to Dead End and Brookville Plaza to Laraway Drive (0.188) \$69,954\*
- 32<sup>nd</sup> Street – Giddings Avenue to Kalamazoo Avenue (0.212) \$78,610\*
- Brookville Plaza – Eastern Avenue to Marshall Avenue (0.085) \$31,663
- Kingston Drive – Chamberlain Avenue to Kingsway Court (0.099) \$36,881
- Millbrook Street – Giddings Avenue to Newcastle Drive (0.204) \$61,343
- Laraway Plaza – Eastern Avenue to Marshall Avenue (0.082) \$30,535

\* To Be Done in FY2016

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

## Rotomill/Resurface 1½" (continued)

Estimated Cost = \$ **3,355,434** Centerline Miles = **7.851**

- Giddings Avenue – Shangrai La Drive to Dead End (0.106) \$34,934
- Englewood Avenue – Maple Villa Drive to 28<sup>th</sup> Street (0.274) \$125,589
- Newton Avenue – Shangrai La Drive to Batchawana Drive (0.061) \$22,707
- Kendall Street - Tallman Avenue to Kalamazoo Avenue (0.179) \$69,203
- Kentridge Drive - Chamberlain Avenue to Kingsway Drive (0.432) \$185,598

# Local Street Work FY2017

Estimated Cost = \$ **7,539,307** Centerline Miles = **37.939**

## Reconstruction

Estimated Cost = \$440,891

Centerline Miles = 0.278

- Nason Street - Will Avenue to Turner Avenue (0.108) \$150,665
- Prospect Avenue - Hastings Street to Trowbridge Street (0.107) \$180,367
- Trowbridge Street - Lafayette Avenue to Prospect Avenue (0.063) \$109,859

## Rotomill/Resurface 3"

Estimated Cost = \$1,960,128

Centerline Miles = 3.813

- Woodmere Avenue - Wealthy Street to Robinson Road (0.164) \$87,140
- Philadelphia Avenue - Burton Street to Adams Street (0.785) \$417,105
- Pontiac Road - Giddings Avenue to East City Limits (0.292) \$191,355
  
- Woodlawn Avenue - Alger Street to Colton Street (0.747) \$396,914
- Union Avenue - Hall Street to Highland Street and Alexander Street to Worden Street (0.361) \$179,028
- Delaware Street - Madison Avenue to Eastern Avenue (0.497) \$211,262
- Hazen Street - Eastern Avenue to Nelson Avenue (0.453) \$208,606
- Ethel Avenue - Thomas Street to Sherman Street (0.124) \$61,494

## FUND DESCRIPTIONS

**Capital Reserve Fund:** The purpose of the Capital Reserve fund is to receive Property Tax (1.25 mills) and Income Tax (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, Fire Equipment Reserves, and Contribution 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.

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>REVENUES:</b>									
Property Tax	\$ 4,914,168	\$ 4,903,942	\$ 4,903,942	\$ 4,903,942	\$ 5,113,414	\$ 5,153,407	\$ 5,194,225	\$ 5,225,212	\$ 5,257,922
Income Tax @ 4%	2,796,629	2,933,506	3,024,302	3,050,845	3,146,210	3,250,036	3,331,286	3,414,567	3,499,933
Income Tax @ 1%	699,157	733,376	756,076	762,711	787,880	813,880	834,227	855,083	876,460
Intergovernmental Revenues (CVTRS / Revenue Sharing)	2,644,539	2,723,875	2,723,875	2,723,875	2,644,539	2,723,875	2,805,591	2,889,759	2,976,452
CFOF: From Cemeteries Operating Fund	-	-	-	-	-	-	-	-	-
From Brownfield - Mercantile Bank Tax Increment	66,195	61,837	61,837	61,837	60,724	59,611	58,498	57,385	56,272
Interest on Investments	721	-	-	-	3,913	4,849	5,234	5,726	6,372
Miscellaneous Other Revenue (Bond Proceeds/Premium)	-	-	1,718,007	-	-	-	-	-	-
Project Closeouts	-	-	-	-	-	500,000	-	-	-
<b>Total Revenue:</b>	<b>11,121,409</b>	<b>11,356,536</b>	<b>13,188,039</b>	<b>11,503,210</b>	<b>11,756,680</b>	<b>12,505,658</b>	<b>12,229,061</b>	<b>12,447,732</b>	<b>12,673,411</b>
<b>EXPENDITURES:</b>									
Debt Obligations (fiscal year completed)									
- KCDC 2003 (FY2016) Silver Creek Drainage	303,374	303,573	303,573	303,573	-	-	-	-	-
- KCDC 2008 (FY2021) Grand River Floodwalls	728,549	739,362	739,362	739,362	747,328	748,788	230,415	228,978	230,826
- KCDC Silver Creek Note 2013 (FY2017) Kreiser Basin Expansion	15,070	15,070	15,070	15,070	15,060	-	-	-	-
- KCDC Flood Mgmt-Tremont NW/Shawmut Hills Drain Dist (2013)	50,000	100,000	100,000	100,000	100,000	100,000	21,350	-	-
- KCDC 2014 (FY2035) Floodwall Bonds	64,522	335,146	335,146	335,146	321,646	317,396	322,146	320,746	318,246
- GR Building Authority 2011 (FY2031) Archives Center Phase II	234,888	239,975	239,975	239,975	235,025	239,050	241,375	399,200	392,975
- GR Building Authority 2010A (FY2040) 1120 Monroe Project (Facilities)	-	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)	-	226,665	226,665	226,665	228,311	229,281	229,646	224,696	229,391
- GR Building Authority 2009 (FY2021) Archives Center Phase I	146,113	142,050	142,050	142,050	142,588	142,781	142,625	-	-
- GR Building Authority 2009 (FY2021) Police Facilities	1,978,193	1,982,350	1,982,350	1,982,350	1,980,913	1,980,338	1,980,369	1,987,775	1,996,775
- Capital Improvmt Bonds 2007 (FY2018) Repairs to Public Museum	180,213	178,825	178,825	178,825	182,225	179,450	-	-	-
- Capital Improvmt Bonds 2007 (FY2028) Wealthy St & Other Conduit	58,896	58,291	58,291	46,912	34,902	38,955	-	-	-
- Capital Improvmt Bonds 2007 (FY2028) Fulton Street Cemetery Wall	141,794	143,099	143,099	115,308	88,648	89,170	-	-	-
- Capital Improvmt Bonds 2013 (FY2030) Refunding Sidewalks/Conduit/Drainage	141,549	144,198	144,198	144,198	143,066	142,576	141,543	141,946	85,782
- Brownfield IPA 2012 (FY2023) Front Ave Resurfacing	62,950	61,837	61,837	61,837	60,724	59,611	58,498	57,385	56,272
- LTGO Refunding Bonds 2016 (FY2028) Wealthy St & Other Conduit	-	-	-	-	20,828	17,804	53,566	53,718	52,208
- LTGO Refunding Bonds 2016 (FY2028) Fulton Street Cemetery Wall	-	-	-	-	50,803	43,496	130,859	131,232	127,542
- Flood Wall Improvements-\$10.5M 2016 (2037)	-	-	-	-	690,827	692,578	693,798	689,476	689,653
- Cemetery Improvements-\$3.5M 2016 (2027)	-	-	-	-	380,887	378,709	381,029	378,003	379,603
Lease - Kent County Bonds 2005 & 2014 (FY2026) 61st District Court	1,451,172	1,450,473	1,450,473	1,450,473	1,451,064	1,451,994	1,451,900	1,454,434	1,455,355
Lease - Human Services Complex (ACSET)	166,801	166,504	166,504	166,504	166,478	166,672	166,706	166,603	166,605
Sub-total - Debt and Other Long Term Obligations	5,724,083	6,402,468	6,402,468	6,363,298	7,156,373	7,133,699	6,360,875	6,349,243	6,296,283
Transfers to Capital - Other projects (see Appendix C)									
- Stormwater	295,000	331,571	331,571	331,571	523,143	674,714	826,286	977,857	1,129,429
- Sidewalks	-	-	-	-	-	-	-	-	-
- Facilities Management	1,552,068	2,563,120	2,563,120	2,563,120	2,172,787	2,818,399	2,170,939	2,586,249	1,294,523
- Fire Equipment	187,900	174,000	174,000	174,000	407,551	316,375	218,375	200,000	207,000
- Facilities Management-Fire Station Asset Management	-	336,600	336,600	336,600	507,792	520,486	533,499	546,836	560,507
- Parks & Recreation	290,000	-	-	-	45,000	-	-	-	-
- Police	905,000	802,270	802,270	802,270	680,400	-	-	-	-
- Traffic Safety - Street Lighting & Bike Paths	632,000	431,562	431,562	431,562	735,000	575,000	525,000	525,000	255,000
- Other Departments (Clerk)	-	-	-	-	261,800	-	-	-	-
Sub-total - Transfers to Capital - Other projects (see Appendix C)	3,861,968	4,639,123	4,639,123	4,639,123	5,333,473	4,904,974	4,274,099	4,835,942	3,446,459
Cost Allocation - A-87	36,319	39,014	39,014	39,014	53,391	54,993	56,643	58,342	60,092
Income Tax Dept. - Subsidy for Electronic Storage (9951 - Op Transfer to Income T	117,266	-	-	-	-	-	-	-	-
Oakhill Cemetery Walls Restoration (9953 - Op Transfer to Cemetery Fund)	200,000	-	-	-	-	-	-	-	-
Repairs at Various Cemeteries (9953 - Op Transfer to Cemetery Fund)	261,485	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Cemetery Software (9953 - Op Transfer to Cemetery Fund)	25,000	-	-	-	-	-	-	-	-
Payment to Refund Bonds	-	-	1,718,006	-	-	-	-	-	-
<b>Total Expenditures:</b>	<b>10,226,121</b>	<b>11,405,605</b>	<b>13,123,611</b>	<b>11,366,435</b>	<b>12,868,237</b>	<b>12,418,666</b>	<b>11,016,617</b>	<b>11,568,527</b>	<b>10,127,834</b>
Operating Excess (Deficiency)	895,288	(49,069)	64,428	136,775	(1,111,557)	86,992	1,212,444	879,205	2,545,577
<b>Beginning Fund Balance</b>	<b>430,201</b>	<b>1,325,489</b>	<b>1,325,489</b>	<b>1,325,489</b>	<b>1,462,264</b>	<b>350,707</b>	<b>437,700</b>	<b>1,650,144</b>	<b>2,529,349</b>
<b>Ending Fund Balance</b>	<b>\$ 1,325,489</b>	<b>\$ 1,276,420</b>	<b>\$ 1,389,917</b>	<b>\$ 1,462,264</b>	<b>\$ 350,707</b>	<b>\$ 437,700</b>	<b>\$ 1,650,144</b>	<b>\$ 2,529,349</b>	<b>\$ 5,074,926</b>
<b>Reserve Targets:</b>									
Assigned to Capital	0	0	0	0	0	0	0	0	0
Unassigned	1,325,489	1,276,420	1,389,917	1,462,264	350,707	437,700	1,650,144	2,529,349	5,074,926
<b>Total</b>	<b>1,325,489</b>	<b>1,276,420</b>	<b>1,389,917</b>	<b>1,462,264</b>	<b>350,707</b>	<b>437,700</b>	<b>1,650,144</b>	<b>2,529,349</b>	<b>5,074,926</b>

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
539-State Revenues	248,690	0	0	0	0	0	0	0	0
580-Contribution from Local Units	0	533,313	533,313	0	0	0	0	0	0
600-Charges for Services	0	0	62,990	0	0	0	0	0	0
664-Investment Income & Rentals	16,210	0	0	0	15,443	19,136	20,655	22,600	25,149
671-Other Revenues	601,784	255,000	1,084,202	355,000	525,000	525,000	525,000	525,000	525,000
695-Other Financing Sources	5,515,020	5,392,951	5,731,232	6,652,097	5,828,313	5,504,974	4,974,099	5,635,942	4,246,459
<b>Capital Improvement Total Revenues</b>	<b>6,381,704</b>	<b>6,181,264</b>	<b>7,411,737</b>	<b>7,007,097</b>	<b>6,368,756</b>	<b>6,049,110</b>	<b>5,519,754</b>	<b>6,183,542</b>	<b>4,796,608</b>
<b>Expenditures</b>									
701-Personal Services	1,052	0	0	0	0	0	0	0	0
751-Supplies	9,257	0	0	0	0	0	0	0	0
800-Other Services and Charges	174	255,000	705,000	705,000	525,000	525,000	525,000	525,000	525,000
970-Capital Outlays	5,107,194	5,926,264	6,706,737	6,302,097	5,843,756	5,524,110	4,994,754	5,658,542	4,271,608
995-Other Financing	257,171	0	0	0	0	0	0	0	0
<b>Capital Improvement Total Expenditures</b>	<b>5,374,848</b>	<b>6,181,264</b>	<b>7,411,737</b>	<b>7,007,097</b>	<b>6,368,756</b>	<b>6,049,110</b>	<b>5,519,754</b>	<b>6,183,542</b>	<b>4,796,608</b>
<b>Capital Improvement NET INCOME (LOSS)</b>	<b>1,006,856</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Beginning Fund Balance</b>	<b>687,852</b>	<b>1,694,708</b>	<b>1,694,708</b>	<b>1,694,708</b>	<b>1,694,708</b>	<b>1,694,708</b>	<b>1,694,708</b>	<b>1,694,708</b>	<b>1,694,708</b>
<b>Ending Fund Balance</b>	<b>1,694,708</b>	<b>1,694,708</b>	<b>1,694,708</b>	<b>1,694,708</b>	<b>1,694,708</b>	<b>1,694,708</b>	<b>1,694,708</b>	<b>1,694,708</b>	<b>1,694,708</b>

**CAFR Reconciliation:**

Ending Fund Balance per CAFR	11,674,483	11,674,483	11,674,483	11,674,483	11,674,483	11,674,483	11,674,483	11,674,483	11,674,483
Assigned for Community Dispatch Fund Capital Projects	(150,000)	(200,000)	(200,000)	(200,000)	(250,000)	(300,000)	(350,000)	(400,000)	(450,000)
Assigned for Fire Department Apparatus Plan Reset	(1,720,327)	(1,720,327)	(1,720,327)	(1,720,327)	(1,720,327)	(1,720,327)	(1,720,327)	(1,720,327)	(1,720,327)
Assigned for Body Cameras and Digital Evidence Mgt Pgm	(674,124)	0	0	0	0	0	0	0	0
Assigned for Uncompleted Capital Projects	(7,435,324)	(8,059,448)	(8,059,448)	(8,059,448)	(8,009,448)	(7,959,448)	(7,909,448)	(7,859,448)	(7,809,448)
Unassigned Fund Balance Available for Reappropriation	<b>1,694,708</b>								

**CITY OF GRAND RAPIDS  
CAPITAL PROJECT DETAIL  
FY2017 FINAL FISCAL PLAN  
CAPITAL IMPROVEMENT FUND (4010)**

Department Number	Department Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2017 Adopted Proposed	FY2018 Adopted Forecast	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast
751	Parks and Recreation	401017071	Garfield Park Path	9880	Construction In Progress	\$ 45,000	\$	\$	\$	\$
<b>751 Total</b>						<b>\$ 45,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
533	Stormwater	401015133	Drainage Improvements Var Loc	9880	Construction In Progress	\$ 45,000	\$ 45,000	\$ 45,000	\$	\$
		401016031	Drainage Improv & Emerg Repair	9880	Construction In Progress	80,000	204,714	131,489		
		401016033	KCDC Special Assessments	9880	Construction In Progress				195,482	97,209
		401016034	Moerland/Longmeadow SW Improve	9880	Construction In Progress	117,470				
		401017019	Burton-Breton Branch of Plaster Creek - Enlg Culverts	9880	Construction In Progress	168,000				
		401017022	Michigan St - Division to Barclay	9880	Construction In Progress	76,000				
		401017023	Richmond Park Daylighting	9880	Construction In Progress	36,673	320,000			
		TEMP17080	3678 - Burton-Breton Branch of Plaster Creek - Channelizatio	9880	Construction In Progress					37,995
		TEMP17081	3681 - Indian Mill Creek Dredging	9880	Construction In Progress			65,400	370,600	
		TEMP17082	3684 - Maplegrove Detention Pond	9880	Construction In Progress				78,300	443,700
		TEMP17083	3687 - Oakleigh Ave in Hogadone District - Channelizing and	9880	Construction In Progress		45,000	221,850		
		TEMP17084	3690 - Plaster Creek Bank Erosion	9880	Construction In Progress				75,975	430,525
		TEMP17085	3693 - Coldbrook Drain Rehabilitation - Michigan and Fuller	9880	Construction In Progress			37,500	212,500	
		TEMP17086	3696 - Shawmut Hills Baseball Diamond and Channel Stormwater	9880	Construction In Progress			74,300		
		TEMP17109	4452 - Kent County Drain Commissioner Special Assessments 20	9880	Construction In Progress				45,000	45,000
		TEMP17137	5955 - Water Quality Improvement form Daylighting Plan	9880	Construction In Progress					75,000
		TEMP17139	6540 - Richmond Park Bioswales	9880	Construction In Progress		60,000	209,347		
		TEMP17201	3699 - Capilano Stormwater Improvements	9880	Construction In Progress			41,400		
<b>533 Total</b>						<b>\$ 523,143</b>	<b>\$ 674,714</b>	<b>\$ 826,286</b>	<b>\$ 977,857</b>	<b>\$ 1,129,429</b>
519	Traffic Safety	401017089	Non-Motorized Network Development	9880	Construction In Progress	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
<b>519 Total</b>						<b>\$ 75,000</b>				
448	Street Lighting	401017072	Secondary Underground 16a	9880	Construction In Progress	\$ 30,000	\$ 30,000	\$	\$	\$
		401017073	Critical Safety Impr Underground System	9880	Construction In Progress	100,000	40,000	20,000	20,000	20,000
		401017074	Street Light Energy Imp (LED)	9880	Construction In Progress	60,000	60,000	60,000	60,000	60,000
		401017075	Radio Controlled Switching	9880	Construction In Progress	40,000	40,000	40,000	40,000	40,000
		401017076	Primary Circuit Repair/Repl	9880	Construction In Progress	30,000	30,000	30,000	30,000	30,000
		401017077	Pole Replacement Project	9880	Construction In Progress	30,000	30,000	30,000	30,000	30,000
		401017086	Electric Syst Lighting Impr CSO	9880	Construction In Progress	200,000	200,000	200,000	200,000	
		401017087	Substation SCADA	9880	Construction In Progress	20,000	20,000	20,000	20,000	
		401017088	Overhead Syst Repair/Repl	9880	Construction In Progress	50,000	50,000	50,000	50,000	
		401017092	Prelim Design for Phase I LED Conversion	9880	Construction In Progress	100,000				
<b>448 Total</b>						<b>\$ 660,000</b>	<b>\$ 500,000</b>	<b>\$ 450,000</b>	<b>\$ 450,000</b>	<b>\$ 180,000</b>

**CITY OF GRAND RAPIDS  
CAPITAL PROJECT DETAIL  
FY2017 FINAL FISCAL PLAN  
CAPITAL IMPROVEMENT FUND (4010)**

Department Number	Department Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2017 Adopted Proposed	FY2018 Adopted Forecast	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast
336	Fire	401015092	Fire Apparatus Capital Reserve	9810	Vehicles	\$ 460,283	\$ 569,136	\$ 670,655	\$ 772,600	\$ 775,149
		401016016	Fire Apparatus Hose FY16	9760	Equipment	35,000	38,000	40,000	40,000	42,000
		401016017	Personal Protect Equip FY16	9760	Equipment	90,000	94,000	94,000	100,000	105,000
		401016018	Thermal Imaging Camera FY16	9760	Equipment	60,000	60,000	60,000	60,000	60,000
		401017005	Fire Boots - PPE	9760	Equipment	24,375	24,375	24,375		
		401017006	Fire Helmets	9760	Equipment	25,000				
		401017012	Extrication Equipment	9760	Equipment	44,076				
		401017014	Fitness - Elliptical	9760	Equipment	30,100				
		401017015	Extrication Power Plant	9760	Equipment	75,000				
		401017042	Auto External Defibrillator AED	9760	Equipment	24,000				
		TEMP17309	Fire Station Asset Mgt Study	9880	Construction In Progress		100,000			
<b>336 Total</b>						<b>\$ 867,834</b>	<b>\$ 885,511</b>	<b>\$ 889,030</b>	<b>\$ 972,600</b>	<b>\$ 982,149</b>
301	Police	401015071	Community Dispatch Cap Projs	9880	Construction In Progress	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
		401016012	Vehicle Interior Equip FY16	9760	Equipment	115,000				
		401016013	Patrol Laptops FY16	9760	Equipment	150,000				
		401016014	Mobile Radio Replacement FY16	9760	Equipment	95,000				
		401017085	Crime Software	9760	Equipment	122,000				
		401017090	Holsters and Light	9760	Equipment	97,000				
		401017098	AEDs	9760	Equipment	101,400				
<b>301 Total</b>						<b>\$ 730,400</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
265	Facilities Management	401017001	Improvements City - County HVAC - Ph I	9750	Building	\$ 1,278,325	\$	\$	\$	\$
		401017004	Chiller-Cooling Tower-Humidifiers at CARC	9750	Building	235,750				
		401017007	Calder Plaza Maint Inspection & Construction	9750	Building	100,094				
		401017008	Exterior Facade Repairs at Paul I Phillips	9750	Building	200,034				
		401017009	Misc Repairs to 61st District Court Fac	9750	Building	203,334				
		401017010	Roof Replacement at the Westside Complex	9750	Building	155,250				
		401017060	Fire Department Asset Management Plan	9750	Building	507,792				
		TEMP17033	3868 - Replace HVAC boilers at the Bridgeview facility	9750	Building		201,250			
		TEMP17039	3902 - Improvements to the City / County HVAC - Phase 2	9750	Building		369,696			
		TEMP17042	3922 - Cooling tower maint and repairs at Police Admin	9750	Building		202,095			
		TEMP17043	3456 - Heat pump replacement at the Police Admin facility	9750	Building		115,000			
		TEMP17045	1891 - Replace emergency generator at Police Admin facility	9750	Building		487,025			
		TEMP17046	4706 - HVAC makeup air unit replacement Police Admin	9750	Building		362,250			
		TEMP17050	3904 - Space utilization FF&E review at various facilities	9750	Building		293,250			
		TEMP17051	2648 - Restoration of the Calder Stable	9750	Building		241,644			
		TEMP17052	3906 - Roof repairs at the Paul I. Phillips facility	9750	Building		200,000			
		TEMP17053	3908 - Miscellaneous repairs to the 61st District Court fac.	9750	Building		246,052			
		TEMP17054	Parking lot repairs and upgrades at the Westside Complex	9750	Building		100,137			
		TEMP17056	Demolition and site restoration of 235/273 Market facility	9750	Building			354,260		177

**CITY OF GRAND RAPIDS  
CAPITAL PROJECT DETAIL  
FY2017 FINAL FISCAL PLAN  
CAPITAL IMPROVEMENT FUND (4010)**

Department Number	Department Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2017	FY2018	FY2019	FY2020	FY2021
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
265	Facilities Management	TEMP17069	3121 - Terrazzo restoration at the City / County Complex	9750	Building			118,629		
		TEMP17070	3912 - Improvements to the City / County HVAC - Phase 3	9750	Building			938,823		
		TEMP17087	3920 - Heat pump replacement at the Police Admin facility	9750	Building			143,175		
		TEMP17089	3918 - Police parking garage inspection and construction	9750	Building			216,401		
		TEMP17092	Calder Plaza maint program. Inspection & Construction	9750	Building			41,213		
		TEMP17094	Miscellaneous pipe replacement at the Westside Complex	9750	Building			200,000		
		TEMP17095	3930 - Parking lot repairs at the Paul I. Phillips facility	9750	Building			158,438		
		TEMP17106	4703 - Improvements to the City / County HVAC - Phase 4	9750	Building				1,820,027	
		TEMP17113	4708 - Electrical upgrades at the Westside Complex	9750	Building				200,000	
		TEMP17114	4709 - DDC controls and misc. HVAC at Paul I. Phillips	9750	Building				200,000	
		TEMP17115	4710 - Miscellaneous repairs to the 61st District Court fac.	9750	Building				366,222	
		TEMP17117	4698 - Roof restoration at the Public Services facility	9750	Building					140,300
		TEMP17127	Calder Plaza maint program. Inspection & Construction	9750	Building					73,239
		TEMP17128	Minor restoration of the Calder Stabile to maintain new coat	9750	Building					32,344
		TEMP17129	Space utilization and facility condition assessment updates	9750	Building					201,250
		TEMP17130	Replace gymnasium wall partition at the Paul I. Phillips fac	9750	Building					200,000
		TEMP17131	Miscellaneous repairs to the 61st District Court facility	9750	Building					446,791
		TEMP17132	DDC upgrades at the Westside Complex	9750	Building					200,599
		TEMP17223	5270 - Fire Department Asset Management Plan	9750	Building		520,486			
		TEMP17224	5273 - Fire Department Asset Management Plan	9750	Building			533,499		
		TEMP17225	5361 - Fire Department Asset Management Plan	9750	Building				546,836	
		TEMP17226	Fire Department Asset Management Plan	9750	Building					560,507
<b>265 Total</b>						<b>\$ 2,680,579</b>	<b>\$ 3,338,885</b>	<b>\$ 2,704,438</b>	<b>\$ 3,133,085</b>	<b>\$ 1,855,030</b>
228	Information Technology	4010CABLA	GRIN - Cable Grant Project	8010	Contractual Services	\$ 120,750	\$ 120,750	\$ 120,750	\$ 120,750	\$ 120,750
		4010CABL B	HETA - Cable Grant Project	8010	Contractual Services	115,500	115,500	115,500	115,500	115,500
		4010CABL C	KETA - Cable Grant Project	8010	Contractual Services	115,500	115,500	115,500	115,500	115,500
		4010CABL D	GRTV - Cable Grant Project	8010	Contractual Services	115,500	115,500	115,500	115,500	115,500
		4010CABLE	GRTV2 - Cable Grant Project	8010	Contractual Services	57,750	57,750	57,750	57,750	57,750
<b>228 Total</b>						<b>\$ 525,000</b>				
215	Clerk	401017091	Election Equipment	9760	Equipment	\$ 261,800	\$	\$	\$	\$
<b>215 Total</b>						<b>\$ 261,800</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Grand Total</b>						<b>\$ 6,368,756</b>	<b>\$ 6,049,110</b>	<b>\$ 5,519,754</b>	<b>\$ 6,183,542</b>	<b>\$ 4,796,608</b>

**CITY OF GRAND RAPIDS  
CAPITAL PROJECT DETAIL  
FY2017 FINAL FISCAL PLAN  
PARKING DEPARTMENT (546)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2017	FY2018	FY2019	FY2020	FY2021
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
5141	Parking Capital Projects	514117056	Parking Access Control Equipment	9880	Construction In Progress	\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000
		514117057	Camera Server Replacement	9880	Construction In Progress	20,000				
		514117058	Office Computer Replaceme	9880	Construction In Progress	30,000				40,000
		514117059	Parking Lot Resurfacing	9880	Construction In Progress	250,000		350,000	250,000	250,000
		514117061	Radio System Upgrade	9880	Construction In Progress	20,000				
		514117062	Parking Expansion	9880	Construction In Progress	2,500,000		1,135,000		1,000,000
		514117063	Elevator Replacement	9880	Construction In Progress	750,000				
		514117064	Sprinkler System Repair at Government Center	9880	Construction In Progress	850,000				
		514117065	Snow Melt Machine	9880	Construction In Progress	135,000				
		514117066	Landscaping Improvements	9880	Construction In Progress	150,000		50,000		100,000
		514117097	Gen Parking Projects	9880	Construction In Progress	1,165,000	790,000	650,000	490,000	490,000
		TEMP17216	1858 Meter Inventory	9880	Construction In Progress		250,000	75,000	75,000	75,000
		TEMP17219	1932 Upgrade and Replace Signs	9880	Construction In Progress		20,000			
		TEMP17227	1990 Seal Coat Parking Ramps	9880	Construction In Progress		375,000	475,000	275,000	475,000
		TEMP17229	2557 IT Upgrades	9880	Construction In Progress			150,000	150,000	150,000
		TEMP17231	2757 Neighborhood Parking Projects	9880	Construction In Progress		40,000		40,000	40,000
		TEMP17233	6501 DASH Bus Replacement	9880	Construction In Progress		1,500,000		1,500,000	
<b>5141 Total</b>						<b>\$ 5,920,000</b>	<b>\$ 3,025,000</b>	<b>\$ 2,985,000</b>	<b>\$ 2,880,000</b>	<b>\$ 2,720,000</b>
<b>Grand Total</b>						<b>\$ 5,920,000</b>	<b>\$ 3,025,000</b>	<b>\$ 2,985,000</b>	<b>\$ 2,880,000</b>	<b>\$ 2,720,000</b>

**CITY OF GRAND RAPIDS  
CAPITAL PROJECT DETAIL  
FY2017 FINAL FISCAL PLAN  
SEWER DEPARTMENT (527)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2017	FY2018	FY2019	FY2020	FY2021
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
5902	Sewer Improvement	590115197	Long Term Wet Weather Control	9880	Construction In Progress	\$	\$	\$	\$	\$ 3,500,000
		590215225	Var Loc CIPP Rehab of S/S	9880	Construction In Progress	600,000	600,000	600,000	600,000	600,000
		590216172	Livingston Transmission Watermain Contract No 2	9880	Construction In Progress	1,000,000				
		590217002	Ultra-Filtration for Effluent Re-Use	9880	Construction In Progress	1,500,000				
		590217003	WRRF - Headworks Electrical Motor Control Repl	9880	Construction In Progress	500,000				
		590217011	Godfrey Ave - Liberty St to Oxford St	9880	Construction In Progress	200,000			2,340,000	
		590217016	South Aeration Inlet Gate Actuators	9880	Construction In Progress	300,000				
		590217017	Concentrated Waste Equalization Tank Improve	9880	Construction In Progress	300,000				
		590217018	Re-Use Water Pipeline to End User	9880	Construction In Progress	1,500,000				
		590217024	Wealthy St-W of Commerce Av to Division Av	9880	Construction In Progress	200,000				
		590217025	Sweet St-Center Av to 380' E of Coit Av	9880	Construction In Progress	600,000				
		590217026	Sweet St-Center Av to 380' E of Coit Av	9880	Construction In Progress	237,140				
		590217028	Livingston Transmission Watermain Contract No 3	9880	Construction In Progress	850,000				
		590217029	Grandville Av-Franklin St to Wealthy St	9880	Construction In Progress	351,000				
		590217030	Delaware St-Madison Av to Eastern Av	9880	Construction In Progress	189,000				
		590217046	WRRF Laboratory and Administration Building Upgrades	9880	Construction In Progress	50,000	1,500,000			
		590217047	WRRF On-site Stormwater Pump Station	9880	Construction In Progress	25,000	1,500,000			
		590217048	Concentrated Waste Forcemain to WRRF	9880	Construction In Progress	1,500,000				
		TEMP17004	5846 - WRRF South Raw Activated Sludge (RAS) Pump Replacemen	9880	Construction In Progress		400,000			
		TEMP17005	5848 - WRRF North Raw Activated Sludge (RAS) Pump Replacemen	9880	Construction In Progress			500,000		
		TEMP17006	5850 - WRRF Grit Removal System Upgrade	9880	Construction In Progress				1,000,000	
		TEMP17017	1398 - Flow meters at zone gated lift stations to better det	9880	Construction In Progress			85,000	500,000	
		TEMP17023	2035 Godfrey Av-Oxford St to Market Av	9880	Construction In Progress		200,000	2,000,000	5,000,000	
		TEMP17040	2513 - Brandywine Sanitary Trunk Sewer	9880	Construction In Progress			325,000	2,500,000	
		TEMP17044	2516 - Whiskey Creek Sanitary Trunk	9880	Construction In Progress				200,000	3,700,000
		TEMP17073	2569 Eastside Combined Sewer Overflow Contract No. 28A & B	9880	Construction In Progress			3,363,000		
		TEMP17079	5884 - Godfrey Ave SW - Grand River to Market Ave SW	9880	Construction In Progress			3,383,000		
		TEMP17141	5263 - Water System - Meter System Upgrades	9880	Construction In Progress		2,500,000			
		TEMP17143	3533 Division Av-Wealthy St to Cherry St	9880	Construction In Progress			331,500		
		TEMP17144	3721 Sheldon Blvd-Oakes St to Weston St	9880	Construction In Progress		396,000			
		TEMP17145	3725 Sheldon Blvd-Cherry St to Oakes St	9880	Construction In Progress		396,000			
		TEMP17151	4511 Ottawa Av-Fulton St to Michigan St	9880	Construction In Progress			81,000		
		TEMP17152	4815 Union Av-Alexander St to Worden St	9880	Construction In Progress		108,000			
		TEMP17153	5316 Dunham St-Eastern Av to Neland Av	9880	Construction In Progress		121,500			
		TEMP17154	5347 Olympia St-W Dead End to 200' E of W Dead End	9880	Construction In Progress				229,500	
		TEMP17155	5537 Worden St-Madison Av to Eastern Av	9880	Construction In Progress			540,000		

**CITY OF GRAND RAPIDS  
 CAPITAL PROJECT DETAIL  
 FY2017 FINAL FISCAL PLAN  
 SEWER DEPARTMENT (527)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2017 Adopted Proposed	FY2018 Adopted Forecast	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast
5902	Sewer Improvement	TEMP17156	5603 Thomas St-Madison Av to Fuller Av	9880	Construction In Progress				243,000	
		TEMP17157	5856 Norwich Av-Oxford St to Hayden St	9880	Construction In Progress					27,000
		TEMP17158	5859 Tulip St-W End to Grandville Av	9880	Construction In Progress		27,000			
		TEMP17159	5862 Sheridan Av-Beacon St to B St	9880	Construction In Progress		86,400			
<b>5902 Total</b>						<b>\$ 9,902,140</b>	<b>\$ 7,834,900</b>	<b>\$ 11,208,500</b>	<b>\$ 12,612,500</b>	<b>\$ 7,827,000</b>
<b>Grand Total</b>						<b>\$ 9,902,140</b>	<b>\$ 7,834,900</b>	<b>\$ 11,208,500</b>	<b>\$ 12,612,500</b>	<b>\$ 7,827,000</b>

**CITY OF GRAND RAPIDS  
CAPITAL PROJECT DETAIL  
FY2017 FINAL FISCAL PLAN  
WATER DEPARTMENT (536)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2017 Adopted Proposed	FY2018 Adopted Forecast	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast
5911	Water Replacement	591215183	LMFP-South Clearwell	9880	Construction In Progress	\$	\$	\$	\$ 600,000	\$
		TEMP17023	2035 Godfrey Av-Oxford St to Market Av	9880	Construction In Progress			100,000		
		TEMP17031	2041 - Godfrey Avenue - Liberty Street to Oxford Street	9880	Construction In Progress				90,000	
		TEMP17140	1405 Berkshire St-Giddings Av to Kalamazoo Av	9880	Construction In Progress			1,000,000		
		TEMP17143	3533 Division Av-Wealthy St to Cherry St	9880	Construction In Progress			1,448,000		
		TEMP17144	3721 Sheldon Blvd-Oakes St to Weston St	9880	Construction In Progress			224,000		
		TEMP17145	3725 Sheldon Blvd-Cherry St to Oakes St	9880	Construction In Progress			224,000		
		TEMP17164	4269 Lane Av-Sibley St to Jackson St	9880	Construction In Progress			93,000		
		TEMP17168	5566 Emerald Av-Flat St to Leonard St	9880	Construction In Progress				711,000	
		TEMP17169	1424 Kentridge Dr-44th St to Kendall St	9880	Construction In Progress			600,000		
		TEMP17170	4037 Emerald Av-Leonard St to Sweet St	9880	Construction In Progress			783,000		
		TEMP17189	5097-South Walker Watermain Phase 3	9880	Construction In Progress				2,000,000	
		TEMP17190	5874-Water Distribution Pump Station Electrical Upgrades	9880	Construction In Progress			400,000	400,000	400,000
		TEMP17191	5886-Water System Various Roof Replacements	9880	Construction In Progress			400,000	160,000	
		TEMP17195	5911-Replacement of water Distribution Gear Valves	9880	Construction In Progress			500,000	500,000	500,000
		TEMP17198	5936-Water System Drinking Water Project Plan Update	9880	Construction In Progress				100,000	
		TEMP17215	5896-Tulip Tank	9880	Construction In Progress			250,000		
		TEMP17242	1434 Rosewood Av-CSX RR to Burton St	9880	Construction In Progress			759,000		
		TEMP17243	2361 Lake Eastbrook Blvd-E Beltline to 28th St	9880	Construction In Progress				700,000	
		TEMP17248	5227 Tremont Blvd-Covell Av to Mount Mercy Dr	9880	Construction In Progress				1,056,000	
		TEMP17253	4035 Hovey St; Watson St; Dayton St; & Park St	9880	Construction In Progress			448,000		
		TEMP17254	4559 Lake Mich Dr-Fulton St to Garfield Av	9880	Construction In Progress			309,000		
		TEMP17255	5249 Kendall St-Kalamazoo Av to Kent Ridge Dr	9880	Construction In Progress			495,000		
		TEMP17257	4028 Valley Av-4th St to Walker Av	9880	Construction In Progress				804,000	
		TEMP17259	5211 Allerton Av-Adams St to Hall St	9880	Construction In Progress				324,000	
		TEMP17260	5217 Griggs St-Plymouth Av to Hutchinson Av	9880	Construction In Progress				822,000	
		TEMP17261	5220 Lyon St-Mack Av to Fuller Av	9880	Construction In Progress				144,000	
		TEMP17262	1781 Omena-Burton to South	9880	Construction In Progress					500,000
		TEMP17263	3511 Fulton St-Carlton Av to Wallinwood Av	9880	Construction In Progress					1,210,000
		TEMP17264	4262 Woodward Lane - Sunnybrook St to Fulton St	9880	Construction In Progress					202,500
		TEMP17266	5890-Cambridge Tank Painting and Restoration	9880	Construction In Progress			500,000		
		TEMP17267	3351-LMFP Brick Facade Improvements	9880	Construction In Progress				125,000	
		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
		TEMP17272	5922-LMFP Residuals Improvements	9880	Construction In Progress					5,000,000
		TEMP17273	5964-Booster A PS Upgrades	9880	Construction In Progress					500,000
		TEMP17289	3349-Booster D Pump Station Replacements and VFD	9880	Construction In Progress				500,000	

**CITY OF GRAND RAPIDS  
CAPITAL PROJECT DETAIL  
FY2017 FINAL FISCAL PLAN  
WATER DEPARTMENT (536)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2017 Adopted Proposed	FY2018 Adopted Forecast	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast
5911	Water Replacement	TEMP17342	5263-Water Meter System Upgrade	9880	Construction In Progress			2,500,000		
		TEMP17343	3159-Water Main Lining Maint	9880	Construction In Progress			250,000		
		TEMP17344	3460-Efficiency & Sustain Projs	9880	Construction In Progress			200,000	200,000	200,000
		TEMP17345	1375-Watermain Oversizing	9880	Construction In Progress			50,000	50,000	50,000
		TEMP17346	2434-Adams-Alger Pressure Dist Mod	9880	Construction In Progress			3,600,000		
<b>5911 Total</b>						<b>\$</b>	<b>\$</b>	<b>\$ 15,133,000</b>	<b>\$ 9,886,000</b>	<b>\$ 9,362,500</b>
5914	WSS Revenue Bonds 2016	591415159	LMFP S High Lift Pumps-Pipe & Valve Supports	9880	Construction In Progress	\$ 500,000	\$	\$	\$	\$
		591415298	Infrastructure Investment Project	9880	Construction In Progress	3,425,642	56,000			
		591416168	East Paris Reservoir	9880	Construction In Progress	1,000,000				
		591416169	Coldbrook Pump Station	9880	Construction In Progress	100,000				
		591416172	Livingston Transmission Watermain Contract No 2	9880	Construction In Progress	3,826,563				
		591417025	Sweet St-Center Av to 380' E of Coit Av	9880	Construction In Progress	300,000				
		591417028	Livingston Transmission Watermain Contract No 3	9880	Construction In Progress	2,497,045				
		591417036	Prospect Av-Hastings St to Trowbridge St	9880	Construction In Progress	171,000				
		591417041	Trowbridge St-Lafayette Av to Prospect Av	9880	Construction In Progress	98,250				
		591417045	LMFP Accelerator Conversion and Residual Improvement	9880	Construction In Progress	200,000				
		591417049	Water Distribution Pump Station Electrical Upgrades	9880	Construction In Progress	400,000	400,000			
		591417050	Water System Various Roof Replacements	9880	Construction In Progress	330,000	360,000			
		591417051	LMFP Drain Field Improvements	9880	Construction In Progress	250,000				
		591417052	Replacement of water Distribution Gear Valves	9880	Construction In Progress	700,000	500,000			
		591417053	Bristol PS Pump Replacement and VFDs	9880	Construction In Progress	600,000				
		591417054	Water System Drinking Water Project Plan Update	9880	Construction In Progress	100,000				
		591417055	LMFP Surge Valve Analysis on Transmission Mains	9880	Construction In Progress	100,000				
		591417078	Lafayette Av-Hastings St to Trowbridge St	9880	Construction In Progress	151,500				
		591417095	Efficiency & Sustain Projs	9880	Construction In Progress	200,000	200,000			
		591417096	Watermain Oversizing	9880	Construction In Progress	50,000	50,000			
		TEMP17163	1821 Nason St-Willi Av to Turner Av	9880	Construction In Progress		200,000			
		TEMP17172	4403 Fulton St-250' W of Somerset (Worcester) to Maryland	9880	Construction In Progress		384,000			
		TEMP17187	4010-LMFP North Clearwell Storage Tank Improvements	9880	Construction In Progress		1,000,000			
		TEMP17211	3152-LMFP High Service Pump 5 VFD and Motor Starter	9880	Construction In Progress		1,500,000			
		TEMP17212	4020-LMFP High Service Pump 6 VFD and Motor Starter Replace	9880	Construction In Progress		3,700,000			
		TEMP17214	5099-Maynard Avenue Watermain Extention Phase 2	9880	Construction In Progress		600,000			
		TEMP17265	5972-Leffingwell PS Decommissioning	9880	Construction In Progress		500,000			
		TEMP17287	1842 Wealthy St-W of Commerce Av to Division Av	9880	Construction In Progress		300,000			
		TEMP17343	3159-Water Main Lining Maint	9880	Construction In Progress		250,000			
<b>5914 Total</b>						<b>\$ 15,000,000</b>	<b>\$ 10,000,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Grand Total</b>						<b>\$ 15,000,000</b>	<b>\$ 10,000,000</b>	<b>\$ 15,133,000</b>	<b>\$ 9,886,000</b>	<b>\$ 9,362,500</b>



CITY OF  
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## FUND DESCRIPTIONS

**Auto Parking System Capital Fund:** The Auto Parking System Capital Fund is an “all-years” fund that accounts for capital additions and improvements to the City’s major parking facilities including ramps, several surface lots and numerous parking meters. 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.

**Auto Parking System Operating Fund:** This fund is used to account for the operation and maintenance of major parking facilities, several surface parking lots and over 2,000 parking meters. 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 accounted for in the General Operating Fund. Financing of the Parking System operations is provided primarily through user charges.

**Sewage Disposal System Bond Projects Fund:** 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.

**Sewage Disposal System Cash 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 Disposal System 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%.

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**Water Supply System Bond Projects Fund:** 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 Supply System Cash Projects 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 Supply System 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 - FMS**  
**PARKING CAPITAL PROJECTS (5141)**  
**STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
671-Other Revenues	15,755	0	0	0	0	0	0	0	0
695-Other Financing Sources	5,575,724	3,765,000	4,397,465	4,547,465	5,920,000	3,025,000	2,985,000	2,880,000	2,720,000
<b>Parking Capital Projects Total Revenues</b>	<b>5,591,479</b>	<b>3,765,000</b>	<b>4,397,465</b>	<b>4,547,465</b>	<b>5,920,000</b>	<b>3,025,000</b>	<b>2,985,000</b>	<b>2,880,000</b>	<b>2,720,000</b>
<b>Expenditures</b>									
701-Personal Services	431	0	0	0	0	0	0	0	0
800-Other Services and Charges	371,726	0	0	0	0	0	0	0	0
970-Capital Outlays	782,365	3,765,000	4,397,465	4,547,465	5,920,000	3,025,000	2,985,000	2,880,000	2,720,000
<b>Parking Capital Projects Total Expenditures</b>	<b>1,154,522</b>	<b>3,765,000</b>	<b>4,397,465</b>	<b>4,547,465</b>	<b>5,920,000</b>	<b>3,025,000</b>	<b>2,985,000</b>	<b>2,880,000</b>	<b>2,720,000</b>
<b>Parking Capital Projects NET INCOME (LOSS)</b>	<b>4,436,957</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Sources &amp; Uses of Cash</b>									
Change in receivables	-	0	0	0	0	0	0	0	0
Change in payables	175,988	0	0	0	0	0	0	0	0
<b>Net Other Sources &amp; Uses</b>	<b>175,988</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Change in Available Cash</b>	<b>4,612,945</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>-4,612,945</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Unrestricted Cash - End of Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAFR Reconciliation:</b>									
Ending Cash per CAFR	8,002,000	0	0	0	0	0	0	0	0
Assigned for Uncompleted Capital Projects	(8,002,000)								
Unassigned Fund Balance Available for Reappropriation	0	0	0	0	0	0	0	0	0

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
600-Charges for Services	15,563,045	13,862,743	13,862,743	15,493,320	18,058,248	18,011,635	18,014,390	18,017,079	18,019,168
664-Investment Income & Rentals	307,436	228,586	228,586	228,586	254,511	302,457	322,192	347,436	380,535
671-Other Revenues	276,653	0	0	0	0	0	0	0	0
<b>Parking Operating Total Revenues</b>	<b>16,147,134</b>	<b>14,091,329</b>	<b>14,091,329</b>	<b>15,721,906</b>	<b>18,312,759</b>	<b>18,314,092</b>	<b>18,336,582</b>	<b>18,364,515</b>	<b>18,399,703</b>
<b>Expenditures</b>									
701-Personal Services	2,240,476	3,006,269	3,006,269	2,494,370	2,820,522	2,910,665	3,031,158	3,097,180	3,143,169
751-Supplies	137,296	173,100	173,100	171,703	183,209	185,215	183,222	183,229	179,235
800-Other Services and Charges	4,454,330	5,091,002	4,941,002	5,484,599	5,524,572	5,611,517	5,710,793	5,756,293	5,803,713
970-Capital Outlays	6,698	9,550	9,550	11,700	14,550	14,400	14,550	14,400	14,400
990-Debt Service	1,590,113	1,391,994	1,391,994	1,391,994	1,265,945	1,147,918	1,096,646	1,040,036	981,615
995-Other Financing	6,335,196	5,764,041	6,546,506	5,764,041	7,813,321	4,925,577	4,265,692	3,098,675	2,948,133
<b>Parking Operating Total Expenditures</b>	<b>14,764,109</b>	<b>15,435,956</b>	<b>16,068,421</b>	<b>15,318,407</b>	<b>17,622,119</b>	<b>14,795,292</b>	<b>14,302,061</b>	<b>13,189,813</b>	<b>13,070,265</b>
<b>Parking Operating NET INCOME (LOSS)</b>	<b>1,383,025</b>	<b>-1,344,627</b>	<b>-1,977,092</b>	<b>403,499</b>	<b>690,640</b>	<b>3,518,800</b>	<b>4,034,521</b>	<b>5,174,702</b>	<b>5,329,438</b>
<b>Other Sources &amp; Uses of Cash</b>									
Less: Payment of Debt Service Principal	(2,445,000)	(1,225,000)	(1,225,000)	(1,225,000)	(1,260,000)	(1,330,000)	(1,400,000)	(1,440,000)	(1,490,000)
Change in receivables	(64,557)	0	0	0	0	0	0	0	0
Change in payables	71,488	0	0	0	0	0	0	0	0
<b>Net Other Sources &amp; Uses</b>	<b>(2,438,069)</b>	<b>(1,225,000)</b>	<b>(1,225,000)</b>	<b>(1,225,000)</b>	<b>(1,260,000)</b>	<b>(1,330,000)</b>	<b>(1,400,000)</b>	<b>(1,440,000)</b>	<b>(1,490,000)</b>
<b>Net Change in Available Cash</b>	<b>(1,055,044)</b>	<b>(2,569,627)</b>	<b>(3,202,092)</b>	<b>(821,501)</b>	<b>(569,360)</b>	<b>2,188,800</b>	<b>2,634,521</b>	<b>3,734,702</b>	<b>3,839,438</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>15,978,528</b>	<b>14,923,484</b>	<b>14,923,484</b>	<b>14,923,484</b>	<b>14,101,983</b>	<b>13,532,623</b>	<b>15,721,423</b>	<b>18,355,944</b>	<b>22,090,646</b>
<b>Unrestricted Cash - End of Year</b>	<b>14,923,484</b>	<b>12,353,857</b>	<b>11,721,392</b>	<b>14,101,983</b>	<b>13,532,623</b>	<b>15,721,423</b>	<b>18,355,944</b>	<b>22,090,646</b>	<b>25,930,084</b>
<b>Reserve Targets</b>									
Assigned to Operations - 25% of Total Spending	3,691,027	3,858,989	4,017,105	3,829,602	4,405,530	3,698,823	3,575,515	3,297,453	3,267,566
Unassigned Cash	11,232,457	8,494,868	7,704,287	10,272,381	9,127,093	12,022,600	14,780,429	18,793,193	22,662,518
<b>Total</b>	<b>14,923,484</b>	<b>12,353,857</b>	<b>11,721,392</b>	<b>14,101,983</b>	<b>13,532,623</b>	<b>15,721,423</b>	<b>18,355,944</b>	<b>22,090,646</b>	<b>25,930,084</b>
Unassigned Cash as a % of Total Expenditures	76.1%	55.%	47.9%	67.1%	51.8%	81.3%	103.3%	142.5%	173.4%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
450-Licenses & Permits	50,687	65,800	65,800	65,800	51,702	52,735	53,789	55,963	57,082
501-Federal Grants	515,583	0	0	0	0	0	0	0	0
539-State Grants	647,692	0	0	0	0	0	0	0	0
600-Charges for Services	51,232,377	52,569,812	52,569,812	51,969,812	53,286,435	54,331,170	55,396,625	56,483,215	57,589,845
664-Investment Income & Rentals	248,103	196,255	196,255	196,255	296,554	367,467	396,654	433,990	482,943
671-Other Revenues	2,327,616	810,000	810,000	810,000	649,115	636,267	642,479	648,754	655,091
695-Other Financing Sources	-2,194,713	0	0	0	0	0	0	0	0
<b>Sewer Disposal Operations Total Revenues</b>	<b>52,827,345</b>	<b>53,641,867</b>	<b>53,641,867</b>	<b>53,041,867</b>	<b>54,283,806</b>	<b>55,387,639</b>	<b>56,489,547</b>	<b>57,621,922</b>	<b>58,784,961</b>
<b>Expenditures</b>									
701-Personal Services	9,091,396	10,267,010	10,267,010	9,998,710	10,732,968	11,055,913	11,445,769	11,633,837	11,765,770
751-Supplies	1,268,529	1,370,432	1,370,432	1,496,632	1,469,309	1,650,235	1,523,170	1,545,529	1,577,443
800-Other Services and Charges	11,785,983	13,144,749	13,648,704	13,578,704	13,365,148	13,939,771	14,514,257	15,098,840	15,655,599
970-Capital Outlays	124,890	204,759	204,759	204,759	207,953	211,257	214,673	218,205	223,832
990-Debt Service	11,900,018	12,556,583	12,556,583	11,247,644	11,662,587	11,738,343	11,365,305	11,014,222	10,569,230
995-Other Financing	7,459,367	11,472,088	11,472,088	11,478,036	11,167,009	9,133,526	12,563,666	13,808,711	9,056,333
<b>Sewer Disposal Operations Total Expenditures</b>	<b>41,630,183</b>	<b>49,015,621</b>	<b>49,519,576</b>	<b>48,004,485</b>	<b>48,604,974</b>	<b>47,729,045</b>	<b>51,626,840</b>	<b>53,319,344</b>	<b>48,848,207</b>
<b>Sewer Disposal Operations NET INCOME (LOSS)</b>	<b>11,197,162</b>	<b>4,626,246</b>	<b>4,122,291</b>	<b>5,037,382</b>	<b>5,678,832</b>	<b>7,658,594</b>	<b>4,862,707</b>	<b>4,302,578</b>	<b>9,936,754</b>
<b>Other Sources &amp; Uses of Cash</b>									
Less: Payment of Debt Service Principal	(54,024,894)	(7,623,209)	(7,623,209)	(6,148,209)	(7,780,000)	(7,905,000)	(8,085,000)	(8,450,000)	(8,815,000)
Change in receivables	48,543,528	0	0	0	0	0	0	0	0
Change in payables	(3,712,930)	0	0	0	0	0	0	0	0
<b>Net Other Sources &amp; Uses</b>	<b>(9,194,296)</b>	<b>(7,623,209)</b>	<b>(7,623,209)</b>	<b>(6,148,209)</b>	<b>(7,780,000)</b>	<b>(7,905,000)</b>	<b>(8,085,000)</b>	<b>(8,450,000)</b>	<b>(8,815,000)</b>
<b>Net Change in Available Cash</b>	<b>2,002,866</b>	<b>(2,996,963)</b>	<b>(3,500,918)</b>	<b>(1,110,827)</b>	<b>(2,101,168)</b>	<b>(246,406)</b>	<b>(3,222,293)</b>	<b>(4,147,422)</b>	<b>1,121,754</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>22,693,991</b>	<b>24,696,857</b>	<b>24,696,857</b>	<b>24,696,857</b>	<b>23,586,030</b>	<b>21,484,862</b>	<b>21,238,456</b>	<b>18,016,163</b>	<b>13,868,741</b>
<b>Unrestricted Cash - End of Year</b>	<b>24,696,857</b>	<b>21,699,894</b>	<b>21,195,939</b>	<b>23,586,030</b>	<b>21,484,862</b>	<b>21,238,456</b>	<b>18,016,163</b>	<b>13,868,741</b>	<b>14,990,495</b>
<b>Reserve Targets</b>									
Assigned to Operations - 25% of Total Spending	10,407,546	12,253,905	12,379,894	12,001,121	12,151,244	11,932,261	12,906,710	13,329,836	12,212,052
Unassigned Cash	14,289,311	9,445,989	8,816,045	11,584,909	9,333,619	9,306,195	5,109,453	538,905	2,778,443
<b>Total</b>	<b>24,696,857</b>	<b>21,699,894</b>	<b>21,195,939</b>	<b>23,586,030</b>	<b>21,484,862</b>	<b>21,238,456</b>	<b>18,016,163</b>	<b>13,868,741</b>	<b>14,990,495</b>
Unassigned Cash as a % of Total Expenditures	34.3%	19.3%	17.8%	24.1%	19.2%	19.5%	9.9%	1.0%	5.7%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
539-State Grants	234,393	0	0	638,071	0	0	0	0	0
695-Other Financing Sources	6,993,713	9,387,000	806,095	10,891,722	9,902,140	7,834,900	11,208,500	12,612,500	7,827,000
<b>Sewer Replacement &amp; Improvement Total Revenues</b>	<b>7,228,106</b>	<b>9,387,000</b>	<b>806,095</b>	<b>11,529,793</b>	<b>9,902,140</b>	<b>7,834,900</b>	<b>11,208,500</b>	<b>12,612,500</b>	<b>7,827,000</b>
<b>Expenditures</b>									
701-Personal Services	0	0	0	0	0	0	0	0	0
800-Other Services and Charges	5,144,332	0	0	0	0	0	0	0	0
970-Capital Outlays	0	9,387,000	806,095	11,529,793	9,902,140	7,834,900	11,208,500	12,612,500	7,827,000
<b>Sewer Replacement &amp; Improvement Total Expenditures</b>	<b>5,144,332</b>	<b>9,387,000</b>	<b>806,095</b>	<b>11,529,793</b>	<b>9,902,140</b>	<b>7,834,900</b>	<b>11,208,500</b>	<b>12,612,500</b>	<b>7,827,000</b>
<b>Sewer Replacement &amp; Improvement NET INCOME (LOSS)</b>	<b>2,083,774</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Sources &amp; Uses of Cash</b>									
Change in receivables	(234,393)	0	0	0	0	0	0	0	0
Change in payables	(680,427)	0	0	0	0	0	0	0	0
<b>Net Other Sources &amp; Uses</b>	<b>(914,820)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Change in Available Cash</b>	<b>1,168,954</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>527,822</b>	<b>1,696,776</b>	<b>1,696,776</b>	<b>1,696,776</b>	<b>1,696,776</b>	<b>1,696,776</b>	<b>1,696,776</b>	<b>1,696,776</b>	<b>1,696,776</b>
<b>Unrestricted Cash - End of Year</b>	<b>1,696,776</b>	<b>1,696,776</b>	<b>1,696,776</b>	<b>1,696,776</b>	<b>1,696,776</b>	<b>1,696,776</b>	<b>1,696,776</b>	<b>1,696,776</b>	<b>1,696,776</b>
<b>CAFR Reconciliation:</b>									
Ending Cash per CAFR	9,245,953	9,245,953	9,245,953	9,245,953	9,245,953	9,245,953	9,245,953	9,245,953	9,245,953
Assigned for Uncompleted Capital Projects	(7,549,177)	(7,549,177)	(7,549,177)	(7,549,177)	(7,549,177)	(7,549,177)	(7,549,177)	(7,549,177)	(7,549,177)
Unassigned Cash Available for Reappropriation	1,696,776	1,696,776	1,696,776	1,696,776	1,696,776	1,696,776	1,696,776	1,696,776	1,696,776

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
664-Investment Income & Rentals	66,613	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	3,055,659	0	0	0	0	0	0
<b>SDS Revenue Bonds Total Revenues</b>	<b>66,613</b>	<b>0</b>	<b>3,055,659</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>									
701-Personal Services	0	0	0	0	0	0	0	0	0
800-Other Services and Charges	8,810,469	0	0	0	0	0	0	0	0
970-Capital Outlays	0	0	3,055,659	16,021,518	0	0	0	0	0
<b>SDS Revenue Bonds Total Expenditures</b>	<b>8,810,469</b>	<b>0</b>	<b>3,055,659</b>	<b>16,021,518</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SDS Revenue Bonds NET INCOME (LOSS)</b>	<b>-8,743,856</b>	<b>0</b>	<b>0</b>	<b>-16,021,518</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Sources &amp; Uses of Cash</b>									
Change in receivables	16,637,652	0	0	0	0	0	0	0	0
Change in payables	428,898	0	0	0	0	0	0	0	0
<b>Net Other Sources &amp; Uses</b>	<b>17,066,550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Change in Available Cash</b>	<b>8,322,694</b>	<b>0</b>	<b>0</b>	<b>(16,021,518)</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>7,698,824</b>	<b>16,021,518</b>	<b>16,021,518</b>	<b>16,021,518</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Unrestricted Cash - End of Year</b>	<b>16,021,518</b>	<b>16,021,518</b>	<b>16,021,518</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAFR Reconciliation:</b>									
Ending Cash per CAFR	16,363,647	16,363,647	16,363,647	0	0	0	0	0	0
Assigned for Uncompleted Capital Projects	(342,129)	(342,129)	(342,129)	0	0	0	0	0	0
Unassigned Cash Available for Reappropriation	16,021,518	16,021,518	16,021,518	0	0	0	0	0	0

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
450-Licenses & Permits	31,735	17,500	17,500	30,900	27,575	27,650	27,730	27,800	27,870
539-State Grants	601,565	0	0	0	0	0	0	0	0
600-Charges for Services	38,570,099	40,235,401	40,235,401	39,716,955	40,135,677	40,734,726	41,342,450	41,961,979	42,568,366
655-Fines & Forfeitures	1,255,751	1,363,673	1,363,673	1,192,963	1,204,000	1,216,942	1,229,111	1,241,403	1,253,817
664-Investment Income & Rentals	891,634	856,596	856,596	856,596	819,769	878,561	864,646	901,410	945,663
671-Other Revenues	1,442,847	15,000	15,000	8,058	7,977	7,898	7,819	7,741	7,663
695-Other Financing Sources	-3,767,678	2,489,394	2,489,394	2,495,342	2,281,742	2,249,675	2,239,857	2,167,992	2,212,638
<b>Water Operations Total Revenues</b>	<b>39,025,953</b>	<b>44,977,564</b>	<b>44,977,564</b>	<b>44,300,814</b>	<b>44,476,740</b>	<b>45,115,452</b>	<b>45,711,613</b>	<b>46,308,325</b>	<b>47,016,017</b>
<b>Expenditures</b>									
701-Personal Services	11,155,454	11,782,519	11,782,519	11,766,482	12,493,148	12,811,157	13,266,798	13,510,348	13,687,001
751-Supplies	1,537,637	1,373,532	1,374,278	1,560,670	1,478,263	1,521,953	1,567,161	1,613,497	1,658,742
800-Other Services and Charges	10,824,140	12,346,194	12,595,448	12,736,382	12,403,188	12,303,275	12,736,995	12,989,387	13,315,124
970-Capital Outlays	60,092	285,275	285,275	206,275	571,164	379,317	384,085	388,870	393,671
990-Debt Service	4,696,448	4,645,713	4,645,713	4,673,664	4,291,384	3,786,444	3,391,355	3,115,482	4,194,072
995-Other Financing	8,534,714	5,964,608	6,456,808	5,965,461	-461,861	-434,287	14,683,935	9,427,822	8,898,898
<b>Water Operations Total Expenditures</b>	<b>36,808,485</b>	<b>36,397,841</b>	<b>37,140,041</b>	<b>36,908,934</b>	<b>30,775,286</b>	<b>30,367,859</b>	<b>46,030,329</b>	<b>41,045,406</b>	<b>42,147,508</b>
<b>Water Operations NET INCOME (LOSS)</b>	<b>2,217,468</b>	<b>8,579,723</b>	<b>7,837,523</b>	<b>7,391,880</b>	<b>13,701,454</b>	<b>14,747,593</b>	<b>-318,716</b>	<b>5,262,919</b>	<b>4,868,509</b>
<b>Other Sources &amp; Uses of Cash</b>									
Less: Payment of Debt Service Principal	(41,717,925)	(10,530,363)	(10,530,363)	(10,248,504)	(10,921,049)	(11,668,898)	(6,681,946)	(6,975,196)	(3,903,655)
Change in receivables	38,222,809	0	0	0	0	0	0	0	0
Change in payables	(2,370,956)	0	0	0	0	0	0	0	0
<b>Net Other Sources &amp; Uses</b>	<b>(5,866,072)</b>	<b>(10,530,363)</b>	<b>(10,530,363)</b>	<b>(10,248,504)</b>	<b>(10,921,049)</b>	<b>(11,668,898)</b>	<b>(6,681,946)</b>	<b>(6,975,196)</b>	<b>(3,903,655)</b>
<b>Net Change in Available Cash</b>	<b>(3,648,604)</b>	<b>(1,950,640)</b>	<b>(2,692,840)</b>	<b>(2,856,624)</b>	<b>2,780,405</b>	<b>3,078,695</b>	<b>(7,000,662)</b>	<b>(1,712,277)</b>	<b>964,854</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>21,202,660</b>	<b>17,554,056</b>	<b>17,554,056</b>	<b>17,554,056</b>	<b>14,697,432</b>	<b>17,477,837</b>	<b>20,556,532</b>	<b>13,555,870</b>	<b>11,843,593</b>
<b>Unrestricted Cash - End of Year</b>	<b>17,554,056</b>	<b>15,603,416</b>	<b>14,861,216</b>	<b>14,697,432</b>	<b>17,477,837</b>	<b>20,556,532</b>	<b>13,555,870</b>	<b>11,843,593</b>	<b>12,808,447</b>
<b>Reserve Targets</b>									
Assigned to Operations - 25% of Total Spending	9,202,121	9,099,460	9,285,010	9,227,233	7,693,822	7,591,965	11,507,582	10,261,352	10,536,877
Unassigned Cash	8,351,935	6,503,956	5,576,206	5,470,199	9,784,016	12,964,567	2,048,288	1,582,242	2,271,570
<b>Total</b>	<b>17,554,056</b>	<b>15,603,416</b>	<b>14,861,216</b>	<b>14,697,432</b>	<b>17,477,837</b>	<b>20,556,532</b>	<b>13,555,870</b>	<b>11,843,593</b>	<b>12,808,447</b>
Unassigned Cash as a % of Total Expenditures	22.7%	17.9%	15.0%	14.8%	31.8%	42.7%	4.4%	3.9%	5.4%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	
<b>Revenues</b>										
539-State Grants	201,839	0	0	0	0	0	0	0	0	
664-Investment Income & Rentals	1,167	0	0	0	0	0	0	0	0	
695-Other Financing Sources	13,692,742	13,535,500	11,579,951	9,605,500	0	0	15,133,000	9,886,000	9,362,500	
<b>Water Replacement &amp; Improvement Total Revenues</b>	<b>13,895,748</b>	<b>13,535,500</b>	<b>11,579,951</b>	<b>9,605,500</b>	<b>0</b>	<b>0</b>	<b>15,133,000</b>	<b>9,886,000</b>	<b>9,362,500</b>	
<b>Expenditures</b>										
701-Personal Services	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	13,587,779	13,535,500	11,579,951	9,605,500	0	0	15,133,000	9,886,000	9,362,500	
990-Debt Service	0	0	0	0	0	0	0	0	0	
<b>Water Replacement &amp; Improvement Total Expenditures</b>	<b>13,587,779</b>	<b>13,535,500</b>	<b>11,579,951</b>	<b>9,605,500</b>	<b>0</b>	<b>0</b>	<b>15,133,000</b>	<b>9,886,000</b>	<b>9,362,500</b>	
<b>Water Replacement &amp; Improvement NET INCOME (LOSS)</b>	<b>307,969</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Other Sources &amp; Uses of Cash</b>										
Change in receivables	(201,839)	0	0	0	0	0	0	0	0	
Change in payables	2,384,336	0	0	0	0	0	0	0	0	
<b>Net Other Sources &amp; Uses</b>	<b>2,182,497</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Net Change in Available Cash</b>	<b>2,490,466</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Unrestricted Cash - Beginning of Year</b>	<b>-2,460,563</b>	<b>29,903</b>	<b>29,903</b>	<b>29,903</b>	<b>29,903</b>	<b>29,903</b>	<b>29,903</b>	<b>29,903</b>	<b>29,903</b>	
<b>Unrestricted Cash - End of Year</b>	<b>29,903</b>	<b>29,903</b>	<b>29,903</b>	<b>29,903</b>	<b>29,903</b>	<b>29,903</b>	<b>29,903</b>	<b>29,903</b>	<b>29,903</b>	
<b>CAFR Reconciliation:</b>										
Ending Cash per CAFR	9,701,491	9,701,491	9,701,491	9,701,491	9,701,491	9,701,491	9,701,491	9,701,491	9,701,491	
Assigned for Uncompleted Capital Projects	(9,671,588)	(9,671,588)	(9,671,588)	(9,671,588)	(9,671,588)	(9,671,588)	(9,671,588)	(9,671,588)	(9,671,588)	
Unassigned Cash Available for Reappropriation	29,903	29,903	29,903	29,903	29,903	29,903	29,903	29,903	29,903	

**Grand Rapids MI - FMS**  
**WATER SYSTEM REVENUE BONDS 2009 / 2016 (5913 / 5914)**  
**STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
501-Federal Grants	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	686	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	20,000,000	21,185,163	0	15,000,000	10,000,000	0	0	0
<b>WSS Revenue Bonds Total Revenues</b>	<b>686</b>	<b>20,000,000</b>	<b>21,185,163</b>	<b>0</b>	<b>15,000,000</b>	<b>10,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>									
701-Personal Services	0	0	0	0	0	0	0	0	0
800-Other Services and Charges	315,729	0	0	0	0	0	0	0	0
970-Capital Outlays	0	7,472,000	10,457,163	3,038,945	15,000,000	10,000,000	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
<b>WSS Revenue Bonds Total Expenditures</b>	<b>315,729</b>	<b>7,472,000</b>	<b>10,457,163</b>	<b>3,038,945</b>	<b>15,000,000</b>	<b>10,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>WSS Revenue Bonds NET INCOME (LOSS)</b>	<b>-315,043</b>	<b>12,528,000</b>	<b>10,728,000</b>	<b>-3,038,945</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Sources &amp; Uses of Cash</b>									
Change in receivables	0	0	0	0	0	0	0	0	0
Change in payables	(328,931)	0	0	0	0	0	0	0	0
<b>Net Other Sources &amp; Uses</b>	<b>(328,931)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Change in Available Cash</b>	<b>(643,974)</b>	<b>12,528,000</b>	<b>10,728,000</b>	<b>(3,038,945)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>643,974</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-3,038,945</b>	<b>-3,038,945</b>	<b>-3,038,945</b>	<b>-3,038,945</b>	<b>-3,038,945</b>
<b>Unrestricted Cash - End of Year</b>	<b>0</b>	<b>12,528,000</b>	<b>10,728,000</b>	<b>-3,038,945</b>	<b>-3,038,945</b>	<b>-3,038,945</b>	<b>-3,038,945</b>	<b>-3,038,945</b>	<b>-3,038,945</b>

## 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 15% 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 5% 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 is managed by the Economic Development Department. Revenues are expected to decrease as the remaining inventory is sold off, and staff time is gradually being redirected to other economic development activities.

Major Revenue Source: Property Sales

Fund Balance Policy: Assign fund balance to cover future expenses of this fund

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**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 paid from this fund include a 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.), recent expenditures 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

**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 50% percent of a participating agency Sergeant salary and two Administrative Assistant civilian positions. 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 Subfund:** This subfund, under the umbrella of the Neighborhood Business Improvement 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 15% fund balance reserve for operations

**Public Library Grants Fund:** This fund has two components. First, to account for the capital millage dedicated to repay bonds issued to fund a portion of the capital improvements to library facilities that was voter-approved in 1998. Second, to establish a reserve for long term asset maintenance and capital improvements with transfers from the operating fund. 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. It 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 Subfund:** This fund was part of the General Operating Fund-General Administration in FY 2006. In FY2007, receivership activity was segregated into a new subfund established under the Neighborhood Business Improvement Fund, and it is currently managed by the Neighborhood Improvement Department. 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 (FY 2017 1.6 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

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. Several effective reforms and reorganization of facilities have been implemented over the last several years, resulting in a decrease in the number of impounds.

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 - FMS  
BUILDING INSPECTIONS (2490)  
STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	3,117,429	3,596,390	3,596,390	4,483,927	3,832,746	3,094,827	3,368,279	3,870,239	4,223,189
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	192,892	168,933	168,933	229,864	198,942	140,640	166,668	197,901	216,641
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	28,447	12,037	12,037	12,037	35,650	44,175	47,684	52,172	58,057
671-Other Revenues	292	0	0	0	0	0	0	0	0
695-Other Financing Sources	60,481	61,872	61,872	64,044	63,854	65,536	67,431	69,379	70,460
<b>BUILDING INSPECTIONS Total Revenues</b>	<b>3,399,541</b>	<b>3,839,232</b>	<b>3,839,232</b>	<b>4,789,872</b>	<b>4,131,192</b>	<b>3,345,178</b>	<b>3,650,062</b>	<b>4,189,691</b>	<b>4,568,347</b>
<b>Expenditures</b>									
701-Personal Services	2,334,018	2,678,374	2,751,374	2,704,244	2,839,082	2,923,783	3,033,190	3,085,438	3,117,697
751-Supplies	28,882	48,500	48,500	48,450	60,950	58,450	58,450	58,450	58,450
800-Other Services And Charges	458,450	673,452	673,452	706,709	719,813	705,296	721,572	742,557	764,190
970-Capital Outlays	23,326	4,500	4,500	14,094	21,500	4,500	4,500	4,500	4,500
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	230,967	217,203	217,203	217,203	298,514	307,469	316,694	326,194	335,980
<b>BUILDING INSPECTIONS Total Expenditures</b>	<b>3,075,643</b>	<b>3,622,029</b>	<b>3,695,029</b>	<b>3,690,700</b>	<b>3,939,859</b>	<b>3,999,498</b>	<b>4,134,406</b>	<b>4,217,139</b>	<b>4,280,817</b>
<b>BUILDING INSPECTIONS NET INCOME (LOSS)</b>	<b>323,898</b>	<b>217,203</b>	<b>144,203</b>	<b>1,099,172</b>	<b>191,333</b>	<b>(654,320)</b>	<b>(484,344)</b>	<b>(27,448)</b>	<b>287,530</b>
<b>Fund Balance - Beginning of Year</b>	<b>3,488,470</b>	<b>3,812,368</b>	<b>3,812,368</b>	<b>3,812,368</b>	<b>4,911,540</b>	<b>5,102,873</b>	<b>4,448,553</b>	<b>3,964,209</b>	<b>3,936,761</b>
<b>Fund Balance - End of Year</b>	<b>3,812,368</b>	<b>4,029,571</b>	<b>3,956,571</b>	<b>4,911,540</b>	<b>5,102,873</b>	<b>4,448,553</b>	<b>3,964,209</b>	<b>3,936,761</b>	<b>4,224,291</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 15% of Current Spending	461,346	543,304	554,254	553,605	590,979	599,925	620,161	632,571	642,123
Unassigned Fund Balance	3,351,022	3,486,267	3,402,317	4,357,935	4,511,894	3,848,628	3,344,048	3,304,190	3,582,168
<b>Total</b>	<b>3,812,368</b>	<b>4,029,571</b>	<b>3,956,571</b>	<b>4,911,540</b>	<b>5,102,873</b>	<b>4,448,553</b>	<b>3,964,209</b>	<b>3,936,761</b>	<b>4,224,291</b>
Unassigned Fund Balance as a % of Total Current Spending	109.0%	96.3%	92.1%	118.1%	114.5%	96.2%	80.9%	78.4%	83.7%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
580-Contribution from Local Units	2,442,064	2,545,001	2,545,001	2,598,850	1,420,500	1,420,500	1,420,500	1,420,500	1,420,500
664-Investment Income & Rentals	10,866	5,626	5,626	5,626	7,687	9,526	10,282	11,250	12,519
671-Other Revenues	1,512	0	0	0	0	0	0	0	0
695-Other Financing Sources	3,539,723	3,624,117	3,624,117	3,770,267	4,299,400	4,476,110	4,666,617	4,777,609	4,877,394
<b>Community Dispatch Total Revenues</b>	<b>5,994,165</b>	<b>6,174,744</b>	<b>6,174,744</b>	<b>6,374,743</b>	<b>5,727,587</b>	<b>5,906,136</b>	<b>6,097,399</b>	<b>6,209,359</b>	<b>6,310,413</b>
<b>Expenditures</b>									
701-Personal Services	5,342,157	5,595,302	5,595,302	5,595,302	5,038,591	5,195,765	5,364,447	5,452,254	5,532,179
726-Supplies	20,334	21,500	21,500	22,470	18,700	18,800	18,900	19,000	19,100
800-Other Services and Charges	316,215	475,979	475,979	475,009	474,373	486,435	500,564	515,826	527,527
970-Capital Outlays	0	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
995-Other Financing	307,390	68,336	68,336	268,336	180,236	187,610	195,206	203,029	211,088
<b>Community Dispatch Total Expenditures</b>	<b>5,986,096</b>	<b>6,169,117</b>	<b>6,169,117</b>	<b>6,369,117</b>	<b>5,719,900</b>	<b>5,896,610</b>	<b>6,087,117</b>	<b>6,198,109</b>	<b>6,297,894</b>
<b>Community Dispatch NET INCOME (LOSS)</b>	<b>8,069</b>	<b>5,627</b>	<b>5,627</b>	<b>5,626</b>	<b>7,687</b>	<b>9,526</b>	<b>10,282</b>	<b>11,250</b>	<b>12,519</b>
<b>Beginning Fund Balance</b>	<b>1,456,267</b>	<b>1,464,336</b>	<b>1,464,336</b>	<b>1,464,336</b>	<b>1,469,962</b>	<b>1,477,649</b>	<b>1,487,175</b>	<b>1,497,457</b>	<b>1,508,707</b>
<b>Ending Fund Balance</b>	<b>1,464,336</b>	<b>1,469,963</b>	<b>1,469,963</b>	<b>1,469,962</b>	<b>1,477,649</b>	<b>1,487,175</b>	<b>1,497,457</b>	<b>1,508,707</b>	<b>1,521,226</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	897,914	925,368	925,368	955,368	857,985	884,492	913,068	929,716	944,684
Unassigned Fund Balance	566,422	544,595	544,595	514,594	619,664	602,684	584,389	578,991	576,542
Total	1,464,336	1,469,963	1,469,963	1,469,962	1,477,649	1,487,175	1,497,457	1,508,707	1,521,226
Unassigned FB as a % of Total Expenditures	9.5%	8.8%	8.8%	8.1%	10.8%	10.2%	9.6%	9.3%	9.2%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
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	314,849	274,344	274,344	328,344	328,344	328,344	328,344	328,344	328,344
600-Charges For Services	2,298,222	2,489,313	2,489,313	6,676,713	6,859,100	6,975,100	6,975,100	6,975,100	6,975,100
655-Fines And Forfeitures	4,207,846	4,600,000	4,600,000	0	0	0	0	0	0
664-Investment Income & Rentals	6,619	5,888	5,888	5,888	722	895	966	1,057	1,176
671-Other Revenues	27,898	0	0	0	0	0	0	0	0
695-Other Financing Sources	5,493,172	6,000,473	7,450,473	7,450,473	6,551,064	6,951,994	7,401,900	7,704,434	7,955,355
<b>61ST DISTRICT COURT Total Revenues</b>	<b>12,348,606</b>	<b>13,370,018</b>	<b>14,820,018</b>	<b>14,461,418</b>	<b>13,739,230</b>	<b>14,256,333</b>	<b>14,706,310</b>	<b>15,008,935</b>	<b>15,259,975</b>
<b>Expenditures</b>									
701-Personal Services	6,912,733	7,251,254	7,374,133	7,248,383	7,434,335	7,644,663	7,925,941	8,070,218	8,191,141
751-Supplies	269,020	153,500	153,500	97,000	84,161	86,508	88,939	88,964	93,937
800-Other Services And Charges	5,786,315	6,291,160	6,291,160	6,268,805	6,353,829	6,510,661	6,678,191	6,817,928	6,960,234
970-Capital Outlays	18,848	32,000	32,000	32,000	28,000	28,548	29,264	29,985	29,985
990-Debt Service	0	0	0	0	0	0	0	0	0
Lapse	0	(425,326)	(425,326)	0	(592,969)	(441,709)	(446,065)	(451,346)	(451,346)
995-Other Financing	383,286	349,913	349,913	349,913	409,270	421,548	434,195	447,220	460,637
<b>61ST DISTRICT COURT Total Expenditures</b>	<b>13,370,202</b>	<b>13,652,501</b>	<b>13,775,380</b>	<b>13,996,101</b>	<b>13,716,626</b>	<b>14,250,219</b>	<b>14,710,465</b>	<b>15,002,969</b>	<b>15,284,588</b>
<b>61ST DISTRICT COURT NET INCOME (LOSS)</b>	<b>(1,021,596)</b>	<b>(282,483)</b>	<b>1,044,638</b>	<b>465,317</b>	<b>22,604</b>	<b>6,114</b>	<b>(4,155)</b>	<b>5,966</b>	<b>(24,613)</b>
<b>Fund Balance - Beginning of Year</b>	<b>573,785</b>	<b>(447,811)</b>	<b>(447,811)</b>	<b>(447,811)</b>	<b>17,506</b>	<b>40,110</b>	<b>46,224</b>	<b>42,069</b>	<b>48,035</b>
<b>Fund Balance - End of Year</b>	<b>(447,811)</b>	<b>(730,294)</b>	<b>596,827</b>	<b>17,506</b>	<b>40,110</b>	<b>46,224</b>	<b>42,069</b>	<b>48,035</b>	<b>23,422</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 15% of Current Spending	2,005,530	2,047,875	2,066,307	2,099,415	2,057,494	2,137,533	2,206,570	2,250,445	2,292,688
Unassigned Fund Balance	(2,453,341)	(2,778,169)	(1,469,480)	(2,081,909)	(2,017,384)	(2,091,309)	(2,164,501)	(2,202,410)	(2,269,266)
<b>Total</b>	<b>(447,811)</b>	<b>(730,294)</b>	<b>596,827</b>	<b>17,506</b>	<b>40,110</b>	<b>46,224</b>	<b>42,069</b>	<b>48,035</b>	<b>23,422</b>
Unassigned Fund Balance as a % of Total Current Spending	-18.3%	-20.3%	-10.7%	-14.9%	-14.7%	-14.7%	-14.7%	-14.7%	-14.8%
Capital Reserve Subsidy	1,451,172	1,450,473	1,450,473	1,450,473	1,451,064	1,451,994	1,451,900	1,454,434	1,455,355
Technology Subsidy	-	-	-	-	-	-	-	-	-
GOF Subsidy	4,042,000	4,550,000	6,000,000	6,000,000	5,100,000	5,500,000	5,950,000	6,250,000	6,500,000
	5,493,172	6,000,473	7,450,473	7,450,473	6,551,064	6,951,994	7,401,900	7,704,434	7,955,355

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
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	1,420	523	523	523	1,545	1,915	2,067	2,262	2,517
671-Other Revenues	1,050	16,362	16,362	1,050	47,500	28,500	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
<b>DNR PROPERTIES Total Revenues</b>	<b>2,470</b>	<b>16,885</b>	<b>16,885</b>	<b>1,573</b>	<b>49,045</b>	<b>30,415</b>	<b>2,067</b>	<b>2,262</b>	<b>2,517</b>
<b>Expenditures</b>									
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	13,448	20,400	37,660	37,519	3,500	3,500	0	0	0
970-Capital Outlays	0	0	0	108,600	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	447	447	447	685	706	727	749	771
<b>DNR PROPERTIES Total Expenditures</b>	<b>13,448</b>	<b>20,847</b>	<b>38,107</b>	<b>146,566</b>	<b>4,185</b>	<b>4,206</b>	<b>727</b>	<b>749</b>	<b>771</b>
<b>DNR PROPERTIES NET INCOME (LOSS)</b>	<b>(10,978)</b>	<b>(3,962)</b>	<b>(21,222)</b>	<b>(144,993)</b>	<b>44,860</b>	<b>26,209</b>	<b>1,340</b>	<b>1,513</b>	<b>1,746</b>
<b>Fund Balance - Beginning of Year</b>	186,627	175,649	175,649	175,649	30,656	75,516	101,725	103,065	104,578
<b>Fund Balance - End of Year</b>	<b>175,649</b>	<b>171,687</b>	<b>154,427</b>	<b>30,656</b>	<b>75,516</b>	<b>101,725</b>	<b>103,065</b>	<b>104,578</b>	<b>106,324</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 15% of Current Spending	2,017	3,127	5,716	21,985	628	631	109	112	116
Unassigned Fund Balance	173,632	168,560	148,711	8,671	74,888	101,094	102,956	104,466	106,208
<b>Total</b>	<b>175,649</b>	<b>171,687</b>	<b>154,427</b>	<b>30,656</b>	<b>75,516</b>	<b>101,725</b>	<b>103,065</b>	<b>104,578</b>	<b>106,324</b>
Unassigned Fund Balance as a % of Total Current Spendin	1291.1%	808.6%	390.2%	5.9%	1789.4%	2403.6%	14161.8%	13947.3%	13775.4%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
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	43,284	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	81,035	84,200	84,200	84,200	84,200	84,200	84,200	84,200	84,200
655-Fines And Forfeitures	0	0	0	210,000	210,000	210,000	210,000	210,000	210,000
664-Investment Income & Rentals	5,070	7,327	7,327	7,327	9,414	11,665	12,591	13,776	15,330
671-Other Revenues	215,972	215,000	215,000	5,000	5,000	5,000	5,000	5,000	5,000
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
<b>MICHIGAN JUSTICE TRAINING Total Revenues</b>	<b>345,361</b>	<b>330,527</b>	<b>330,527</b>	<b>330,527</b>	<b>332,614</b>	<b>334,865</b>	<b>335,791</b>	<b>336,976</b>	<b>338,530</b>
<b>Expenditures</b>									
701-Personal Services	86,369	87,075	87,075	87,075	88,176	89,848	92,384	93,434	94,545
751-Supplies	5,855	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
800-Other Services And Charges	111,989	159,599	159,599	159,599	159,618	169,912	172,284	172,588	172,588
970-Capital Outlays	255,786	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
<b>MICHIGAN JUSTICE TRAINING Total Expenditures</b>	<b>459,999</b>	<b>431,674</b>	<b>431,674</b>	<b>431,674</b>	<b>432,794</b>	<b>444,760</b>	<b>449,668</b>	<b>451,022</b>	<b>452,133</b>
<b>MICHIGAN JUSTICE TRAINING NET INCOME (LOS)</b>	<b>(114,638)</b>	<b>(101,147)</b>	<b>(101,147)</b>	<b>(101,147)</b>	<b>(100,180)</b>	<b>(109,895)</b>	<b>(113,877)</b>	<b>(114,046)</b>	<b>(113,603)</b>
<b>Fund Balance - Beginning of Year</b>	1,084,609	969,971	969,971	969,971	868,824	768,644	658,749	544,872	430,826
<b>Fund Balance - End of Year</b>	<b>969,971</b>	<b>868,824</b>	<b>868,824</b>	<b>868,824</b>	<b>768,644</b>	<b>658,749</b>	<b>544,872</b>	<b>430,826</b>	<b>317,223</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 15% of Current Spending	69,000	64,751	64,751	64,751	64,919	66,714	67,450	67,653	67,820
Unassigned Fund Balance	900,971	804,073	804,073	804,073	703,725	592,035	477,422	363,173	249,403
<b>Total</b>	<b>969,971</b>	<b>868,824</b>	<b>868,824</b>	<b>868,824</b>	<b>768,644</b>	<b>658,749</b>	<b>544,872</b>	<b>430,826</b>	<b>317,223</b>
Unassigned Fund Balance as a % of Total Current Spendin	195.9%	186.3%	186.3%	186.3%	162.6%	133.1%	106.2%	80.5%	55.2%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
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	112,929	65,300	65,300	228,968	105,300	90,300	63,000	61,000	60,000
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	4,858	9,095	9,095	9,095	9,135	10,458	11,003	11,700	12,614
671-Other Revenues	2,602	7,000	7,000	4,598	3,658	1,077	(2,454)	(5,341)	(2,610)
695-Other Financing Sources	75,000	75,000	202,000	204,500	205,000	180,000	150,000	150,000	150,000
<b>EDC-ECONOMIC DEVELOPMENT CORP Total Revenues</b>	<b>195,389</b>	<b>156,395</b>	<b>283,395</b>	<b>447,161</b>	<b>323,093</b>	<b>281,835</b>	<b>221,549</b>	<b>217,359</b>	<b>220,004</b>
<b>Expenditures</b>									
701-Personal Services	141,723	137,346	137,346	132,666	139,648	143,799	148,274	148,930	150,074
751-Supplies	278	2,066	2,066	1,420	2,100	2,100	2,100	2,100	2,100
800-Other Services And Charges	88,888	127,999	254,999	173,345	338,299	234,314	205,077	205,897	206,640
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	4,722	8,133	8,133	8,133	13,748	14,160	14,585	15,023	15,473
<b>EDC-ECONOMIC DEVELOPMENT CORP Total Expenditures</b>	<b>235,611</b>	<b>275,544</b>	<b>402,544</b>	<b>315,564</b>	<b>493,795</b>	<b>394,373</b>	<b>370,036</b>	<b>371,950</b>	<b>374,287</b>
<b>EDC-ECONOMIC DEVELOPMENT CORP NET INCOME (LOSS)</b>	<b>(40,222)</b>	<b>(119,149)</b>	<b>(119,149)</b>	<b>131,597</b>	<b>(170,702)</b>	<b>(112,538)</b>	<b>(148,487)</b>	<b>(154,591)</b>	<b>(154,283)</b>
<b>Fund Balance - Beginning of Year</b>	<b>631,528</b>	<b>591,306</b>	<b>591,306</b>	<b>591,306</b>	<b>722,903</b>	<b>552,201</b>	<b>439,663</b>	<b>291,176</b>	<b>136,585</b>
<b>Fund Balance - End of Year</b>	<b>591,306</b>	<b>472,157</b>	<b>472,157</b>	<b>722,903</b>	<b>552,201</b>	<b>439,663</b>	<b>291,176</b>	<b>136,585</b>	<b>(17,698)</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 15% of Current Spending	35,342	41,332	60,382	47,335	74,069	59,156	55,505	55,793	56,143
Unassigned Fund Balance	555,964	430,825	411,775	675,568	478,131	380,507	235,670	80,792	(73,841)
<b>Total</b>	<b>591,306</b>	<b>472,157</b>	<b>472,157</b>	<b>722,903</b>	<b>552,201</b>	<b>439,663</b>	<b>291,176</b>	<b>136,585</b>	<b>(17,698)</b>
Unassigned Fund Balance as a % of Total Current Spending	236.0%	156.4%	102.3%	214.1%	96.8%	96.5%	63.7%	21.7%	-19.7%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
501-Federal Grants	0	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000
600-Charges for Services	161,276	0	33,000	33,000	33,000	33,000	33,000	33,000	33,000
655-Fines & Forfeitures	0	0	190,000	190,000	190,000	190,000	190,000	190,000	190,000
664-Investment Income & Rentals	3,036	0	500	500	500	500	500	500	500
671-Other Revenues	64,910	0	36,667	36,667	36,667	36,667	36,667	36,667	36,667
<b>Metropolitan Enforcement Team Total Revenues</b>	<b>229,222</b>	<b>0</b>	<b>310,167</b>	<b>310,167</b>	<b>310,167</b>	<b>310,167</b>	<b>310,167</b>	<b>310,167</b>	<b>310,167</b>
<b>Expenditures</b>									
701-Personal Services	125,990	0	115,000	115,000	128,432	131,633	135,572	135,647	136,618
751-Supplies	3,110	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000
800-Other Services and Charges	179,522	0	180,167	180,167	166,735	163,534	159,595	159,520	158,549
970-Capital Outlays	2,440	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Metropolitan Enforcement Team Total Expenditures</b>	<b>311,062</b>	<b>0</b>	<b>310,167</b>	<b>310,167</b>	<b>310,167</b>	<b>310,167</b>	<b>310,167</b>	<b>310,167</b>	<b>310,167</b>
<b>Metropolitan Enforcement Team NET INCOME (LOSS)</b>	<b>-81,840</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-0</b>	<b>0</b>	<b>0</b>
<b>Beginning Fund Balance</b>	<b>419,797</b>	<b>337,957</b>	<b>337,957</b>	<b>337,957</b>	<b>337,957</b>	<b>337,957</b>	<b>337,957</b>	<b>337,957</b>	<b>337,957</b>
<b>Ending Fund Balance</b>	<b>337,957</b>	<b>337,957</b>	<b>337,957</b>	<b>337,957</b>	<b>337,957</b>	<b>337,957</b>	<b>337,957</b>	<b>337,957</b>	<b>337,957</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	46,659	0	46,525	46,525	46,525	46,525	46,525	46,525	46,525
Unassigned Fund Balance	291,298	337,957	291,432	291,432	291,432	291,432	291,432	291,432	291,432
Total	337,957	337,957	337,957	337,957	337,957	337,957	337,957	337,957	337,957
Unassigned FB as a % of Total Expenditures	93.6%	0.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
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	55,050	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000
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	1,285	785	785	785	1,489	1,846	1,992	2,180	2,426
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
<b>MICHIGAN JUSTICE TRAINING Total Revenues</b>	<b>56,335</b>	<b>52,785</b>	<b>52,785</b>	<b>52,785</b>	<b>53,489</b>	<b>53,846</b>	<b>53,992</b>	<b>54,180</b>	<b>54,426</b>
<b>Expenditures</b>									
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	50,500	55,000	55,000	55,000	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
<b>MICHIGAN JUSTICE TRAINING Total Expenditures</b>	<b>50,500</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>
<b>MICHIGAN JUSTICE TRAINING NET INCOME (LOS)</b>	<b>5,835</b>	<b>(2,215)</b>	<b>(2,215)</b>	<b>(2,215)</b>	<b>(1,511)</b>	<b>(1,154)</b>	<b>(1,008)</b>	<b>(820)</b>	<b>(574)</b>
<b>Fund Balance - Beginning of Year</b>	<b>169,189</b>	<b>175,024</b>	<b>175,024</b>	<b>175,024</b>	<b>172,809</b>	<b>171,298</b>	<b>170,144</b>	<b>169,136</b>	<b>168,316</b>
<b>Fund Balance - End of Year</b>	<b>175,024</b>	<b>172,809</b>	<b>172,809</b>	<b>172,809</b>	<b>171,298</b>	<b>170,144</b>	<b>169,136</b>	<b>168,316</b>	<b>167,742</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 15% of Current Spending	7,575	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250
Unassigned Fund Balance	167,449	164,559	164,559	164,559	163,048	161,894	160,886	160,066	159,492
<b>Total</b>	<b>175,024</b>	<b>172,809</b>	<b>172,809</b>	<b>172,809</b>	<b>171,298</b>	<b>170,144</b>	<b>169,136</b>	<b>168,316</b>	<b>167,742</b>
Unassigned Fund Balance as a % of Total Current Spending	331.6%	299.2%	299.2%	299.2%	296.5%	294.4%	292.5%	291.0%	290.0%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
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	65,100	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	9,134	4,675	4,675	4,675	8,979	10,947	11,757	12,793	14,152
671-Other Revenues	992,788	1,056,963	1,056,963	955,250	900,000	900,000	900,000	900,000	900,000
695-Other Financing Sources	0	0	450,000	0	0	0	0	0	0
<b>PROPERTY MANAGEMENT Total Revenues</b>	<b>1,067,022</b>	<b>1,061,638</b>	<b>1,511,638</b>	<b>959,925</b>	<b>908,979</b>	<b>910,947</b>	<b>911,757</b>	<b>912,793</b>	<b>914,152</b>
<b>Expenditures</b>									
701-Personal Services	17,174	12,614	12,614	10,645	12,214	12,947	13,381	13,444	13,530
751-Supplies	87	0	0	15	0	0	0	0	0
800-Other Services And Charges	63,294	38,824	488,824	14,301	32,648	32,982	33,426	33,801	34,045
970-Capital Outlays	967,728	1,000,000	1,000,000	832,611	900,000	900,000	900,000	900,000	900,000
990-Debt Service	41,312	40,781	40,781	40,781	40,512	40,335	38,946	42,835	43,125
995-Other Financing	8,040	10,398	10,398	10,398	12,172	12,537	12,913	13,301	13,700
<b>PROPERTY MANAGEMENT Total Expenditures</b>	<b>1,097,635</b>	<b>1,102,617</b>	<b>1,552,617</b>	<b>908,751</b>	<b>997,546</b>	<b>998,801</b>	<b>998,666</b>	<b>1,003,381</b>	<b>1,004,400</b>
<b>PROPERTY MANAGEMENT NET INCOME (LOSS)</b>	<b>(30,613)</b>	<b>(40,979)</b>	<b>(40,979)</b>	<b>51,174</b>	<b>(88,567)</b>	<b>(87,854)</b>	<b>(86,909)</b>	<b>(90,588)</b>	<b>(90,248)</b>
<i>Adjustment for FY2014 Comp Absences</i>	<b>(1,447)</b>								
<b>Fund Balance - Beginning of Year</b>	<b>943,721</b>	<b>911,661</b>	<b>911,661</b>	<b>911,661</b>	<b>962,835</b>	<b>874,268</b>	<b>786,414</b>	<b>699,505</b>	<b>608,917</b>
<b>Fund Balance - End of Year</b>	<b>911,661</b>	<b>870,682</b>	<b>870,682</b>	<b>962,835</b>	<b>874,268</b>	<b>786,414</b>	<b>699,505</b>	<b>608,917</b>	<b>518,669</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 15% of Current Spending	164,645	165,393	232,893	136,313	149,632	149,820	149,800	150,507	150,660
Unassigned Fund Balance	747,016	705,289	637,789	826,523	724,636	636,594	549,705	458,410	368,009
<b>Total</b>	<b>911,661</b>	<b>870,682</b>	<b>870,682</b>	<b>962,835</b>	<b>874,268</b>	<b>786,414</b>	<b>699,505</b>	<b>608,917</b>	<b>518,669</b>
Unassigned Fund Balance as a % of Total Current Spendin	68.1%	64.0%	41.1%	91.0%	72.6%	63.7%	55.0%	45.7%	36.6%

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

	<b>ACTUAL 2015</b>	<b>ADOPTED 2016</b>	<b>AMENDED 2016</b>	<b>2016 Fiscal Year Estimate</b>	<b>PROPOSED 2017</b>	<b>FORECAST 2018</b>	<b>FORECAST 2019</b>	<b>FORECAST 2020</b>	<b>FORECAST 2021</b>
<b><i>Public Library Operating (2710)</i></b>									
<b>Revenues</b>									
401-Taxes	8,148,946	8,244,832	8,244,832	8,424,832	8,545,878	8,611,705	8,658,888	8,709,892	8,763,733
539-State Grants	285,682	110,000	110,000	120,000	120,000	120,000	120,000	120,000	120,000
580-Contribution from Local Units	356,291	356,000	356,000	375,534	375,000	375,000	375,000	375,000	375,000
600-Charges for Services	142,142	134,000	134,000	125,000	125,000	125,000	125,000	125,000	125,000
655-Fines & Forfeitures	218,092	220,000	220,000	200,000	200,000	200,000	200,000	200,000	200,000
664-Investment Income & Rentals	44,539	26,167	26,167	26,167	48,768	60,429	65,229	71,369	79,419
671-Other Revenues	23,951	-	-	-	-	-	-	-	-
<b><i>Public Library Operating Total Revenues</i></b>	<b>9,219,643</b>	<b>9,090,999</b>	<b>9,090,999</b>	<b>9,271,533</b>	<b>9,414,646</b>	<b>9,492,134</b>	<b>9,544,117</b>	<b>9,601,261</b>	<b>9,663,152</b>
<b>Expenditures</b>									
701-Personal Services	5,365,804	6,038,243	6,038,243	6,098,245	6,172,430	6,181,313	6,208,487	6,268,774	6,318,116
751-Supplies	78,836	1,197,500	1,197,500	1,178,000	1,230,000	1,260,500	1,261,000	1,261,500	1,262,000
800-Other Services and Charges	1,770,339	1,367,646	1,367,646	1,308,234	1,431,995	1,493,510	1,479,910	1,501,084	1,508,184
970-Capital Outlays	1,247,294	231,355	231,355	101,355	112,070	65,000	65,000	65,000	65,000
995-Lapse	-	(75,000)	(75,000)	-	(36,832)	(30,000)	(30,000)	(30,000)	(30,000)
995-Other Financing	472,177	323,961	323,961	553,961	426,968	464,677	572,617	580,796	589,220
<b><i>Public Library Operating Total Expenditures</i></b>	<b>8,934,450</b>	<b>9,083,705</b>	<b>9,083,705</b>	<b>9,239,795</b>	<b>9,336,631</b>	<b>9,435,000</b>	<b>9,557,014</b>	<b>9,647,154</b>	<b>9,712,520</b>
<b><i>Public Library Operating NET INCOME (LOSS)</i></b>	<b>285,193</b>	<b>7,294</b>	<b>7,294</b>	<b>31,738</b>	<b>78,015</b>	<b>57,134</b>	<b>(12,897)</b>	<b>(45,893)</b>	<b>(49,368)</b>
<b><i>Beginning Fund Balance</i></b>	<b>1,399,595</b>	<b>1,684,788</b>	<b>1,684,788</b>	<b>1,684,788</b>	<b>1,716,526</b>	<b>1,794,541</b>	<b>1,851,675</b>	<b>1,838,778</b>	<b>1,792,885</b>
<b><i>Ending Fund Balance</i></b>	<b>1,684,788</b>	<b>1,692,082</b>	<b>1,692,082</b>	<b>1,716,526</b>	<b>1,794,541</b>	<b>1,851,675</b>	<b>1,838,778</b>	<b>1,792,885</b>	<b>1,743,517</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	187,094	34,703	34,703	15,203	16,811	9,750	9,750	9,750	9,750
Unassigned Fund Balance	1,497,694	1,657,379	1,657,379	1,701,323	1,777,731	1,841,925	1,829,028	1,783,135	1,733,767
<b>Total</b>	<b>1,684,788</b>	<b>1,692,082</b>	<b>1,692,082</b>	<b>1,716,526</b>	<b>1,794,541</b>	<b>1,851,675</b>	<b>1,838,778</b>	<b>1,792,885</b>	<b>1,743,517</b>
Unassigned FB as a % of Total Expenditures	16.76%	18.25%	18.25%	18.41%	19.04%	19.52%	19.14%	18.48%	17.85%

**Grand Rapids MI - FMS  
PUBLIC LIBRARY CAPITAL FUND (2711)  
STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
401-Taxes	1,495,646	1,500,717	1,500,717	1,629,244	1,566,468	1,578,642	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	13,329	8,504	8,504	8,504	14,905	18,470	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	138,140	477,493	477,493	707,493	762,823	832,809	300,000	300,000	300,000
<b>LIBRARY CAPITAL Total Revenues</b>	<b>1,647,115</b>	<b>1,986,714</b>	<b>1,986,714</b>	<b>2,345,241</b>	<b>2,344,196</b>	<b>2,429,921</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
<b>Expenditures</b>									
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	265,400	509,150	259,000	202,800	326,000
990-Debt Service	750	750	750	750	750	750	0	0	0
995-Other Financing	1,933,750	1,990,250	1,990,250	1,990,250	2,120,000	2,184,000	0	0	0
<b>LIBRARY CAPITAL Total Expenditures</b>	<b>1,934,500</b>	<b>1,991,000</b>	<b>1,991,000</b>	<b>1,991,000</b>	<b>2,386,150</b>	<b>2,693,900</b>	<b>259,000</b>	<b>202,800</b>	<b>326,000</b>
<b>LIBRARY CAPITAL NET INCOME (LOSS)</b>	<b>(287,385)</b>	<b>(4,286)</b>	<b>(4,286)</b>	<b>354,241</b>	<b>(41,954)</b>	<b>(263,979)</b>	<b>41,000</b>	<b>97,200</b>	<b>(26,000)</b>
<b>Fund Balance - Beginning of Year</b>	<b>842,267</b>	<b>554,882</b>	<b>554,882</b>	<b>554,882</b>	<b>909,123</b>	<b>867,169</b>	<b>603,190</b>	<b>644,190</b>	<b>741,390</b>
<b>Fund Balance - End of Year</b>	<b>554,882</b>	<b>550,596</b>	<b>550,596</b>	<b>909,123</b>	<b>867,169</b>	<b>603,190</b>	<b>644,190</b>	<b>741,390</b>	<b>715,390</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 15% of Current Spending	290,175	298,650	298,650	298,650	357,923	404,085	38,850	30,420	48,900
Unassigned Fund Balance	264,707	251,946	251,946	610,473	509,247	199,105	605,340	710,970	666,490
<b>Total</b>	<b>554,882</b>	<b>550,596</b>	<b>550,596</b>	<b>909,123</b>	<b>867,169</b>	<b>603,190</b>	<b>644,190</b>	<b>741,390</b>	<b>715,390</b>
Unassigned Fund Balance as a % of Total Current Spending	13.7%	12.7%	12.7%	30.7%	21.3%	7.4%	233.7%	350.6%	204.4%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
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	3,077	1,963	1,963	1,963	3,910	4,845	5,230	5,722	6,367
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
<b>LIBRARY TRUST Total Revenues</b>	<b>3,077</b>	<b>1,963</b>	<b>1,963</b>	<b>1,963</b>	<b>3,910</b>	<b>4,845</b>	<b>5,230</b>	<b>5,722</b>	<b>6,367</b>
<b>Expenditures</b>									
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
<b>LIBRARY TRUST Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>LIBRARY TRUST NET INCOME (LOSS)</b>	<b>3,077</b>	<b>1,963</b>	<b>1,963</b>	<b>1,963</b>	<b>3,910</b>	<b>4,845</b>	<b>5,230</b>	<b>5,722</b>	<b>6,367</b>
<b>Fund Balance - Beginning of Year</b>	<b>383,532</b>	<b>386,609</b>	<b>386,609</b>	<b>386,609</b>	<b>388,572</b>	<b>392,482</b>	<b>397,327</b>	<b>402,557</b>	<b>408,279</b>
<b>Fund Balance - End of Year</b>	<b>386,609</b>	<b>388,572</b>	<b>388,572</b>	<b>388,572</b>	<b>392,482</b>	<b>397,327</b>	<b>402,557</b>	<b>408,279</b>	<b>414,646</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 15% of Current Spending	0	0	0	0	0	0	0	0	0
Unassigned Fund Balance	386,609	388,572	388,572	388,572	392,482	397,327	402,557	408,279	414,646
Total	386,609	388,572	388,572	388,572	392,482	397,327	402,557	408,279	414,646
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 - FMS  
RECEIVERSHIP (2361)  
STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
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	786	0	0	0	900	1,116	1,204	1,318	1,466
671-Other Revenues	3,120	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
<b>RECEIVERSHIP Total Revenues</b>	<b>3,906</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,900</b>	<b>16,116</b>	<b>16,204</b>	<b>16,318</b>	<b>16,466</b>
<b>Expenditures</b>									
701-Personal Services	93	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0
800-Other Services And Charges	0	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
<b>RECEIVERSHIP Total Expenditures</b>	<b>93</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>RECEIVERSHIP NET INCOME (LOSS)</b>	<b>3,813</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>900</b>	<b>1,116</b>	<b>1,204</b>	<b>1,318</b>	<b>1,466</b>
<b>Fund Balance - Beginning of Year</b>	<b>100,831</b>	<b>104,644</b>	<b>104,644</b>	<b>104,644</b>	<b>104,644</b>	<b>105,544</b>	<b>106,660</b>	<b>107,864</b>	<b>109,182</b>
<b>Fund Balance - End of Year</b>	<b>104,644</b>	<b>104,644</b>	<b>104,644</b>	<b>104,644</b>	<b>105,544</b>	<b>106,660</b>	<b>107,864</b>	<b>109,182</b>	<b>110,648</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 15% of Current Spending	14	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250
Unassigned Fund Balance	104,630	102,394	102,394	102,394	103,294	104,410	105,614	106,932	108,398
<b>Total</b>	<b>104,644</b>	<b>104,644</b>	<b>104,644</b>	<b>104,644</b>	<b>105,544</b>	<b>106,660</b>	<b>107,864</b>	<b>109,182</b>	<b>110,648</b>
Unassigned Fund Balance as a % of Total Current Spendin	112505.4%	682.6%	682.6%	682.6%	688.6%	696.1%	704.1%	712.9%	722.7%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
401-Taxes	6,291,390	6,303,446	6,303,446	6,303,446	6,506,678	6,557,561	6,609,493	6,648,918	6,690,537
501-Federal Grants	0	0	0	0	0	0	0	0	0
600-Charges for Services	5,383,428	5,581,176	5,604,136	5,791,415	5,816,674	5,911,865	5,923,501	5,936,685	5,951,527
664-Investment Income & Rentals	28,225	0	0	0	36,618	45,374	48,978	53,588	59,633
671-Other Revenues	34,178	0	0	0	0	0	0	0	0
<b>Refuse Collection Total Revenues</b>	<b>11,737,221</b>	<b>11,884,622</b>	<b>11,907,582</b>	<b>12,094,861</b>	<b>12,359,970</b>	<b>12,514,800</b>	<b>12,581,972</b>	<b>12,639,191</b>	<b>12,701,697</b>
<b>Expenditures</b>									
701-Personal Services	3,404,827	3,506,252	3,529,212	3,377,241	3,609,479	3,722,397	3,850,078	3,911,837	3,962,468
726-Supplies	118,401	42,035	42,035	70,975	46,800	46,876	46,953	47,031	47,031
800-Other Services and Charges	6,798,471	6,905,078	6,905,078	6,429,412	7,328,171	7,321,705	7,469,309	7,526,420	7,638,720
970-Capital Outlays	220	100	100	100	125	125	150	150	150
995-Other Financing	286,776	275,591	275,591	273,941	384,463	860,571	856,733	853,203	849,981
<b>Refuse Collection Total Expenditures</b>	<b>10,608,695</b>	<b>10,729,056</b>	<b>10,752,016</b>	<b>10,151,669</b>	<b>11,369,038</b>	<b>11,951,674</b>	<b>12,223,223</b>	<b>12,338,641</b>	<b>12,498,350</b>
<b>Refuse Collection NET INCOME (LOSS)</b>	<b>1,128,526</b>	<b>1,155,566</b>	<b>1,155,566</b>	<b>1,943,193</b>	<b>990,932</b>	<b>563,126</b>	<b>358,749</b>	<b>300,550</b>	<b>203,347</b>
<b>Beginning Fund Balance</b>	<b>-814,317</b>	<b>314,209</b>	<b>314,209</b>	<b>314,209</b>	<b>2,257,402</b>	<b>3,248,334</b>	<b>3,811,460</b>	<b>4,170,209</b>	<b>4,470,759</b>
<b>Ending Fund Balance</b>	<b>314,209</b>	<b>1,469,775</b>	<b>1,469,775</b>	<b>2,257,402</b>	<b>3,248,334</b>	<b>3,811,460</b>	<b>4,170,209</b>	<b>4,470,759</b>	<b>4,674,106</b>
<b>Reserve Targets</b>									
Assigned to Operations - 25% of Total Spending	2,652,174	2,682,264	2,688,004	2,537,917	2,842,260	2,987,919	3,055,806	3,084,660	3,124,588
Unassigned Fund Balance	-2,337,965	-1,212,489	-1,218,229	-280,516	406,074	823,541	1,114,403	1,386,098	1,549,518
Total	314,209	1,469,775	1,469,775	2,257,402	3,248,334	3,811,460	4,170,209	4,470,759	4,674,106
Unassigned FB as a % of Total Expenditures	(22.%)	(11.3%)	(11.3%)	(2.8%)	3.6%	6.9%	9.1%	11.2%	12.4%
Millage Rate (maximum permitted 3.0 mills)	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
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	4,377	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	599,335	545,626	625,626	752,546	750,244	750,244	750,244	750,244	750,244
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	2,788	785	785	785	3,509	4,349	4,694	5,136	5,715
671-Other Revenues	(2,834)	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
<b>VEHICLE STORAGE FACILITY Total Revenues</b>	<b>603,666</b>	<b>546,411</b>	<b>626,411</b>	<b>753,331</b>	<b>753,753</b>	<b>754,593</b>	<b>754,938</b>	<b>755,380</b>	<b>755,959</b>
<b>Expenditures</b>									
701-Personal Services	113,113	121,398	121,398	121,398	123,379	125,319	128,368	129,252	130,311
751-Supplies	1,016	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
800-Other Services And Charges	311,265	303,484	348,859	375,273	396,098	417,360	438,602	459,229	480,253
970-Capital Outlays	11,088	15,000	15,000	15,000	5,000	5,000	5,000	5,000	5,000
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	106,812	108,168	142,793	148,032	167,065	170,611	174,237	177,944	181,731
<b>VEHICLE STORAGE FACILITY Total Expenditures</b>	<b>543,294</b>	<b>550,050</b>	<b>630,050</b>	<b>661,703</b>	<b>693,542</b>	<b>720,290</b>	<b>748,207</b>	<b>773,425</b>	<b>799,295</b>
<b>VEHICLE STORAGE FACILITY NET INCOME (LOSS)</b>	<b>60,372</b>	<b>(3,639)</b>	<b>(3,639)</b>	<b>91,628</b>	<b>60,211</b>	<b>34,303</b>	<b>6,731</b>	<b>(18,045)</b>	<b>(43,336)</b>
<b>Fund Balance - Beginning of Year</b>	<b>305,487</b>	<b>365,859</b>	<b>365,859</b>	<b>365,859</b>	<b>457,487</b>	<b>517,698</b>	<b>552,001</b>	<b>558,732</b>	<b>540,687</b>
<b>Fund Balance - End of Year</b>	<b>365,859</b>	<b>362,220</b>	<b>362,220</b>	<b>457,487</b>	<b>517,698</b>	<b>552,001</b>	<b>558,732</b>	<b>540,687</b>	<b>497,351</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 25% of Current Spending	135,824	137,513	157,513	165,426	173,386	180,073	187,052	193,356	199,824
Unassigned Fund Balance	230,036	224,708	204,708	292,061	344,313	371,929	371,680	347,331	297,527
<b>Total</b>	<b>365,859</b>	<b>362,220</b>	<b>362,220</b>	<b>457,487</b>	<b>517,698</b>	<b>552,001</b>	<b>558,732</b>	<b>540,687</b>	<b>497,351</b>
Unassigned Fund Balance as a % of Total Current Spendin	42.3%	40.9%	32.5%	44.1%	49.6%	51.6%	49.7%	44.9%	37.2%

## FUND DESCRIPTIONS

**3-1-1 Program Fund:** This new fund established in FY2014 replaces the previous Information Technology 311 Subfund and is 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 311 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 15%.

**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 15%.

**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 10% 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.

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**Information Technology Capital Subfund:** This subfund of the Information Technology Fund is used to account for the capital needs of the Information Processing and Telecommunications Services. 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 Fund section above. The appropriate percentages are charged to user departments based on this plan, and the revenues received are directly deposited into the Capital subfund 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 capital projects.

**Information Technology FMS Subfund:** This subfund of the Information Technology 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, along with Kent and Genesee Counties, chose and are implementing 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 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 15%, 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 15%; commit a vehicle replacement reserve for vehicle replacement by class.

**Risk Management SubFund:** 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 15%.

**City of Grand Rapids  
311 PROGRAM (6110)  
STATEMENT OF OPERATIONS**

Organizations	2015 Actual	2016 Adopted Proposed	2016 Amended	2016 Adopted Estimate	2017 Adopted Proposed	2018 Adopted Forecast	2019 Adopted Forecast	2020 Adopted Forecast	2021 Adopted Forecast
<b>REVENUE</b>									
<b><u>311 Program (6110)</u></b>									
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	1,450,932	1,624,978	1,624,978	1,415,305	1,504,653	1,622,276	1,632,534	1,642,944	1,658,509
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	4,164	0	0	0	4,613	5,716	6,170	6,751	7,512
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
<b>311 Program Total Revenue</b>	<b>1,455,096</b>	<b>1,624,978</b>	<b>1,624,978</b>	<b>1,415,305</b>	<b>1,509,266</b>	<b>1,627,992</b>	<b>1,638,704</b>	<b>1,649,695</b>	<b>1,666,021</b>
<b>EXPENDITURES</b>									
<b><u>311 Program (6110)</u></b>									
701 Personal Services	949,239	1,156,400	1,156,400	1,042,143	1,166,842	1,215,586	1,277,020	1,318,122	1,356,634
751 Supplies	6,391	16,000	16,000	8,000	9,500	9,680	9,772	9,865	9,958
800 Other Services And Charges	564,404	335,206	335,206	312,410	305,514	287,252	288,163	291,169	299,292
970 Capital Outlay	1,415	2,500	2,500	0	2,500	2,550	2,576	2,601	2,627
990 Debt Service	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)
999 Transfers Out	0	52,742	52,742	52,752	69,232	71,309	73,448	75,652	77,921
<b>311 Program Total Expenditures</b>	<b>1,521,449</b>	<b>1,562,848</b>	<b>1,562,848</b>	<b>1,415,305</b>	<b>1,453,588</b>	<b>1,536,377</b>	<b>1,600,979</b>	<b>1,647,409</b>	<b>1,696,432</b>
<b>311 Program NET INCOME (LOSS)</b>	<b>(66,353)</b>	<b>62,130</b>	<b>62,130</b>	<b>0</b>	<b>55,678</b>	<b>91,615</b>	<b>37,725</b>	<b>2,286</b>	<b>(30,411)</b>
<b>Other Sources &amp; Uses of Cash</b>									
Net Change in Receivables/Payables	(127,112)								
<b>Net Other Sources &amp; Uses</b>	<b>(127,112)</b>								
<b>Net Change in Available Cash</b>	<b>(193,465)</b>	<b>62,130</b>	<b>62,130</b>	<b>0</b>	<b>55,678</b>	<b>91,615</b>	<b>37,725</b>	<b>2,286</b>	<b>(30,411)</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>661,177</b>	<b>467,712</b>	<b>467,712</b>	<b>467,712</b>	<b>467,712</b>	<b>523,390</b>	<b>615,005</b>	<b>652,730</b>	<b>655,016</b>
<b>Unrestricted Cash - End of Year</b>	<b>467,712</b>	<b>529,842</b>	<b>529,842</b>	<b>467,712</b>	<b>523,390</b>	<b>615,005</b>	<b>652,730</b>	<b>655,016</b>	<b>624,605</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 25% of Current Spending	380,362	390,712	390,712	353,826	363,397	384,094	400,245	411,852	424,108
Assigned to Capital	0	0	0	0	0	0	0	0	0
Unassigned Cash	<b>87,350</b>	<b>139,130</b>	<b>139,130</b>	<b>113,886</b>	<b>159,993</b>	<b>230,911</b>	<b>252,485</b>	<b>243,164</b>	<b>200,497</b>
<b>Total</b>	<b>467,712</b>	<b>529,842</b>	<b>529,842</b>	<b>467,712</b>	<b>523,390</b>	<b>615,005</b>	<b>652,730</b>	<b>655,016</b>	<b>624,605</b>
Unassigned Cash as a % of Total Current Spending	5.7%	8.9%	8.9%	8.0%	11.0%	15.0%	15.8%	14.8%	11.8%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
450-Licenses & Permits	213,750	60,500	60,500	60,500	96,500	66,500	66,500	66,500	66,500
600-Charges for Services	4,501,947	5,077,330	5,077,330	5,085,385	5,404,139	5,590,812	6,023,729	5,824,107	5,870,873
664-Investment Income & Rentals	18,462	6,280	6,280	6,280	22,477	27,852	30,064	32,894	36,604
<b>Engineering Services Total Revenues</b>	<b>4,734,159</b>	<b>5,144,110</b>	<b>5,144,110</b>	<b>5,152,165</b>	<b>5,523,116</b>	<b>5,685,164</b>	<b>6,120,293</b>	<b>5,923,501</b>	<b>5,973,977</b>
<b>Expenditures</b>									
701-Personal Services	2,886,943	3,762,549	3,762,549	3,276,796	4,150,980	4,306,663	4,498,319	4,613,001	4,671,490
726-Supplies	29,531	86,348	86,348	73,300	94,849	85,583	93,945	78,837	89,958
800-Other Services and Charges	664,249	881,576	881,576	1,027,451	1,018,470	943,742	1,086,441	1,107,091	1,000,627
970-Capital Outlays	51,007	150,000	150,000	183,674	0	0	0	0	0
995-Other Financing	290,329	268,781	268,781	268,733	214,593	221,031	227,662	234,491	241,527
<b>Engineering Services Total Expenditures</b>	<b>3,922,059</b>	<b>5,149,254</b>	<b>5,149,254</b>	<b>4,829,954</b>	<b>5,478,892</b>	<b>5,557,019</b>	<b>5,906,367</b>	<b>6,033,420</b>	<b>6,003,602</b>
<b>Engineering Services NET INCOME (LOSS)</b>	<b>812,100</b>	<b>-5,144</b>	<b>-5,144</b>	<b>322,211</b>	<b>44,224</b>	<b>128,145</b>	<b>213,926</b>	<b>-109,919</b>	<b>-29,625</b>
<b>Other Sources &amp; Uses of Cash</b>									
Change in accounts receivable	-74,133	0	0	0	0	0	0	0	0
Change in accounts payable	76,117	0	0	0	0	0	0	0	0
<b>Net Other Sources &amp; Uses</b>	<b>1,984</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Change in Available Cash</b>	<b>814,084</b>	<b>-5,144</b>	<b>-5,144</b>	<b>322,211</b>	<b>44,224</b>	<b>128,145</b>	<b>213,926</b>	<b>-109,919</b>	<b>-29,625</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>2,222,580</b>	<b>3,036,664</b>	<b>3,036,664</b>	<b>3,036,664</b>	<b>3,358,875</b>	<b>3,403,099</b>	<b>3,531,244</b>	<b>3,745,170</b>	<b>3,635,251</b>
<b>Unrestricted Cash - End of Year</b>	<b>3,036,664</b>	<b>3,031,520</b>	<b>3,031,520</b>	<b>3,358,875</b>	<b>3,403,099</b>	<b>3,531,244</b>	<b>3,745,170</b>	<b>3,635,251</b>	<b>3,605,626</b>
<b>Reserve Targets</b>									
Assigned to Reserves - 25% of Current Spending	980,515	1,287,314	1,287,314	1,207,489	1,369,723	1,389,255	1,476,592	1,508,355	1,500,901
Unassigned Cash	2,056,149	1,744,207	1,744,207	2,151,387	2,033,376	2,141,989	2,268,578	2,126,896	2,104,726
Total	3,036,664	3,031,520	3,031,520	3,358,875	3,403,099	3,531,244	3,745,170	3,635,251	3,605,626
Unassigned Cash as a % of Total Current Spending	52.4%	33.9%	33.9%	44.5%	37.1%	38.5%	38.4%	35.3%	35.1%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
580-Contribution from Local Units	1,038	85,330	85,330	0	0	0	0	0	0
600-Charges for Services	1,362,160	1,966,014	1,966,014	2,199,647	1,774,696	1,646,870	1,864,857	1,911,478	1,959,264
<b>Facilities Management-Capital Total Revenues</b>	<b>1,363,198</b>	<b>2,051,344</b>	<b>2,051,344</b>	<b>2,199,647</b>	<b>1,774,696</b>	<b>1,646,870</b>	<b>1,864,857</b>	<b>1,911,478</b>	<b>1,959,264</b>
<b>Expenditures</b>									
800-Other Services and Charges	5,852	0	0	0	0	0	0	0	0
970-Capital Outlays	1,042,917	1,673,825	1,673,825	3,185,930	1,774,696	1,646,870	1,864,857	1,911,478	1,959,264
<b>Facilities Management-Capital Total Expenditures</b>	<b>1,048,769</b>	<b>1,673,825</b>	<b>1,673,825</b>	<b>3,185,930</b>	<b>1,774,696</b>	<b>1,646,870</b>	<b>1,864,857</b>	<b>1,911,478</b>	<b>1,959,264</b>
<b>Facilities Management-Capital NET INCOME (LOSS)</b>	<b>314,429</b>	<b>377,519</b>	<b>377,519</b>	<b>-986,283</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Sources &amp; Uses of Cash</b>									
Change in accounts receivable	17,242	0	0	0	0	0	0	0	0
Change in accounts payable	-5,957	0	0	0	0	0	0	0	0
<b>Net Other Sources &amp; Uses</b>	<b>11,285</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Change in Available Cash</b>	<b>325,714</b>	<b>377,519</b>	<b>377,519</b>	<b>-986,283</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>2,655,764</b>	<b>2,981,478</b>	<b>2,981,478</b>	<b>2,981,478</b>	<b>1,995,195</b>	<b>1,995,195</b>	<b>1,995,195</b>	<b>1,995,195</b>	<b>1,995,195</b>
<b>Unrestricted Cash - End of Year</b>	<b>2,981,478</b>	<b>3,358,997</b>	<b>3,358,997</b>	<b>1,995,195</b>	<b>1,995,195</b>	<b>1,995,195</b>	<b>1,995,195</b>	<b>1,995,195</b>	<b>1,995,195</b>

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
600-Charges for Services	4,437,229	4,359,339	4,359,339	4,190,605	4,713,396	4,811,869	4,967,371	5,073,828	5,200,150
664-Investment Income & Rentals	248,052	239,584	239,584	238,628	262,650	273,824	279,516	286,313	294,677
671-Other Revenues	2,555	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	52,000	0	0	0	0	0	0
<b>Facilities Mgmt-Operating Total Revenues</b>	<b>4,687,836</b>	<b>4,598,923</b>	<b>4,650,923</b>	<b>4,429,233</b>	<b>4,976,046</b>	<b>5,085,693</b>	<b>5,246,887</b>	<b>5,360,141</b>	<b>5,494,827</b>
<b>Expenditures</b>									
701-Personal Services	1,221,126	1,317,677	1,317,677	1,275,415	1,484,950	1,527,510	1,580,656	1,608,340	1,631,313
726-Supplies	171,994	159,000	159,000	173,500	178,949	185,174	190,632	196,281	202,213
800-Other Services and Charges	2,642,844	3,146,664	3,146,664	3,078,084	3,082,495	3,178,392	3,293,294	3,407,624	3,525,770
970-Capital Outlays	42,521	60,000	60,000	61,440	60,000	50,000	50,000	50,000	50,000
990-Debt Service	1,850	0	0	0	0	0	0	0	0
995-Other Financing	456,494	117,299	169,299	180,693	131,618	135,719	139,910	144,444	149,111
<b>Facilities Mgmt-Operating Total Expenditures</b>	<b>4,536,829</b>	<b>4,800,640</b>	<b>4,852,640</b>	<b>4,769,132</b>	<b>4,938,012</b>	<b>5,076,795</b>	<b>5,254,492</b>	<b>5,406,689</b>	<b>5,558,407</b>
<b>Facilities Mgmt-Operating NET INCOME (LOSS)</b>	<b>151,007</b>	<b>-201,717</b>	<b>-201,717</b>	<b>-339,899</b>	<b>38,034</b>	<b>8,898</b>	<b>-7,605</b>	<b>-46,548</b>	<b>-63,580</b>
<b>Other Sources &amp; Uses of Cash</b>									
Change in accounts receivable	111,754	0	0	0	0	0	0	0	0
Change in accounts payable	-39,731	0	0	0	0	0	0	0	0
<b>Net Other Sources &amp; Uses</b>	<b>72,023</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Change in Available Cash</b>	<b>223,030</b>	<b>-201,717</b>	<b>-201,717</b>	<b>-339,899</b>	<b>38,034</b>	<b>8,898</b>	<b>-7,605</b>	<b>-46,548</b>	<b>-63,580</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>1,313,338</b>	<b>1,536,368</b>	<b>1,536,368</b>	<b>1,536,368</b>	<b>1,196,469</b>	<b>1,234,503</b>	<b>1,243,401</b>	<b>1,235,796</b>	<b>1,189,248</b>
<b>Unrestricted Cash - End of Year</b>	<b>1,536,368</b>	<b>1,334,651</b>	<b>1,334,651</b>	<b>1,196,469</b>	<b>1,234,503</b>	<b>1,243,401</b>	<b>1,235,796</b>	<b>1,189,248</b>	<b>1,125,668</b>
<b>Reserve Targets</b>									
Assigned to Reserves - 25% of Current Spending	1,134,207	1,200,160	1,213,160	1,192,283	1,234,503	1,269,199	1,313,623	1,351,672	1,389,602
Unassigned Cash	402,161	134,491	121,491	4,186	0	-25,798	-77,827	-162,424	-263,934
Total	1,536,368	1,334,651	1,334,651	1,196,469	1,234,503	1,243,401	1,235,796	1,189,248	1,125,668
Unassigned Cash as a % of Total Current Spending	8.9%	2.8%	2.5%	0.1%	0.0%	(0.5%)	(1.5%)	(3.0%)	(4.7%)

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

Organizations	2015 Actual	2016 Adopted	2016 Amended	2016 Adopted Estimate	2017 Adopted Proposed	2018 Adopted Forecast	2019 Adopted Forecast	2020 Adopted Forecast	2021 Adopted Forecast
<b>REVENUE</b>									
<b><u>FINANCIAL MANAGEMENT SYSTEM (6820)</u></b>									
401 Taxes	0	0	0		0	0	0	0	0
450 Licenses And Permits	0	0	0		0	0	0	0	0
501 Intergovernmental Revenues	404,963	1,200,000	1,200,000	1,600,000	0	0	0	0	0
600 Charges For Services	0	0	0		0	0	0	0	0
655 Fines And Forfeitures	0	0	0		0	0	0	0	0
664 Interest And Rents	0	0	0		0	0	0	0	0
671 Other Revenue	0	0	0		0	0	0	0	0
695 Other Financing Sources	4,575,000	0	0		0	0	0	0	0
<b>FMS Total Revenue</b>	<b>4,979,963</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENDITURES</b>									
<b><u>FINANCIAL MANAGEMENT SYSTEM (6820)</u></b>									
701 Personal Services	44,871	471,000	471,000	200,000	300,000	10,000	0	0	0
726 Supplies	47,431	0	0	5,000	2,500	0	0	0	0
800 Other Services And Charges	797,177	2,810,000	2,810,000	2,800,000	2,683,658	50,608	0	0	0
970 Capital Outlay	0	0	0		0	0	0	0	0
990 Debt Service	0	0	0		0	0	0	0	0
996 Appropriation Lapse	0	0	0		0	0	0	0	0
999 Transfers Out	0	0	0		0	0	0	0	0
<b>FMS Total Expenditures</b>	<b>889,479</b>	<b>3,281,000</b>	<b>3,281,000</b>	<b>3,005,000</b>	<b>2,986,158</b>	<b>60,608</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FMS NET INCOME (LOSS)</b>	<b>4,090,484</b>	<b>(2,081,000)</b>	<b>(2,081,000)</b>	<b>(1,405,000)</b>	<b>(2,986,158)</b>	<b>(60,608)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Sources &amp; Uses of Cash</b>									
Net Change in Receivables & Payables	(314,689)								
<b>Net Other Sources &amp; Uses</b>	<b>(314,689)</b>								
<b>Net Change in Available Cash</b>	<b>3,775,795</b>	<b>(2,081,000)</b>	<b>(2,081,000)</b>	<b>(1,405,000)</b>	<b>(2,986,158)</b>	<b>(60,608)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>675,971</b>	<b>4,451,766</b>	<b>4,451,766</b>	<b>4,451,766</b>	<b>3,046,766</b>	<b>60,608</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Unrestricted Cash - End of Year</b>	<b>4,451,766</b>	<b>2,370,766</b>	<b>2,370,766</b>	<b>3,046,766</b>	<b>60,608</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 25% of Current Spending	222,370	820,250	820,250	751,250	746,540	15,152	0	0	0
Unassigned Cash	4,229,396	1,550,516	1,550,516	2,295,516	(685,932)	(15,152)	0	0	0
<b>Total</b>	<b>4,451,766</b>	<b>2,370,766</b>	<b>2,370,766</b>	<b>3,046,766</b>	<b>60,608</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Unassigned Cash as a % of Total Current Spending	475.5%	47.3%	47.3%	76.4%	-23.0%	-25.0%	#DIV/0!	#DIV/0!	#DIV/0!

**City of Grand Rapids**  
**INFORMATION TECHNOLOGY-CAPITAL (6810)**  
**STATEMENT OF OPERATIONS**

Organizations	2015	2016	2016	2016	2017	2018	2019	2020	2021
	Actual	Adopted	Amended	Adopted Estimate	Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
<b>REVENUE</b>									
<b><i>INFORMATION TECHNOLOGY-CAPITAL (6810)</i></b>									
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	946,533	1,208,829	1,208,829	1,087,197	1,087,197	1,159,786	1,289,830	1,452,355	1,674,579
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
<b><i>INFORMATION TECHNOLOGY-CAPITAL Total Revenue</i></b>	<b>946,533</b>	<b>1,208,829</b>	<b>1,208,829</b>	<b>1,087,197</b>	<b>1,087,197</b>	<b>1,159,786</b>	<b>1,289,830</b>	<b>1,452,355</b>	<b>1,674,579</b>
<b>EXPENDITURES</b>									
<b><i>INFORMATION TECHNOLOGY-CAPITAL (6810)</i></b>									
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	600,111	25,000	25,000	289,488	0	0	0	0	0
970 Capital Outlay	551,718	700,000	700,000	700,000	495,000	1,120,210	130,000	659,284	1,714,474
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
<b><i>INFORMATION TECHNOLOGY-CAPITAL Total Expenditures</i></b>	<b>1,151,829</b>	<b>725,000</b>	<b>725,000</b>	<b>989,488</b>	<b>495,000</b>	<b>1,120,210</b>	<b>130,000</b>	<b>659,284</b>	<b>1,714,474</b>
<b><i>INFORMATION TECHNOLOGY-CAPITAL NET INCOME (LOSS)</i></b>	<b>(205,296)</b>	<b>483,829</b>	<b>483,829</b>	<b>97,709</b>	<b>592,197</b>	<b>39,576</b>	<b>1,159,830</b>	<b>793,071</b>	<b>(39,895)</b>
<b><i>Other Sources &amp; Uses of Cash</i></b>									
Less: Payment of Debt Service Principal									
Net Change in Receivables/Payables	(6,944)								
<b><i>Net Other Sources &amp; Uses</i></b>	<b>(6,944)</b>								
<b><i>Net Change in Available Cash</i></b>	<b>(212,240)</b>	<b>483,829</b>	<b>483,829</b>	<b>97,709</b>	<b>592,197</b>	<b>39,576</b>	<b>1,159,830</b>	<b>793,071</b>	<b>(39,895)</b>
<b><i>Unrestricted Cash - Beginning of Year</i></b>	<b>2,187,778</b>	<b>1,975,538</b>	<b>1,975,538</b>	<b>1,975,538</b>	<b>2,073,247</b>	<b>2,665,444</b>	<b>2,705,020</b>	<b>3,864,850</b>	<b>4,657,921</b>
<b><i>Unrestricted Cash - End of Year</i></b>	<b>1,975,538</b>	<b>2,459,367</b>	<b>2,459,367</b>	<b>2,073,247</b>	<b>2,665,444</b>	<b>2,705,020</b>	<b>3,864,850</b>	<b>4,657,921</b>	<b>4,618,026</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 25% of Current Spending	287,957	181,250	181,250	247,372	123,750	280,053	32,500	164,821	428,619
Assigned to Capital	1,687,581	2,278,117	2,278,117	1,825,875	2,541,694	2,424,968	3,832,350	4,493,100	4,189,408
Unassigned Cash	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,975,538</b>	<b>2,459,367</b>	<b>2,459,367</b>	<b>2,073,247</b>	<b>2,665,444</b>	<b>2,705,020</b>	<b>3,864,850</b>	<b>4,657,921</b>	<b>4,618,026</b>
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 - IT OPERATING  
INFORMATION TECH-OPERATING (6800)  
STATEMENT OF OPERATIONS**

ACTUAL 2015	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>REVENUE</b>									
<b><u>INFORMATION TECH-OPERATING (6800)</u></b>									
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	4,826,242	5,104,886	5,104,886	5,104,886	5,727,502	5,772,006	5,889,489	6,067,593	6,268,232
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	39,187	42,999	42,999	42,999	61,380	76,058	82,099	89,827	99,959
671 Other Revenue	585	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
<b>INFORMATION TECH-OPERATING Total Revenue</b>	<b>4,866,014</b>	<b>5,147,885</b>	<b>5,147,885</b>	<b>5,147,885</b>	<b>5,788,882</b>	<b>5,848,064</b>	<b>5,971,588</b>	<b>6,157,420</b>	<b>6,368,191</b>
<b>EXPENDITURES</b>									
<b><u>INFORMATION TECH-OPERATING (6800)</u></b>									
701 Personal Services	509,334	502,154	502,154	380,427	381,301	385,757	393,261	393,745	395,112
752 Supplies	54,341	39,365	39,365	32,943	36,376	37,288	38,227	39,193	40,190
800 Other Services And Charges	4,187,566	4,662,481	4,662,481	4,551,772	5,213,417	5,220,649	5,325,741	5,490,783	5,700,173
970 Capital Outlay	12,933	24,000	24,000	0	9,416	0	4,000	0	4,000
990 Debt Service	(2,523)	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	(48,887)	(48,887)	0	0	0	0	0	0
999 Transfers Out	92,815	105,217	105,217	105,222	99,966	102,965	106,054	109,236	112,513
<b>INFORMATION TECH-OPERATING Total Expenditures</b>	<b>4,854,466</b>	<b>5,284,330</b>	<b>5,284,330</b>	<b>5,070,364</b>	<b>5,740,476</b>	<b>5,746,659</b>	<b>5,867,283</b>	<b>6,032,957</b>	<b>6,251,988</b>
<b>REVENUE OVER EXPENSE</b>	<b>11,548</b>	<b>(136,445)</b>	<b>(136,445)</b>	<b>77,521</b>	<b>48,406</b>	<b>101,405</b>	<b>104,305</b>	<b>124,463</b>	<b>116,203</b>
<b>Other Sources &amp; Uses of Cash</b>									
Less: Payment of Debt Service Principal	(70,000)	(70,000)	(70,000)	(70,000)	0	0	0	0	0
Net Change in Receivables/Payables	(15,861)	0	0	0	0	0	0	0	0
<b>Net Other Sources &amp; Uses</b>	<b>(85,861)</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Change in Available Cash</b>	<b>(74,313)</b>	<b>(206,445)</b>	<b>(206,445)</b>	<b>7,521</b>	<b>48,406</b>	<b>101,405</b>	<b>104,305</b>	<b>124,463</b>	<b>116,203</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>1,856,663</b>	<b>1,782,350</b>	<b>1,782,350</b>	<b>1,782,350</b>	<b>1,789,871</b>	<b>1,838,277</b>	<b>1,939,682</b>	<b>2,043,987</b>	<b>2,168,450</b>
<b>Unrestricted Cash - End of Year</b>	<b>1,782,350</b>	<b>1,575,905</b>	<b>1,575,905</b>	<b>1,789,871</b>	<b>1,838,277</b>	<b>1,939,682</b>	<b>2,043,987</b>	<b>2,168,450</b>	<b>2,284,653</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 25% of Current Spending	1,231,117	1,338,583	1,338,583	1,285,091	1,435,119	1,436,665	1,466,821	1,508,239	1,562,997
Assigned to Capital	0	0	0	0	0	0	0	0	0
Unassigned Cash	551,234	237,323	237,323	504,780	403,158	503,017	577,166	660,211	721,656
Total	1,782,350	1,575,905	1,575,905	1,789,871	1,838,277	1,939,682	2,043,987	2,168,450	2,284,653
Unassigned Cash as a % of Total Current Spending	11.2%	4.4%	4.4%	9.8%	7.0%	8.8%	9.8%	10.9%	11.5%

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
664-Investment Income & Rentals	3,221,717	4,334,089	4,334,089	4,525,027	4,693,225	4,740,106	4,943,543	5,156,295	5,358,616
671-Other Revenues	288,766	304,421	304,421	468,971	316,599	418,879	399,663	296,009	193,485
<b>Motor Equipment-Capital Total Revenues</b>	<b>3,510,483</b>	<b>4,638,510</b>	<b>4,638,510</b>	<b>4,993,998</b>	<b>5,009,824</b>	<b>5,158,985</b>	<b>5,343,206</b>	<b>5,452,304</b>	<b>5,552,101</b>
<b>Expenditures</b>									
800-Other Services and Charges	7,081,571	0	0	0	0	0	0	0	0
970-Capital Outlays	60,346	6,088,418	6,088,418	6,252,941	4,221,320	5,585,058	5,328,834	3,946,781	2,579,805
<b>Motor Equipment-Capital Total Expenditures</b>	<b>7,141,917</b>	<b>6,088,418</b>	<b>6,088,418</b>	<b>6,252,941</b>	<b>4,221,320</b>	<b>5,585,058</b>	<b>5,328,834</b>	<b>3,946,781</b>	<b>2,579,805</b>
<b>Motor Equipment-Capital NET INCOME (LOSS)</b>	<b>-3,631,434</b>	<b>-1,449,908</b>	<b>-1,449,908</b>	<b>-1,258,943</b>	<b>788,504</b>	<b>-426,073</b>	<b>14,372</b>	<b>1,505,523</b>	<b>2,972,296</b>
<b>Other Sources &amp; Uses of Cash</b>									
Change in accounts receivable	0	0	0	0	0	0	0	0	0
Change in accounts payable	-386,155	0	0	0	0	0	0	0	0
<b>Net Other Sources &amp; Uses</b>	<b>-386,155</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Change in Available Cash</b>	<b>-4,017,589</b>	<b>-1,449,908</b>	<b>-1,449,908</b>	<b>-1,258,943</b>	<b>788,504</b>	<b>-426,073</b>	<b>14,372</b>	<b>1,505,523</b>	<b>2,972,296</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>7,143,154</b>	<b>3,125,565</b>	<b>3,125,565</b>	<b>3,125,565</b>	<b>1,866,622</b>	<b>2,655,126</b>	<b>2,229,053</b>	<b>2,243,425</b>	<b>3,748,948</b>
<b>Unrestricted Cash - End of Year</b>	<b>3,125,565</b>	<b>1,675,657</b>	<b>1,675,657</b>	<b>1,866,622</b>	<b>2,655,126</b>	<b>2,229,053</b>	<b>2,243,425</b>	<b>3,748,948</b>	<b>6,721,244</b>

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
600-Charges for Services	857,802	1,286,689	1,286,689	845,992	946,656	994,056	1,043,875	1,096,185	1,151,110
664-Investment Income & Rentals	7,573,472	7,155,153	7,155,153	7,184,939	6,663,071	7,328,565	7,442,254	7,401,593	7,393,322
671-Other Revenues	490,041	0	0	201,738	199,738	199,738	199,738	199,738	199,738
<b>Motor Equipment-Operating Total Revenues</b>	<b>8,921,315</b>	<b>8,441,842</b>	<b>8,441,842</b>	<b>8,232,669</b>	<b>7,809,465</b>	<b>8,522,359</b>	<b>8,685,867</b>	<b>8,697,516</b>	<b>8,744,170</b>
<b>Expenditures</b>									
701-Personal Services	2,803,210	3,199,458	3,199,458	2,961,872	3,284,169	3,383,628	3,505,217	3,567,774	3,629,957
726-Supplies	3,018,508	3,491,462	3,491,462	2,685,500	3,019,221	3,470,444	3,536,698	3,598,648	3,682,111
800-Other Services and Charges	874,221	912,542	912,542	911,059	898,926	932,995	968,261	1,002,048	1,030,121
970-Capital Outlays	99,299	229,667	229,667	230,000	234,004	190,000	191,800	193,654	195,564
990-Debt Service	53,356	37,925	37,925	37,925	23,671	14,562	8,292	2,892	547
995-Other Financing	213,646	114,353	114,353	194,154	156,136	161,959	167,939	174,445	180,975
<b>Motor Equipment-Operating Total Expenditures</b>	<b>7,062,240</b>	<b>7,985,407</b>	<b>7,985,407</b>	<b>7,020,510</b>	<b>7,616,127</b>	<b>8,153,588</b>	<b>8,378,207</b>	<b>8,539,461</b>	<b>8,719,275</b>
<b>Motor Equipment-Operating NET INCOME (LOSS)</b>	<b>1,859,075</b>	<b>456,435</b>	<b>456,435</b>	<b>1,212,159</b>	<b>193,338</b>	<b>368,771</b>	<b>307,660</b>	<b>158,055</b>	<b>24,895</b>
<b>Other Sources &amp; Uses of Cash</b>									
Less: Payment of Debt Service Principal	-809,017	-625,510	-625,510	-625,510	-274,777	-210,526	-210,256	-152,143	-5,263
Less: Capitalized Fixed Assets	-107,616	0	0	0	0	0	0	0	0
Change in accounts receivable	504,618	0	0	0	0	0	0	0	0
Change in accounts payable	-318,035	0	0	0	0	0	0	0	0
<b>Net Other Sources &amp; Uses</b>	<b>-730,050</b>	<b>-625,510</b>	<b>-625,510</b>	<b>-625,510</b>	<b>-274,777</b>	<b>-210,526</b>	<b>-210,256</b>	<b>-152,143</b>	<b>-5,263</b>
<b>Net Change in Available Cash</b>	<b>1,129,025</b>	<b>-169,075</b>	<b>-169,075</b>	<b>586,649</b>	<b>-81,439</b>	<b>158,245</b>	<b>97,404</b>	<b>5,912</b>	<b>19,632</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>226,982</b>	<b>1,356,007</b>	<b>1,356,007</b>	<b>1,356,007</b>	<b>1,942,656</b>	<b>1,861,217</b>	<b>2,019,462</b>	<b>2,116,866</b>	<b>2,122,778</b>
<b>Unrestricted Cash - End of Year</b>	<b>1,356,007</b>	<b>1,186,932</b>	<b>1,186,932</b>	<b>1,942,656</b>	<b>1,861,217</b>	<b>2,019,462</b>	<b>2,116,866</b>	<b>2,122,778</b>	<b>2,142,410</b>
<b>Reserve Targets</b>									
Assigned to Reserves - 25% of Current Spending	1,765,560	1,996,352	1,996,352	1,755,128	1,904,032	2,038,397	2,094,552	2,134,865	2,179,819
Unassigned Cash	-409,553	-809,420	-809,420	187,529	-42,815	-18,935	22,314	-12,087	-37,409
Total	1,356,007	1,186,932	1,186,932	1,942,656	1,861,217	2,019,462	2,116,866	2,122,778	2,142,410
Unassigned Cash as a % of Total Current Spending	(5.8%)	(10.1%)	(10.1%)	2.7%	(0.6%)	(0.2%)	0.3%	(0.1%)	(0.4%)

**City of Grand Rapids**  
**OTHER RESERVES (6771)**  
**STATEMENT OF OPERATIONS**

Organizations	2015 Actual	2016 Adopted	2016 Amended	2016 Adopted Estimate	2017 Adopted Proposed	2018 Adopted Forecast	2019 Adopted Forecast	2020 Adopted Forecast	2021 Adopted Forecast
<b>REVENUE</b>									
<b><u>OTHER RESERVES (6771)</u></b>									
401 Taxes	0	0	0		0	0	0	0	0
450 Licenses And Permits	0	0	0		0	0	0	0	0
501 Intergovernmental Revenues	0	0	0		0	0	0	0	0
600 Charges For Services	3,168,712	3,410,473	3,410,473	3,620,473	3,043,916	3,334,899	3,720,491	4,009,172	4,009,172
655 Fines And Forfeitures	(320)	0	0		0	0	0	0	0
664 Interest And Rents	756,732	105,094	105,094	105,094	64,165	79,508	85,824	93,902	104,494
671 Other Revenue	1,617	407,560	407,560	387,560	372,087	388,235	404,916	414,764	414,764
695 Other Financing Sources	0	0	0		0	0	0	0	0
<b>OTHER RESERVES Total Revenue</b>	<b>3,926,741</b>	<b>3,923,127</b>	<b>3,923,127</b>	<b>4,113,127</b>	<b>3,480,168</b>	<b>3,802,642</b>	<b>4,211,231</b>	<b>4,517,838</b>	<b>4,528,430</b>
<b>EXPENDITURES</b>									
<b><u>OTHER RESERVES (6771)</u></b>									
701 Personal Services	442,320	382,373	382,373	386,737	561,088	577,860	599,722	612,025	621,559
726 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	2,392,658	3,642,401	3,642,401	3,740,954	4,027,717	4,129,135	4,206,179	4,288,641	4,290,451
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	321,314	225,541	225,541	225,546	194,251	200,079	206,081	212,263	218,631
<b>OTHER RESERVES Total Expenditures</b>	<b>3,156,292</b>	<b>4,250,315</b>	<b>4,250,315</b>	<b>4,353,237</b>	<b>4,783,056</b>	<b>4,907,074</b>	<b>5,011,982</b>	<b>5,112,929</b>	<b>5,130,641</b>
<b>OTHER RESERVES NET INCOME (LOSS)</b>	<b>770,449</b>	<b>(327,188)</b>	<b>(327,188)</b>	<b>(240,110)</b>	<b>(1,302,888)</b>	<b>(1,104,432)</b>	<b>(800,751)</b>	<b>(595,091)</b>	<b>(602,211)</b>
<b>Other Sources &amp; Uses of Cash</b>									
Net Change in Receivables/Payables	(1,104,781)								
<b>Net Other Sources &amp; Uses</b>									
	(1,104,781)								
<b>Net Change in Available Cash</b>	<b>(334,332)</b>	<b>(327,188)</b>	<b>(327,188)</b>	<b>(240,110)</b>	<b>(1,302,888)</b>	<b>(1,104,432)</b>	<b>(800,751)</b>	<b>(595,091)</b>	<b>(602,211)</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>8,322,660</b>	<b>7,988,328</b>	<b>7,988,328</b>	<b>7,988,328</b>	<b>7,748,218</b>	<b>6,445,330</b>	<b>5,340,898</b>	<b>4,540,147</b>	<b>3,945,056</b>
<b>Unrestricted Cash - End of Year</b>	<b>7,988,328</b>	<b>7,661,140</b>	<b>7,661,140</b>	<b>7,748,218</b>	<b>6,445,330</b>	<b>5,340,898</b>	<b>4,540,147</b>	<b>3,945,056</b>	<b>3,342,845</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 25% of Current Spending	789,073	1,062,579	1,062,579	1,088,309	1,195,764	1,226,769	1,252,996	1,278,232	1,282,660
Assigned to Capital	0	0	0	0	0	0	0	0	0
<b>Unassigned Cash</b>	<b>7,199,255</b>	<b>6,598,561</b>	<b>6,598,561</b>	<b>6,659,909</b>	<b>5,249,566</b>	<b>4,114,130</b>	<b>3,287,152</b>	<b>2,666,824</b>	<b>2,060,185</b>
Total	7,988,328	7,661,140	7,661,140	7,748,218	6,445,330	5,340,898	4,540,147	3,945,056	3,342,845
Unassigned Cash as a % of Total Current Spending	228.1%	155.2%	155.2%	153.0%	109.8%	83.8%	65.6%	52.2%	40.2%



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## FUND DESCRIPTIONS

**Health Insurance SubFund:** To account for the payment of approved health insurance claims for active employees and for post Medicare retirees (over 65). The City is self-insured for health insurance claims and finances the insurance payments through payroll distribution 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 15%.

**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.

**Police Retiree Health Care Fund:** The Police 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.

**Fire Retiree Health Care Fund:** The Fire 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.

**City of Grand Rapids  
HEALTH INSURANCE (6770)  
STATEMENT OF OPERATIONS**

Organizations	2015 Actual	2016 Adopted	2016 Amended	2016 Adopted Estimate	2017 Adopted Proposed	2018 Adopted Forecast	2019 Adopted Forecast	2020 Adopted Forecast	2021 Adopted Forecast
<b><u>HEALTH INSURANCE (6770)</u></b>									
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	18,687,017	19,905,562	19,905,562	20,421,496	18,559,317	20,521,164	23,054,764	25,683,610	27,985,594
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	98,336	123,640	123,640	123,640	128,980	159,822	172,516	188,755	210,046
671 Other Revenue	4,385,752	5,068,023	5,068,023	5,068,023	4,725,265	5,272,947	5,979,103	6,701,836	7,326,127
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
<b>HEALTH INSURANCE Total Revenue</b>	<b>23,171,105</b>	<b>25,097,225</b>	<b>25,097,225</b>	<b>25,613,159</b>	<b>23,413,562</b>	<b>25,953,933</b>	<b>29,206,383</b>	<b>32,574,201</b>	<b>35,521,767</b>
<b>EXPENDITURES</b>									
<b><u>HEALTH INSURANCE (6770)</u></b>									
701 Personal Services	205,393	284,235	284,235	238,235	268,613	275,481	284,919	289,716	294,876
726 Supplies	493	0	0	0	0	0	0	0	0
800 Other Services And Charges	19,235,083	24,679,992	24,679,992	24,375,358	24,933,422	27,002,904	30,386,661	33,883,016	36,930,409
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	86,471	109,702	109,702	109,752	157,417	162,140	167,004	172,014	177,174
<b>HEALTH INSURANCE Total Expenditures</b>	<b>19,527,440</b>	<b>25,073,929</b>	<b>25,073,929</b>	<b>24,723,345</b>	<b>25,359,452</b>	<b>27,440,525</b>	<b>30,838,584</b>	<b>34,344,746</b>	<b>37,402,459</b>
<b>HEALTH INSURANCE NET INCOME (LOSS)</b>	<b>3,643,665</b>	<b>23,296</b>	<b>23,296</b>	<b>889,814</b>	<b>(1,945,890)</b>	<b>(1,486,592)</b>	<b>(1,632,201)</b>	<b>(1,770,545)</b>	<b>(1,880,692)</b>
<i>Other Sources &amp; Uses of Cash</i>									
Net Change in Receivables/Payables	(193,972)								
<i>Net Other Sources &amp; Uses</i>	(193,972)								
<b>Net Change in Available Cash</b>	<b>3,449,693</b>	<b>23,296</b>	<b>23,296</b>	<b>889,814</b>	<b>(1,945,890)</b>	<b>(1,486,592)</b>	<b>(1,632,201)</b>	<b>(1,770,545)</b>	<b>(1,880,692)</b>
<b>Unrestricted Cash - Beginning of Year</b>	<b>12,425,761</b>	<b>15,875,454</b>	<b>15,875,454</b>	<b>15,875,454</b>	<b>16,765,268</b>	<b>14,819,378</b>	<b>13,332,786</b>	<b>11,700,585</b>	<b>9,930,040</b>
<b>Unrestricted Cash - End of Year</b>	<b>15,875,454</b>	<b>15,898,750</b>	<b>15,898,750</b>	<b>16,765,268</b>	<b>14,819,378</b>	<b>13,332,786</b>	<b>11,700,585</b>	<b>9,930,040</b>	<b>8,049,348</b>
<b>Reserve Targets:</b>									
Assigned to Reserves - 25% of Current Spending	4,881,860	6,268,482	6,268,482	6,180,836	6,339,863	6,860,131	7,709,646	8,586,187	9,350,615
Assigned to Capital	0	0	0	0	0	0	0	0	0
Unassigned Cash	<b>10,993,594</b>	<b>9,630,268</b>	<b>9,630,268</b>	<b>10,584,432</b>	<b>8,479,515</b>	<b>6,472,655</b>	<b>3,990,939</b>	<b>1,343,854</b>	<b>(1,301,267)</b>
Total	15,875,454	15,898,750	15,898,750	16,765,268	14,819,378	13,332,786	11,700,585	9,930,040	8,049,348
Unassigned Cash as a % of Total Current Spending	56.3%	38.4%	38.4%	42.8%	33.4%	23.6%	12.9%	3.9%	-3.5%

City of Grand Rapids  
**GENERAL RETIREE HEALTH CARE FUND (7371)**  
**STATEMENT OF OPERATIONS**

Organizations	2015 Actuals	2016 Adopted	2016 Amended	2016 Adopted Estimate	2017 Adopted Proposed	2018 Adopted Forecast	2019 Adopted Forecast	2020 Adopted Forecast	2021 Adopted Forecast
<b>REVENUE</b>									
<b><i>GENERAL RETIREE HEALTH CARE FUND (7371)</i></b>									
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	5,982,055	354,553	354,553	6,198,672	6,172,815	6,153,222	6,155,100	6,166,147	6,171,139
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	238,495	0	0	0	429,866	413,663	399,298	384,209	373,466
671 Other Revenue	0	5,844,119	5,844,119	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
<b><i>GENERAL RETIREE HEALTH CARE FU Total Revenue</i></b>	<b>6,220,550</b>	<b>6,198,672</b>	<b>6,198,672</b>	<b>6,198,672</b>	<b>6,602,681</b>	<b>6,566,885</b>	<b>6,554,398</b>	<b>6,550,356</b>	<b>6,544,605</b>
<b>EXPENDITURES</b>									
<b><i>GENERAL RETIREE HEALTH CARE FUND (7371)</i></b>									
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	6,747,584	6,283,950	6,283,950	6,283,950	6,404,288	6,265,731	6,140,078	6,154,690	5,831,300
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
<b><i>GENERAL RETIREE HEALTH CARE FUND Total Expenditures</i></b>	<b>6,747,584</b>	<b>6,283,950</b>	<b>6,283,950</b>	<b>6,283,950</b>	<b>6,404,288</b>	<b>6,265,731</b>	<b>6,140,078</b>	<b>6,154,690</b>	<b>5,831,300</b>
<b><i>GENERAL RETIREE HEALTH CARE FUND NET INCOME (LOSS)</i></b>	<b>(527,034)</b>	<b>(85,278)</b>	<b>(85,278)</b>	<b>(85,278)</b>	<b>198,393</b>	<b>301,154</b>	<b>414,320</b>	<b>395,666</b>	<b>713,305</b>
<b><i>Beginning Fund Balance</i></b>	<b>9,563,129</b>	<b>9,036,095</b>	<b>9,036,095</b>	<b>9,036,095</b>	<b>8,950,817</b>	<b>9,149,210</b>	<b>9,450,364</b>	<b>9,864,684</b>	<b>10,260,350</b>
<b><i>Ending Fund Balance</i></b>	<b>9,036,095</b>	<b>8,950,817</b>	<b>8,950,817</b>	<b>8,950,817</b>	<b>9,149,210</b>	<b>9,450,364</b>	<b>9,864,684</b>	<b>10,260,350</b>	<b>10,973,655</b>
Assigned to DB Retiree Health Care Costs	9,036,095	8,950,817	8,950,817	8,950,817	9,149,210	9,450,364	9,864,684	10,260,350	10,973,655
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>9,036,095</b>	<b>8,950,817</b>	<b>8,950,817</b>	<b>8,950,817</b>	<b>9,149,210</b>	<b>9,450,364</b>	<b>9,864,684</b>	<b>10,260,350</b>	<b>10,973,655</b>
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%

**City of Grand Rapids**  
**FIREFIGHTER RETIREE HEALTH CARE (7373)**  
**STATEMENT OF OPERATIONS**

Organizations	2015 Actuals	2016 Adopted	2016 Amended	2016 Adopted Estimate	2017 Adopted Proposed	2018 Adopted Forecast	2019 Adopted Forecast	2020 Adopted Forecast	2021 Adopted Forecast
<b>REVENUE</b>									
<b><u>FIREFIGHTER RETIREE HEALTH CARE (7373)</u></b>									
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	3,882,043	125,136	125,136	3,593,146	3,243,992	3,194,033	3,138,699	3,064,952	3,019,833
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	333,684	0	0	0	728,740	787,102	827,989	847,193	846,202
671 Other Revenue	0	3,468,010	3,468,010	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
<b><i>FIREFIGHTER RETIREE HEALTH CARE Total Revenue</i></b>	<b>4,215,727</b>	<b>3,593,146</b>	<b>3,593,146</b>	<b>3,593,146</b>	<b>3,972,732</b>	<b>3,981,135</b>	<b>3,966,688</b>	<b>3,912,145</b>	<b>3,866,035</b>
<b>EXPENDITURES</b>									
<b><u>FIREFIGHTER RETIREE HEALTH CARE (7373)</u></b>									
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	2,203,177	2,169,299	2,169,299	2,169,299	2,431,401	2,707,994	3,082,719	3,486,462	3,770,099
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
<b><i>FIREFIGHTER RETIREE HEALTH CARE Total Expenditures</i></b>	<b>2,203,177</b>	<b>2,169,299</b>	<b>2,169,299</b>	<b>2,169,299</b>	<b>2,431,401</b>	<b>2,707,994</b>	<b>3,082,719</b>	<b>3,486,462</b>	<b>3,770,099</b>
<b><i>FIREFIGHTER RETIREE HEALTH CARE NET INCOME (LOSS)</i></b>	<b>2,012,550</b>	<b>1,423,847</b>	<b>1,423,847</b>	<b>1,423,847</b>	<b>1,541,331</b>	<b>1,273,141</b>	<b>883,969</b>	<b>425,683</b>	<b>95,936</b>
<b><i>Beginning Fund Balance</i></b>	<b>10,276,569</b>	<b>12,289,119</b>	<b>12,289,119</b>	<b>12,289,119</b>	<b>13,712,966</b>	<b>15,254,297</b>	<b>16,527,438</b>	<b>17,411,407</b>	<b>17,837,090</b>
<b><i>Ending Fund Balance</i></b>	<b>12,289,119</b>	<b>13,712,966</b>	<b>13,712,966</b>	<b>13,712,966</b>	<b>15,254,297</b>	<b>16,527,438</b>	<b>17,411,407</b>	<b>17,837,090</b>	<b>17,933,026</b>
Assigned to DB Retiree Health Care Costs	12,289,119	13,712,966	13,712,966	13,712,966	15,254,297	16,527,438	17,411,407	17,837,090	17,933,026
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-
Total	12,289,119	13,712,966	13,712,966	13,712,966	15,254,297	16,527,438	17,411,407	17,837,090	17,933,026
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%

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

Organizations	2015	2016	2016	2016	2017	2018	2019	2020	2021
	Actuals	Adopted	Amended	Adopted Estimate	Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
<b>REVENUE</b>									
<b><u>POLICE OFFICER RETIREE HEALTH (7372)</u></b>									
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	5,789,208	129,308	129,308	5,386,145	4,524,774	4,430,827	4,349,915	4,251,330	4,133,372
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	508,343	0	0	0	1,261,779	1,414,845	1,550,237	1,666,148	1,757,787
671 Other Revenue	0	5,256,837	5,256,837	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
<b><i>POLICE OFFICER RETIREE HEALTH Total Revenue</i></b>	<b>6,297,551</b>	<b>5,386,145</b>	<b>5,386,145</b>	<b>5,386,145</b>	<b>5,786,553</b>	<b>5,845,672</b>	<b>5,900,152</b>	<b>5,917,478</b>	<b>5,891,159</b>
<b>EXPENDITURES</b>									
<b><u>POLICE OFFICER RETIREE HEALTH (7372)</u></b>									
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	1,744,679	1,902,418	1,902,418	1,902,418	2,277,024	2,656,880	3,046,163	3,484,808	3,994,485
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
<b><i>POLICE OFFICER RETIREE HEALTH Total Expenditures</i></b>	<b>1,744,679</b>	<b>1,902,418</b>	<b>1,902,418</b>	<b>1,902,418</b>	<b>2,277,024</b>	<b>2,656,880</b>	<b>3,046,163</b>	<b>3,484,808</b>	<b>3,994,485</b>
<b><i>POLICE OFFICER RETIREE HEALTH NET INCOME (LOSS)</i></b>	<b>4,552,872</b>	<b>3,483,727</b>	<b>3,483,727</b>	<b>3,483,727</b>	<b>3,509,529</b>	<b>3,188,792</b>	<b>2,853,989</b>	<b>2,432,670</b>	<b>1,896,674</b>
<b><i>Beginning Fund Balance</i></b>	<b>15,217,860</b>	<b>19,770,732</b>	<b>19,770,732</b>	<b>19,770,732</b>	<b>23,254,459</b>	<b>26,763,988</b>	<b>29,952,780</b>	<b>32,806,769</b>	<b>35,239,439</b>
<b><i>Ending Fund Balance</i></b>	<b>19,770,732</b>	<b>23,254,459</b>	<b>23,254,459</b>	<b>23,254,459</b>	<b>26,763,988</b>	<b>29,952,780</b>	<b>32,806,769</b>	<b>35,239,439</b>	<b>37,136,113</b>
Assigned to DB Retiree Health Care Costs	19,770,732	23,254,459	23,254,459	23,254,459	26,763,988	29,952,780	32,806,769	35,239,439	37,136,113
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-
Total	19,770,732	23,254,459	23,254,459	23,254,459	26,763,988	29,952,780	32,806,769	35,239,439	37,136,113
Unassigned FB as a % of Total Expenditures	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><u>Other Grants (2730)</u></b>									
<b>Revenues</b>									
501-Federal Grants	508,983	0	149,781	0	0	0	0	0	0
539-State Grants	79,936	0	-478	0	45,000	0	0	0	0
664-Investment Income & Rentals	8,976	1,047	2,252	0	9,499	11,771	12,706	13,902	15,470
671-Other Revenues	548,610	0	1,574,724	360,000	0	0	0	0	0
695-Other Financing Sources	129,950	51,248	471,248	364,748	93,826	60,423	62,363	64,671	66,806
<b>Other Grants Total Revenues</b>	<b>1,276,455</b>	<b>52,295</b>	<b>2,197,527</b>	<b>724,748</b>	<b>148,325</b>	<b>72,194</b>	<b>75,069</b>	<b>78,573</b>	<b>82,276</b>
<b>Expenditures</b>									
701-Personal Services	218,887	0	254,891	46,556	0	0	-0	0	0
751-Supplies	17,340	0	4,629	0	0	0	0	0	0
800-Other Services and Charges	1,014,969	41,761	1,939,294	917,874	126,099	47,314	48,861	50,764	52,482
970-Capital Outlays	0	0	18,865	0	0	0	0	0	0
995-Other Financing	34,850	9,487	2,647	9,487	12,727	13,109	13,502	13,907	14,324
<b>Other Grants Total Expenditures</b>	<b>1,286,046</b>	<b>51,248</b>	<b>2,220,326</b>	<b>973,917</b>	<b>138,826</b>	<b>60,423</b>	<b>62,363</b>	<b>64,671</b>	<b>66,806</b>
<b>Other Grants NET INCOME (LOSS)</b>	<b>-9,591</b>	<b>1,047</b>	<b>-22,799</b>	<b>-249,169</b>	<b>9,499</b>	<b>11,771</b>	<b>12,706</b>	<b>13,902</b>	<b>15,470</b>
<b>Beginning Fund Balance</b>	<b>601,927</b>	<b>592,336</b>	<b>592,336</b>	<b>592,336</b>	<b>343,167</b>	<b>352,666</b>	<b>364,437</b>	<b>377,143</b>	<b>391,045</b>
<b>Ending Fund Balance</b>	<b>592,336</b>	<b>593,383</b>	<b>569,537</b>	<b>343,167</b>	<b>352,666</b>	<b>364,437</b>	<b>377,143</b>	<b>391,045</b>	<b>406,515</b>

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><u>Police Grants (2731)</u></b>									
<b>Revenues</b>									
501-Federal Grants	160,744	420,000	533,000	420,000	400,000	0	0	0	0
539-State Revenues	234,505	0	373,163	0	0	0	0	0	0
600-Charges for Services	1,535	0	0	0	0	0	0	0	0
695-Other Financing Sources	857,186	444,830	868,188	444,830	583,822	1,044,833	0	0	0
<b>Police Grants Total Revenues</b>	<b>1,253,970</b>	<b>864,830</b>	<b>1,774,351</b>	<b>864,830</b>	<b>983,822</b>	<b>1,044,833</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>									
701-Personal Services	1,439,164	866,314	1,579,597	866,315	983,822	1,044,833	0	0	0
751-Supplies	3,910	0	8,000	0	0	0	0	0	0
800-Other Services and Charges	114,330	0	141,481	0	0	0	0	0	0
970-Capital Outlays	48,365	0	46,757	0	0	0	0	0	0
<b>Police Grants Total Expenditures</b>	<b>1,605,769</b>	<b>866,314</b>	<b>1,775,835</b>	<b>866,315</b>	<b>983,822</b>	<b>1,044,833</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Police Grants NET INCOME (LOSS)</b>	<b>-351,799</b>	<b>-1,484</b>	<b>-1,484</b>	<b>-1,485</b>	<b>-0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Beginning Fund Balance</b>	<b>195,346</b>	<b>-156,453</b>	<b>-156,453</b>	<b>-156,453</b>	<b>-157,938</b>	<b>-157,938</b>	<b>-157,938</b>	<b>-157,938</b>	<b>-157,938</b>
<b>Ending Fund Balance</b>	<b>-156,453</b>	<b>-157,937</b>	<b>-157,937</b>	<b>-157,938</b>	<b>-157,938</b>	<b>-157,938</b>	<b>-157,938</b>	<b>-157,938</b>	<b>-157,938</b>

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><i>Fire Grants (2732)</i></b>									
<b>Revenues</b>									
501-Federal Grants	794,425	0	1,193,819	0	0	0	0	0	0
580-Contribution from Local Units	133,612	0	0	0	0	0	0	0	0
671-Other Revenues	5,218	0	0	0	0	0	0	0	0
695-Other Financing Sources	11,350	0	163,381	0	0	0	0	0	0
<b><i>Fire Grants Total Revenues</i></b>	<b>944,605</b>	<b>0</b>	<b>1,357,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>									
701-Personal Services	5,728	0	0	0	0	0	0	0	0
751-Supplies	31,266	0	0	0	0	0	0	0	0
800-Other Services and Charges	47,208	0	0	0	0	0	0	0	0
970-Capital Outlays	906,818	0	1,357,200	0	0	0	0	0	0
995-Other Financing	200	0	0	0	0	0	0	0	0
<b><i>Fire Grants Total Expenditures</i></b>	<b>991,220</b>	<b>0</b>	<b>1,357,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><i>Fire Grants NET INCOME (LOSS)</i></b>	<b>-46,615</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><i>Beginning Fund Balance</i></b>	<b>41,880</b>	<b>-4,735</b>	<b>-4,735</b>	<b>-4,735</b>	<b>-4,735</b>	<b>-4,735</b>	<b>-4,735</b>	<b>-4,735</b>	<b>-4,735</b>
<b><i>Ending Fund Balance</i></b>	<b>-4,735</b>	<b>-4,735</b>	<b>-4,735</b>	<b>-4,735</b>	<b>-4,735</b>	<b>-4,735</b>	<b>-4,735</b>	<b>-4,735</b>	<b>-4,735</b>

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><i>Community Development Program (2733)</i></b>									
<b>Revenues</b>									
501-Federal Grants	3,798,303	3,832,268	3,832,268	3,832,268	4,316,210	3,819,602	3,819,602	3,819,602	3,819,602
655-Fines & Forfeitures	657	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	18,101	0	0	0	0	0	0	0	0
671-Other Revenues	574,286	887,334	200,000	887,334	0	450,000	400,000	350,000	300,000
695-Other Financing Sources	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
<b><i>Community Development Program Total Revenues</i></b>	<b>4,891,347</b>	<b>5,219,602</b>	<b>4,532,268</b>	<b>5,219,602</b>	<b>4,816,210</b>	<b>4,769,602</b>	<b>4,719,602</b>	<b>4,669,602</b>	<b>4,619,602</b>
<b>Expenditures</b>									
701-Personal Services	811,243	1,188,844	902,823	902,822	1,110,572	1,133,581	1,167,094	1,181,106	1,195,279
751-Supplies	17,484	17,588	17,588	14,688	13,906	13,953	13,953	13,953	13,953
800-Other Services and Charges	2,830,327	2,575,509	2,174,196	2,864,429	2,320,044	2,248,880	2,166,867	2,101,355	2,038,682
970-Capital Outlays	0	4,500	4,500	4,500	3,000	4,500	3,000	4,500	3,000
995-Other Financing	1,446,223	1,433,163	1,433,163	1,433,163	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688
<b><i>Community Development Program Total Expenditures</i></b>	<b>5,105,277</b>	<b>5,219,604</b>	<b>4,532,270</b>	<b>5,219,602</b>	<b>4,816,210</b>	<b>4,769,602</b>	<b>4,719,602</b>	<b>4,669,602</b>	<b>4,619,602</b>
<b><i>Community Development Program NET INCOME (LOSS)</i></b>	<b>-213,930</b>	<b>-2</b>	<b>-2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><i>Beginning Fund Balance</i></b>	<b>964,144</b>	<b>750,214</b>	<b>750,214</b>	<b>750,214</b>	<b>750,214</b>	<b>750,214</b>	<b>750,214</b>	<b>750,214</b>	<b>750,214</b>
<b><i>Ending Fund Balance</i></b>	<b>750,214</b>	<b>750,212</b>	<b>750,212</b>	<b>750,214</b>	<b>750,214</b>	<b>750,214</b>	<b>750,214</b>	<b>750,214</b>	<b>750,214</b>

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><i>Home Investment Partnership Pr (2734)</i></b>									
<b>Revenues</b>									
501-Federal Grants	1,392,344	987,798	987,798	987,798	1,020,000	987,000	987,000	987,000	987,000
655-Fines & Forfeitures	13	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	1,275	0	0	0	0	0	0	0	0
671-Other Revenues	85,349	710,370	3,000	710,370	0	3,000	3,000	3,000	3,000
<b><i>Home Investment Partnership Pr Total Revenues</i></b>	<b>1,478,981</b>	<b>1,698,168</b>	<b>990,798</b>	<b>1,698,168</b>	<b>1,020,000</b>	<b>990,000</b>	<b>990,000</b>	<b>990,000</b>	<b>990,000</b>
<b>Expenditures</b>									
701-Personal Services	90,726	87,285	87,285	87,285	90,707	92,069	94,228	94,783	95,481
751-Supplies	842	0	0	0	1,140	1,140	1,140	1,140	1,140
800-Other Services and Charges	1,380,945	1,610,883	903,513	1,610,883	928,153	896,791	894,632	894,077	893,379
995-Other Financing	7,016	0	0	0	0	0	0	0	0
<b><i>Home Investment Partnership Pr Total Expenditures</i></b>	<b>1,479,529</b>	<b>1,698,168</b>	<b>990,798</b>	<b>1,698,168</b>	<b>1,020,000</b>	<b>990,000</b>	<b>990,000</b>	<b>990,000</b>	<b>990,000</b>
<b><i>Home Investment Partnership Pr NET INCOME (LOSS)</i></b>	<b>-548</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><i>Beginning Fund Balance</i></b>	<b>46,590</b>	<b>46,042</b>	<b>46,042</b>	<b>46,042</b>	<b>46,042</b>	<b>46,042</b>	<b>46,042</b>	<b>46,042</b>	<b>46,042</b>
<b><i>Ending Fund Balance</i></b>	<b>46,042</b>	<b>46,042</b>	<b>46,042</b>	<b>46,042</b>	<b>46,042</b>	<b>46,042</b>	<b>46,042</b>	<b>46,042</b>	<b>46,042</b>

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><u>Lead Hazard Control/Reduction (2735)</u></b>									
<b>Revenues</b>									
501-Federal Grants	733,334	0	0	0	0	0	0	0	0
655-Fines & Forfeitures	380	0	1,657	0	0	0	0	0	0
671-Other Revenues	166,147	0	280,041	0	0	0	0	0	0
695-Other Financing Sources	0	0	871,245	0	0	0	0	0	0
<b>Lead Hazard Control/Reduction Total Revenues</b>	<b>899,861</b>	<b>0</b>	<b>1,152,943</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>									
701-Personal Services	294,530	0	92,773	92,773	0	0	0	0	0
751-Supplies	5,708	0	0	0	0	0	0	0	0
800-Other Services and Charges	654,071	0	1,060,170	269,740	0	0	0	0	0
995-Other Financing	16,838	0	0	0	0	0	0	0	0
<b>Lead Hazard Control/Reduction Total Expenditures</b>	<b>971,147</b>	<b>0</b>	<b>1,152,943</b>	<b>362,513</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Lead Hazard Control/Reduction NET INCOME (LOSS)</b>	<b>-71,286</b>	<b>0</b>	<b>0</b>	<b>-362,513</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Beginning Fund Balance</b>	<b>433,799</b>	<b>362,513</b>	<b>362,513</b>	<b>362,513</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Fund Balance</b>	<b>362,513</b>	<b>362,513</b>	<b>362,513</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b>Revenues</b>									
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	380,490	0	492,855	594,000	0	0	0	0	0
539-State Grants	165,037	0	195,000	0	0	0	0	0	0
580-Contribution from Local Units	47,270	0	68,627	60,000	0	0	0	0	0
600-Charges For Services	157,941	0	125,605	130,000	0	0	0	0	0
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	0	0	0	0	0	0	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	47,776	0	36,722	77,041	0	0	0	0	0
<b>61ST DISTRICT COURT GRANTS Total Revenues</b>	<b>798,514</b>	<b>0</b>	<b>918,809</b>	<b>861,041</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>									
701-Personal Services	320,678	0	364,169	294,440	0	0	0	0	0
751-Supplies	118,447	0	119,932	117,900	0	0	0	0	0
800-Other Services And Charges	320,012	0	434,708	408,105	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	47,776	0	0	0	0	0	0	0	0
<b>61ST DISTRICT COURT GRANTS Total Expenditures</b>	<b>806,913</b>	<b>0</b>	<b>918,809</b>	<b>820,445</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>61ST DISTRICT COURT GRANTS NET INCOME (LOSS)</b>	<b>(8,399)</b>	<b>0</b>	<b>0</b>	<b>40,596</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance - Beginning of Year</b>	<b>45,210</b>	<b>36,811</b>	<b>36,811</b>	<b>36,811</b>	<b>77,407</b>	<b>77,407</b>	<b>77,407</b>	<b>77,407</b>	<b>77,407</b>
<b>Fund Balance - End of Year</b>	<b>36,811</b>	<b>36,811</b>	<b>36,811</b>	<b>77,407</b>	<b>77,407</b>	<b>77,407</b>	<b>77,407</b>	<b>77,407</b>	<b>77,407</b>



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## ECONOMIC DEVELOPMENT – AUTHORITIES AND DISTRICTS

Like other urban core cities in the State of Michigan, the City uses a variety of tools to attract businesses and individuals. Some of these economic development programs encourage business and residential investment by abating property tax increases from the increased property values resulting from capital investment. These types of programs include abatements for industrial facilities, obsolete property redevelopment, neighborhood enterprise zones, non-industrial personal property, and renaissance zones. Other economic development programs work with businesses to provide access to the tax-exempt bond market via the City's Economic Development Corporation and to provide the financial and legal expertise needed to access the State's economic development programs and agencies.

Another way to encourage economic development is by directly investing in the City's public, business, and residential infrastructure. Revenues for these investments are provided when the City Commission targets certain areas in the City and agrees to divert, usually known as 'capture,' property tax revenues associated with increased property values. This type of revenue program is called, "tax increment financing" or "TIF." 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 will begin to capture TIF revenues in 2016 / Fiscal Year 2017.

The board members for the City's various economic development entities are appointed by City Commission. The entities in this section operate independently but in compliance with each entity's authorizing State law 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 Government Accounting Standards Board.

Annual TIF authority revenues are lower and more variable compared to the City's other revenue sources. As a result, the TIF authorities' budgets are prepared later than other City departments and follow a separate budget approval process, after the City Assessor finalizes the upcoming year's taxable values at the March Board of Review. Even small variations in captured assessed values impact the amounts of tax increment revenues available for program and re-development project expenditures.

### **BROWNFIELD REDEVELOPMENT AUTHORITY ("BROWNFIELD")**

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

### **BUSINESS IMPROVEMENT DISTRICT – UPTOWN ("UPTOWN BID")**

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The Uptown BID was created by the City as a special assessment district in June, 2013 after property owners voted in favor of creating the district. 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 the burden 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.

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BID Special Assessments are currently being requested in single year periods. Therefore, revenues and expenditures included the BID fund statement for fiscal years 2017 through 2021 are estimated and are likely to change. For accounting purposes, the BID is considered a special revenue fund, which is a governmental fund type.

### **CORRIDOR IMPROVEMENT DISTRICT AUTHORITY – UPTOWN (“UPTOWN CIDA”)**

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The Uptown CIDA was created in 2009 under the provisions of Act 280, Public Acts of 2005 of the State of Michigan, as amended. The Uptown CIDA works with district representatives 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. Investing the CIDA’s tax increment revenues is creating a culture of capital investment which is increasing property values and the number of jobs in the district. This culture of neighborhood business district investment is spilling into the surrounding areas, inspiring other property improvements and attracting new residents and businesses. The fiscal year ended June 30, 2012 was the first year of tax increment revenue capture for the Uptown CIDA.

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

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The Madison Square Corridor Improvement District Authority (also known as “Southtown 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. The goals of these districts are to correct and prevent deterioration in the business district; 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 fiscal year ended June 30, 2012 was the first and only year of tax increment revenue capture for the Madison Square CIDA. The FY2016 budget request was the first North Quarter budget request to be considered and approved by City Commission. None of the CIDA in this section are expected to capture tax increment revenues in FY2017. Tax increment revenues are not guaranteed, particularly in smaller and newer districts like the CIDA.

### **DOWNTOWN DEVELOPMENT AUTHORITY (“DDA”)**

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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 Public Act 197, 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 district is 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. The initial property tax increment revenue capture was in 1981.

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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, Kent County, Interurban Transportation Partnership (“The Rapid”), and Grand Rapids Community College. School tax increment (STI) revenues are derived from the State Education Tax millage; the Grand Rapids Public Schools operating, sinking fund, and debt millages; and the Kent Intermediate School District millages. 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, which result primarily from interest and parking revenues generated by facilities located on property owned by the DDA.

### **DOWNTOWN IMPROVEMENT DISTRICT (“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 central 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 will be collected in five installments, one for each fiscal year. For accounting purposes, the DID is considered a special revenue fund, which is a governmental fund type.

### **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 in December, 1985 by the City 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 any eligible debt obligations outstanding prior to January 1, 1995.

## **SMARTZONE LOCAL DEVELOPMENT FINANCING AUTHORITY (“SMARTZONE”)**

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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 the environment and resources entrepreneurs and inventors need for success 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 the 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.

At its January 15, 2016 meeting the SmartZone Board 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.

## **THE BUDGETING AND MONITORING PROCESS FOR ECONOMIC DEVELOPMENT AUTHORITIES**

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The budget process for the entities included in this section begins once the City Assessor and the March Board of Review (“MBOR”) have finalized taxable values for the upcoming fiscal year. The Assessor then calculates captured assessed values for the various TIF districts using the MBOR taxable values. Using the captured assessed values, the Debt & Authority Finance Officer estimates tax increment and other revenues for the next five years. Operating and project expenditure requests are determined depending upon the amounts of estimated and 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 or early June for review and recommendation to City Commission. Upon recommendation by the appropriate board, City Commission then reviews the submitted budget request. Once City Commission approves the request, the budget returns to the appropriate board for adoption. Only the upcoming fiscal year is appropriated. The remaining four years of the priority plans are used for planning purposes.

All authority budgets for the fiscal year ending June 30, 2017 were approved by City Commission on June 7, 2016 except for the Downtown Improvement District budget which was approved by City Commission on June 14, 2016. Following City Commission approval, the authority boards adopted the fiscal year 2017 budgets at their next scheduled meetings.

The five-year fund statements on the following pages have been formatted to match the standard City budget format. Most of the budgets in this section of the Fiscal Plan, however, are approved and monitored on a project or program basis so that board members and staff are able to determine whether priorities are being achieved. Each entity board receives interim financial statements on a monthly, bi-monthly, or quarterly basis depending on the needs of the individual boards and the volume of financial transactions. For example, the DDA, which is the largest and busiest of the authorities, receives monthly interim financial statements whereas the EDC is provided with bi-monthly interim financial statements. Interim financial statements include the Balance Sheet/Trial Balance; Statement of Revenues and Expenditures; and Schedule of Payments charged to the entity. Certain authority boards, particularly the DDA and the Brownfield, also receive a Statement of Project Expenditures as part of their interim statements.

**BROWNFIELD**  
**STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><i>Brownfield Operations (2430) and Revolving Loan Fund (2431)</i></b>									
<b><i>Brownfield Operations (2430) and Revolving Loan Fund (2431)</i></b>									
<b>Revenues</b>									
401-Taxes	3,352,063	3,397,766	3,397,766	3,368,412	3,964,301	5,644,107	6,939,325	6,942,233	6,891,260
501-Federal Grants	170,606	0	0	0	0	0	0	0	0
539-State Grants	16,751	188,000	188,000	92,000	40,000	0	0	0	0
600-Charges for Services	196,424	135,048	135,048	184,784	147,226	107,310	108,910	110,536	112,187
664-Investment Income & Rentals	11,938	6,000	6,000	13,934	8,000	8,000	9,000	9,000	10,000
671-Other Revenues	76,516	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
<b><i>Brownfield Operations Total Revenues</i></b>	<b>3,824,298</b>	<b>3,801,814</b>	<b>3,801,814</b>	<b>3,734,130</b>	<b>4,234,527</b>	<b>5,834,417</b>	<b>7,132,235</b>	<b>7,136,769</b>	<b>7,088,447</b>
<b>Expenditures</b>									
701-Personal Services	211,770	214,229	214,229	215,732	302,236	316,530	331,598	340,583	343,585
751-Supplies	1,610	4,720	4,720	2,000	2,300	2,300	2,300	2,300	2,300
800-Other Services and Charges	3,083,625	3,214,479	3,214,479	3,126,934	3,506,960	5,019,129	6,307,205	6,316,504	6,266,973
990-Debt Service	176,662	236,399	236,399	236,500	238,387	235,173	236,961	232,548	233,135
995-Other Financing	88,660	23,487	23,487	23,487	30,704	31,625	32,574	33,551	34,558
<b><i>Brownfield Operations Total Expenditures</i></b>	<b>3,562,327</b>	<b>3,693,314</b>	<b>3,693,314</b>	<b>3,604,653</b>	<b>4,080,587</b>	<b>5,604,757</b>	<b>6,910,638</b>	<b>6,925,486</b>	<b>6,880,551</b>
<b><i>Brownfield Operations NET INCOME (LOSS)</i></b>	<b>261,971</b>	<b>108,500</b>	<b>108,500</b>	<b>129,477</b>	<b>153,940</b>	<b>229,660</b>	<b>221,597</b>	<b>211,283</b>	<b>207,896</b>
<b><i>Beginning Fund Balance</i></b>	<b>156,174</b>	<b>418,145</b>	<b>418,145</b>	<b>418,145</b>	<b>547,622</b>	<b>701,562</b>	<b>931,222</b>	<b>1,152,819</b>	<b>1,364,102</b>
<b><i>Ending Fund Balance</i></b>	<b>418,145</b>	<b>526,645</b>	<b>526,645</b>	<b>547,622</b>	<b>701,562</b>	<b>931,222</b>	<b>1,152,819</b>	<b>1,364,102</b>	<b>1,571,997</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	534,349	553,997	553,997	540,698	612,088	840,714	1,036,596	1,038,823	1,032,083
Unassigned Fund Balance	-116,204	-27,352	-27,352	6,924	89,474	90,508	116,224	325,279	539,915
<b>Total</b>	<b>418,145</b>	<b>526,645</b>	<b>526,645</b>	<b>547,622</b>	<b>701,562</b>	<b>931,222</b>	<b>1,152,819</b>	<b>1,364,102</b>	<b>1,571,997</b>
Unassigned FB as a % of Total Expenditures	-3.3%	-0.7%	-0.7%	0.2%	2.2%	1.6%	1.7%	4.7%	7.8%

**MADISON SQUARE / SOUTHTOWN CID**

**STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><u>Madison Square / Southtown Corridor Improvement District (7811)</u></b>									
<b><u>Madison Square / Southtown Corridor Improvement District (7811)</u></b>									
<b>Revenues</b>									
401-Taxes	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
664-Investment Income & Rentals	19	10	10	10	5	0	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0	0
<b>Mad Squ / Southtown CID</b>	<b>19</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues</b>	<b>19</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>									
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	2,553	2,553	240	2,326	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
<b>Mad Squ / Southtown CID</b>	<b>0</b>	<b>2,553</b>	<b>2,553</b>	<b>240</b>	<b>2,326</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>0</b>	<b>2,553</b>	<b>2,553</b>	<b>240</b>	<b>2,326</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Mad Squ / Southtown CID</b>	<b>19</b>	<b>-2,543</b>	<b>-2,543</b>	<b>-230</b>	<b>-2,321</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET INCOME (LOSS)</b>									
<b>Beginning Fund Balance</b>	<b>2,538</b>	<b>2,557</b>	<b>2,557</b>	<b>2,557</b>	<b>2,327</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Ending Fund Balance</b>	<b>2,557</b>	<b>14</b>	<b>14</b>	<b>2,327</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	0	383	383	36	349	0	0	0	0
Unassigned Fund Balance	2,557	-369	-369	2,291	-343	6	6	6	6
<b>Total</b>	<b>2,557</b>	<b>14</b>	<b>14</b>	<b>2,327</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
Unassigned FB as a % of Total Expenditures	#DIV/0!	(14.5%)	(14.5%)	954.6%	(14.7%)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

**NORTH QUARTER CID**  
**STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><u>North Quarter Corridor Improvement District (7812)</u></b>									
<b><u>North Quarter Corridor Improvement District (7812)</u></b>									
<b>Revenues</b>									
401-Taxes	23,777	36,219	36,219	12,411	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
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
<b>North Quarter CID Total Revenues</b>	<b>23,777</b>	<b>36,219</b>	<b>36,219</b>	<b>12,411</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>									
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	36,219	36,219	21,219	11,000	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
<b>North Quarter CID Total Expenditures</b>	<b>0</b>	<b>36,219</b>	<b>36,219</b>	<b>21,219</b>	<b>11,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>North Quarter CID NET INCOME (LOSS)</b>	<b>23,777</b>	<b>0</b>	<b>0</b>	<b>-8,808</b>	<b>-11,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Beginning Fund Balance</b>	<b>0</b>	<b>23,777</b>	<b>23,777</b>	<b>23,777</b>	<b>14,969</b>	<b>3,969</b>	<b>3,969</b>	<b>3,969</b>	<b>3,969</b>
<b>Ending Fund Balance</b>	<b>23,777</b>	<b>23,777</b>	<b>23,777</b>	<b>14,969</b>	<b>3,969</b>	<b>3,969</b>	<b>3,969</b>	<b>3,969</b>	<b>3,969</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	0	5,433	5,433	3,183	1,650	0	0	0	0
Unassigned Fund Balance	23,777	18,344	18,344	11,786	2,319	3,969	3,969	3,969	3,969
<b>Total</b>	<b>23,777</b>	<b>23,777</b>	<b>23,777</b>	<b>14,969</b>	<b>3,969</b>	<b>3,969</b>	<b>3,969</b>	<b>3,969</b>	<b>3,969</b>
Unassigned FB as a % of Total Expenditures	#DIV/0!	50.6%	50.6%	55.5%	21.1%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

**WESTSIDE CID**  
**STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><u>WestSide Corridor Improvement District (7814)</u></b>									
<b><u>WestSide Corridor Improvement District (7814)</u></b>									
<b>Revenues</b>									
401-Taxes	0	13,705	13,705	13,700	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
664-Investment Income & Rentals	0	71	71	100	45	0	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0	0
<b>WestSide CID Total Revenues</b>	<b>0</b>	<b>13,776</b>	<b>13,776</b>	<b>13,800</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>									
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	13,776	13,776	8,000	8,992	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
<b>WestSide CID Total Expenditures</b>	<b>0</b>	<b>13,776</b>	<b>13,776</b>	<b>8,000</b>	<b>8,992</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>WestSide CID NET INCOME (LOSS)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,800</b>	<b>-8,947</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,800</b>	<b>-3,147</b>	<b>-3,147</b>	<b>-3,147</b>	<b>-3,147</b>
<b>Ending Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,800</b>	<b>-3,147</b>	<b>-3,147</b>	<b>-3,147</b>	<b>-3,147</b>	<b>-3,147</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	0	2,066	2,066	1,200	1,349	0	0	0	0
Unassigned Fund Balance	0	-2,066	-2,066	4,600	-4,496	-3,147	-3,147	-3,147	-3,147
Total	0	0	0	5,800	-3,147	-3,147	-3,147	-3,147	-3,147
Unassigned FB as a % of Total Expenditures	#DIV/0!	(15.%)	(15.%)	57.5%	(50.%)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

**DDA LOCAL TAX INCREMENT  
STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><u>DDA Local Tax Increment (2484)</u></b>									
<b><u>DDA Local Tax Increment (2484)</u></b>									
<b>Revenues</b>									
401-Taxes	4,578,746	4,862,123	4,862,123	4,794,677	5,159,900	5,186,074	5,212,380	5,238,817	5,265,386
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	1,525	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	87,421	60,500	60,500	154,702	54,308	47,444	70,148	86,864	162,334
671-Other Revenues	165,376	40,225	40,225	137,444	1,203,159	164,702	45,331	34,501	34,624
<b>DDA Local Tax Increment Total Revenues</b>	<b>4,833,068</b>	<b>4,962,848</b>	<b>4,962,848</b>	<b>5,086,823</b>	<b>6,417,367</b>	<b>5,398,220</b>	<b>5,327,859</b>	<b>5,360,182</b>	<b>5,462,344</b>
<b>Expenditures</b>									
701-Personal Services	468,451	92,368	92,368	37,863	260,573	261,990	263,978	264,915	265,611
751-Supplies	26,545	150,000	150,000	395,670	804,526	242,885	756,116	270,851	286,301
800-Other Services and Charges	2,087,369	2,731,665	2,731,665	1,947,660	2,377,075	2,397,578	2,135,373	2,172,701	2,215,405
970-Capital Outlays	640,053	3,105,000	3,105,000	2,315,496	3,549,000	1,661,000	425,000	0	0
990-Debt Service	384,301	385,041	385,041	385,041	380,487	379,137	340,756	342,558	337,960
995-Other Financing	62,359	73,830	73,830	148,830	175,689	178,710	181,821	185,026	188,326
<b>DDA Local Tax Increment Total Expenditures</b>	<b>3,669,078</b>	<b>6,537,904</b>	<b>6,537,904</b>	<b>5,230,560</b>	<b>7,547,350</b>	<b>5,121,300</b>	<b>4,103,044</b>	<b>3,236,051</b>	<b>3,293,603</b>
<b>DDA Local Tax Increment NET INCOME (LOSS)</b>	<b>1,163,990</b>	<b>-1,575,056</b>	<b>-1,575,056</b>	<b>-143,737</b>	<b>-1,129,983</b>	<b>276,920</b>	<b>1,224,815</b>	<b>2,124,131</b>	<b>2,168,741</b>
<b>Beginning Fund Balance</b>	<b>2,986,356</b>	<b>4,150,346</b>	<b>4,150,346</b>	<b>4,150,346</b>	<b>4,006,609</b>	<b>2,876,626</b>	<b>3,153,546</b>	<b>4,378,361</b>	<b>6,502,492</b>
<b>Ending Fund Balance</b>	<b>4,150,346</b>	<b>2,575,290</b>	<b>2,575,290</b>	<b>4,006,609</b>	<b>2,876,626</b>	<b>3,153,546</b>	<b>4,378,361</b>	<b>6,502,492</b>	<b>8,671,233</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	550,362	980,686	980,686	784,584	1,132,103	768,195	615,457	485,408	494,040
Unassigned Fund Balance	3,599,984	1,594,604	1,594,604	3,222,025	1,744,524	2,385,351	3,762,904	6,017,084	8,177,193
<b>Total</b>	<b>4,150,346</b>	<b>2,575,290</b>	<b>2,575,290</b>	<b>4,006,609</b>	<b>2,876,626</b>	<b>3,153,546</b>	<b>4,378,361</b>	<b>6,502,492</b>	<b>8,671,233</b>
Unassigned FB as a % of Total Expenditures	98.1%	24.4%	24.4%	61.6%	23.1%	46.6%	91.7%	185.9%	248.3%

## DDA NON SCHOOL TAX INCREMENT

### STATEMENT OF OPERATIONS

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><u>DDA Non Tax Increment (2483)</u></b>									
<b><u>DDA Non Tax Increment (2483)</u></b>									
<b>Revenues</b>									
401-Taxes	0								
501-Federal Grants	0								
539-State Grants	0								
600-Charges for Services	306,556	318,150	318,150	318,150	321,332	324,545	327,790	331,068	334,379
664-Investment Income & Rentals	145,288	109,606	109,606	127,226	101,304	136,363	148,593	144,953	183,916
671-Other Revenues	218,229	105,500	105,500	190,832	6,675,600	150,618	175,636	115,656	115,675
<b>DDA Non Tax Increment Total Revenues</b>	<b>670,073</b>	<b>533,256</b>	<b>533,256</b>	<b>636,208</b>	<b>7,098,236</b>	<b>611,526</b>	<b>652,019</b>	<b>591,677</b>	<b>633,970</b>
<b>Expenditures</b>									
701-Personal Services	228,845	100,000	100,000	0	0	0	0	0	0
751-Supplies	100,277	160,000	160,000	167,280	220,700	165,800	163,400	3,500	3,601
800-Other Services and Charges	1,019,641	804,200	804,200	772,499	799,500	727,000	647,000	0	0
970-Capital Outlays	0	2,051,451	2,051,451	0	2,051,451	0	0	0	0
990-Debt Service	0	0	0	0	213,997	207,883	201,768	195,654	189,540
995-Other Financing	0	0	0	0	0	0	0	0	0
<b>DDA Non Tax Increment Total Expenditures</b>	<b>1,348,763</b>	<b>3,115,651</b>	<b>3,115,651</b>	<b>939,779</b>	<b>3,285,648</b>	<b>1,100,683</b>	<b>1,012,168</b>	<b>199,154</b>	<b>193,141</b>
<b>DDA Non Tax Increment NET INCOME (LOSS)</b>	<b>-678,690</b>	<b>-2,582,395</b>	<b>-2,582,395</b>	<b>-303,571</b>	<b>3,812,588</b>	<b>-489,157</b>	<b>-360,149</b>	<b>392,523</b>	<b>440,829</b>
<b>Beginning Fund Balance</b>	<b>2,857,193</b>	<b>2,178,503</b>	<b>2,178,503</b>	<b>2,178,503</b>	<b>1,874,932</b>	<b>5,687,520</b>	<b>5,198,363</b>	<b>4,838,214</b>	<b>5,230,737</b>
<b>Ending Fund Balance</b>	<b>2,178,503</b>	<b>-403,892</b>	<b>-403,892</b>	<b>1,874,932</b>	<b>5,687,520</b>	<b>5,198,363</b>	<b>4,838,214</b>	<b>5,230,737</b>	<b>5,671,566</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	202,314	467,348	467,348	140,967	492,847	165,102	151,825	29,873	28,971
Unassigned Fund Balance	1,976,189	-871,240	-871,240	1,733,965	5,194,673	5,033,261	4,686,389	5,200,864	5,642,595
<b>Total</b>	<b>2,178,503</b>	<b>-403,892</b>	<b>-403,892</b>	<b>1,874,932</b>	<b>5,687,520</b>	<b>5,198,363</b>	<b>4,838,214</b>	<b>5,230,737</b>	<b>5,671,566</b>
Unassigned FB as a % of Total Expenditures	146.5%	-28.0%	-28.0%	184.5%	158.1%	457.3%	463.0%	2611.5%	2921.5%

**DDA SCHOOL TAX INCREMENT  
STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><u>DDA School Tax Increment (2482)</u></b>									
<b><u>DDA School Tax Increment (2482)</u></b>									
<b>Revenues</b>									
401-Taxes	5,811,879	7,870,567	7,870,567	5,479,525	5,245,365	1,816,325	4,966,663	5,811,162	5,807,013
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
664-Investment Income & Rentals	2,938	8,000	8,000	8,000	5,000	5,000	5,000	5,000	5,000
671-Other Revenues	0	0	0	0	0	0	0	0	0
<b>DDA School Tax Increment Total Revenues</b>	<b>5,814,817</b>	<b>7,878,567</b>	<b>7,878,567</b>	<b>5,487,525</b>	<b>5,250,365</b>	<b>1,821,325</b>	<b>4,971,663</b>	<b>5,816,162</b>	<b>5,812,013</b>
<b>Expenditures</b>									
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	2,391,042	2,391,042	0	0	0	0	0	0
990-Debt Service	5,479,525	5,479,525	5,479,525	5,479,525	5,809,525	5,811,325	5,811,663	5,811,162	5,807,013
995-Other Financing	0	0	0	0	0	0	0	0	0
<b>DDA School Tax Increment Total Expenditures</b>	<b>5,479,525</b>	<b>7,870,567</b>	<b>7,870,567</b>	<b>5,479,525</b>	<b>5,809,525</b>	<b>5,811,325</b>	<b>5,811,663</b>	<b>5,811,162</b>	<b>5,807,013</b>
<b>DDA School Tax Increment NET INCOME (LOSS)</b>	<b>335,292</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>-559,160</b>	<b>-3,990,000</b>	<b>-840,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Beginning Fund Balance</b>	<b>3,822,708</b>	<b>4,158,000</b>	<b>4,158,000</b>	<b>4,158,000</b>	<b>4,166,000</b>	<b>3,606,840</b>	<b>-383,160</b>	<b>-1,223,160</b>	<b>-1,218,160</b>
<b>Ending Fund Balance</b>	<b>4,158,000</b>	<b>4,166,000</b>	<b>4,166,000</b>	<b>4,166,000</b>	<b>3,606,840</b>	<b>-383,160</b>	<b>-1,223,160</b>	<b>-1,218,160</b>	<b>-1,213,160</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	821,929	1,180,585	1,180,585	821,929	871,429	871,699	871,749	871,674	871,052
Unassigned Fund Balance	3,336,071	2,985,415	2,985,415	3,344,071	2,735,411	-1,254,859	-2,094,909	-2,089,834	-2,084,212
<b>Total</b>	<b>4,158,000</b>	<b>4,166,000</b>	<b>4,166,000</b>	<b>4,166,000</b>	<b>3,606,840</b>	<b>-383,160</b>	<b>-1,223,160</b>	<b>-1,218,160</b>	<b>-1,213,160</b>
Unassigned FB as a % of Total Expenditures	60.9%	37.9%	37.9%	61.0%	47.1%	-21.6%	-36.0%	-36.0%	-35.9%

## DOWNTOWN IMPROVEMENT DISTRICT

### STATEMENT OF OPERATIONS

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><i>Downtown Improvement District - All Funds (251)</i></b>									
<b><i>Downtown Improvement District - All Funds (251)</i></b>									
<b>Revenues</b>									
401-Taxes	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	106,438	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	5,775	0	0	2,486	0	0	0	0	0
671-Other Revenues	662,334	0	969,825	969,825	1,058,817	1,108,668	1,160,919	1,215,687	1,273,094
<b><i>Downtown Improvement District Total Revenues</i></b>	<b>774,547</b>	<b>0</b>	<b>969,825</b>	<b>972,311</b>	<b>1,058,817</b>	<b>1,108,668</b>	<b>1,160,919</b>	<b>1,215,687</b>	<b>1,273,094</b>
<b>Expenditures</b>									
701-Personal Services	134,062	0	0	0	0	0	0	0	0
751-Supplies	35,773	533,752	81,000	81,000	91,495	96,070	100,873	105,917	111,213
800-Other Services and Charges	491,856	0	872,577	872,577	933,080	976,645	1,022,293	1,070,131	1,120,259
970-Capital Outlays	48,264	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	7,172	16,248	16,248	16,248	34,242	35,269	36,327	37,417	38,540
<b><i>Downtown Improvement District Total Expenditures</i></b>	<b>717,127</b>	<b>550,000</b>	<b>969,825</b>	<b>969,825</b>	<b>1,058,817</b>	<b>1,107,984</b>	<b>1,159,493</b>	<b>1,213,465</b>	<b>1,270,012</b>
<b><i>Downtown Improvement District NET INCOME (LOSS)</i></b>	<b>57,420</b>	<b>-550,000</b>	<b>0</b>	<b>2,486</b>	<b>0</b>	<b>684</b>	<b>1,426</b>	<b>2,222</b>	<b>3,082</b>
<b><i>Beginning Fund Balance</i></b>	<b>519,571</b>	<b>576,991</b>	<b>576,991</b>	<b>576,991</b>	<b>579,477</b>	<b>579,477</b>	<b>580,161</b>	<b>581,587</b>	<b>583,809</b>
<b><i>Ending Fund Balance</i></b>	<b>576,991</b>	<b>26,991</b>	<b>576,991</b>	<b>579,477</b>	<b>579,477</b>	<b>580,161</b>	<b>581,587</b>	<b>583,809</b>	<b>586,891</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	107,569	82,500	145,474	145,474	158,823	166,198	173,924	182,020	190,502
Unassigned Fund Balance	469,422	-55,509	431,517	434,003	420,654	413,963	407,663	401,789	396,389
Total	576,991	26,991	576,991	579,477	579,477	580,161	581,587	583,809	586,891
Unassigned FB as a % of Total Expenditures	65.5%	(10.1%)	44.5%	44.8%	39.7%	37.4%	35.2%	33.1%	31.2%

**MONROE NORTH TAX INCREMENT FINANCE AUTHORITY**

**STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><u>Monroe North Tax Increment Finance Authority (2470)</u></b>									
<b><u>Monroe North Tax Increment Finance Authority (2470)</u></b>									
<b>Revenues</b>									
401-Taxes	510,169	490,809	490,809	482,500	357,738	359,564	361,400	363,244	365,098
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
664-Investment Income & Rentals	12,606	8,839	8,839	17,998	9,472	5,895	4,479	4,627	7,164
671-Other Revenues	0	0	0	0	0	0	0	0	0
<b>Monroe North TIFA Total Revenues</b>	<b>522,775</b>	<b>499,648</b>	<b>499,648</b>	<b>500,498</b>	<b>367,210</b>	<b>365,459</b>	<b>365,879</b>	<b>367,871</b>	<b>372,262</b>
<b>Expenditures</b>									
701-Personal Services	31,795	60,000	60,000	55,000	59,999	61,799	63,655	65,564	67,532
751-Supplies	11,010	85,200	85,200	61,200	56,300	31,400	14,000	6,600	11,700
800-Other Services and Charges	213,836	261,834	261,834	126,067	264,735	420,042	215,436	220,778	215,961
970-Capital Outlays	4,126	550,000	550,000	190,000	110,000	400,000	0	0	0
990-Debt Service	119,761	121,539	121,539	136,878	122,849	123,089	37,877	37,640	37,944
995-Other Financing	9,292	8,901	8,901	8,901	20,666	21,286	21,925	22,582	23,260
<b>Monroe North TIFA Total Expenditures</b>	<b>389,820</b>	<b>1,087,474</b>	<b>1,087,474</b>	<b>578,046</b>	<b>634,549</b>	<b>1,057,616</b>	<b>352,893</b>	<b>353,164</b>	<b>356,397</b>
<b>Monroe North TIFA NET INCOME (LOSS)</b>	<b>132,955</b>	<b>-587,826</b>	<b>-587,826</b>	<b>-77,548</b>	<b>-267,339</b>	<b>-692,157</b>	<b>12,986</b>	<b>14,707</b>	<b>15,865</b>
<b>Beginning Fund Balance</b>	<b>1,160,925</b>	<b>1,293,880</b>	<b>1,293,880</b>	<b>1,293,880</b>	<b>1,216,332</b>	<b>948,993</b>	<b>256,836</b>	<b>269,822</b>	<b>284,529</b>
<b>Ending Fund Balance</b>	<b>1,293,880</b>	<b>706,054</b>	<b>706,054</b>	<b>1,216,332</b>	<b>948,993</b>	<b>256,836</b>	<b>269,822</b>	<b>284,529</b>	<b>300,394</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	58,473	163,121	163,121	86,707	95,182	158,642	52,934	52,975	53,460
Unassigned Fund Balance	1,235,407	542,933	542,933	1,129,625	853,811	98,194	216,888	231,554	246,934
<b>Total</b>	<b>1,293,880</b>	<b>706,054</b>	<b>706,054</b>	<b>1,216,332</b>	<b>948,993</b>	<b>256,836</b>	<b>269,822</b>	<b>284,529</b>	<b>300,394</b>
Unassigned FB as a % of Total Expenditures	316.9%	49.9%	49.9%	195.4%	134.6%	9.3%	61.5%	65.6%	69.3%

**SMARTZONE**  
**STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><u>SmartZone LDFA (2500)</u></b>									
<b><u>SmartZone LDFA (2500)</u></b>									
<b>Revenues</b>									
401-Taxes	1,996,217	1,289,643	1,289,643	1,365,854	1,157,996	1,194,186	1,200,407	1,206,659	1,212,942
501-Federal Grants	0								
539-State Grants	52,320	224,000	224,000	154,875	0	0	0	0	0
600-Charges for Services	0								
664-Investment Income & Rentals	44,053	33,150	33,150	33,150	29,820	13,831	14,196	15,689	19,143
671-Other Revenues	-3	0	0	189	150	150	150	150	150
<b>SmartZone LDFA Total Revenues</b>	<b>2,092,587</b>	<b>1,546,793</b>	<b>1,546,793</b>	<b>1,554,068</b>	<b>1,187,966</b>	<b>1,208,167</b>	<b>1,214,753</b>	<b>1,222,498</b>	<b>1,232,235</b>
<b>Expenditures</b>									
701-Personal Services	121,460	132,089	132,090	132,089	159,338	161,870	165,774	166,822	167,923
751-Supplies	151	200	200	700	700	735	772	810	851
800-Other Services and Charges	1,736,249	2,022,584	2,022,584	1,706,006	1,398,165	1,329,653	1,015,042	997,908	1,025,980
970-Capital Outlays	360	2,175,000	2,175,000	227,083	2,514,834	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	10,425	13,819	13,819	13,819	21,989	22,649	23,328	24,028	24,749
<b>SmartZone LDFA Total Expenditures</b>	<b>1,868,645</b>	<b>4,343,692</b>	<b>4,343,693</b>	<b>2,079,697</b>	<b>4,095,026</b>	<b>1,514,907</b>	<b>1,204,916</b>	<b>1,189,568</b>	<b>1,219,503</b>
<b>SmartZone LDFA NET INCOME (LOSS)</b>	<b>223,942</b>	<b>-2,796,899</b>	<b>-2,796,900</b>	<b>-525,629</b>	<b>-2,907,060</b>	<b>-306,740</b>	<b>9,837</b>	<b>32,930</b>	<b>12,732</b>
<b>Beginning Fund Balance</b>	<b>4,584,119</b>	<b>4,808,061</b>	<b>4,808,061</b>	<b>4,808,061</b>	<b>4,282,432</b>	<b>1,375,372</b>	<b>1,068,632</b>	<b>1,078,469</b>	<b>1,111,399</b>
<b>Ending Fund Balance</b>	<b>4,808,061</b>	<b>2,011,162</b>	<b>2,011,161</b>	<b>4,282,432</b>	<b>1,375,372</b>	<b>1,068,632</b>	<b>1,078,469</b>	<b>1,111,399</b>	<b>1,124,131</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	280,297	651,554	651,554	311,955	614,254	227,236	180,737	178,435	182,925
Unassigned Fund Balance	4,527,764	1,359,608	1,359,607	3,970,477	761,118	841,396	897,732	932,964	941,206
<b>Total</b>	<b>4,808,061</b>	<b>2,011,162</b>	<b>2,011,161</b>	<b>4,282,432</b>	<b>1,375,372</b>	<b>1,068,632</b>	<b>1,078,469</b>	<b>1,111,399</b>	<b>1,124,131</b>
Unassigned FB as a % of Total Expenditures	242.3%	31.3%	31.3%	190.9%	18.6%	55.5%	74.5%	78.4%	77.2%

**UPTOWN BID**  
**STATEMENT OF OPERATIONS**

	ACTUAL 2015	ADOPTED 2016	AMENDED 2016	2016 Fiscal Year Estimate	PROPOSED 2017	FORECAST 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021
<b><u>Uptown Business Improvement District (2520)</u></b>									
<b><u>Uptown Business Improvement District (2520)</u></b>									
<b>Revenues</b>									
401-Taxes	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
664-Investment Income & Rentals	461	20	20	325	20	5	0	0	1
671-Other Revenues	92,126	90,243	90,243	90,086	97,207	97,207	97,207	97,207	97,207
<b>Uptown BID Total Revenues</b>	<b>92,587</b>	<b>90,263</b>	<b>90,263</b>	<b>90,411</b>	<b>97,227</b>	<b>97,212</b>	<b>97,207</b>	<b>97,207</b>	<b>97,208</b>
<b>Expenditures</b>									
701-Personal Services	264	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	13,552	13,500	13,500	12,500	12,500
800-Other Services and Charges	87,413	69,640	69,640	67,940	69,435	64,640	64,640	64,640	64,640
970-Capital Outlays	0	48,181	48,181	48,181	22,240	20,000	20,000	20,000	20,000
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
<b>Uptown BID Total Expenditures</b>	<b>87,677</b>	<b>117,821</b>	<b>117,821</b>	<b>116,121</b>	<b>105,227</b>	<b>98,140</b>	<b>98,140</b>	<b>97,140</b>	<b>97,140</b>
<b>Uptown BID NET INCOME (LOSS)</b>	<b>4,910</b>	<b>-27,558</b>	<b>-27,558</b>	<b>-25,710</b>	<b>-8,000</b>	<b>-928</b>	<b>-933</b>	<b>67</b>	<b>68</b>
<b>Beginning Fund Balance</b>	<b>30,681</b>	<b>35,591</b>	<b>35,591</b>	<b>35,591</b>	<b>9,881</b>	<b>1,881</b>	<b>953</b>	<b>20</b>	<b>87</b>
<b>Ending Fund Balance</b>	<b>35,591</b>	<b>8,033</b>	<b>8,033</b>	<b>9,881</b>	<b>1,881</b>	<b>953</b>	<b>20</b>	<b>87</b>	<b>155</b>
<b>Reserve Targets</b>									
Assigned to Operations - 15% of Total Spending	13,152	17,673	17,673	17,418	15,784	14,721	14,721	14,571	14,571
Unassigned Fund Balance	22,439	-9,640	-9,640	-7,537	-13,903	-13,768	-14,701	-14,484	-14,416
<b>Total</b>	<b>35,591</b>	<b>8,033</b>	<b>8,033</b>	<b>9,881</b>	<b>1,881</b>	<b>953</b>	<b>20</b>	<b>87</b>	<b>155</b>
Unassigned FB as a % of Total Expenditures	25.6%	(8.2%)	(8.2%)	(6.5%)	(13.2%)	(14.%)	(15.%)	(14.9%)	(14.8%)



CITY OF  
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**CITY OF GRAND RAPIDS**  
**APPENDIX A - STATEMENT OF REVENUES BY SOURCE**  
**FY2017 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	Time Period Code				
						FY2017 Adopted Proposed	FY2018 Adopted Forecast	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast
402	Property Taxes	4020	Real Property Taxes	253	Treasurer	\$ 10,423,200	\$ 10,506,586	\$ 10,591,689	\$ 10,656,298	\$ 10,724,498
		4100	Personal Property Taxes	253	Treasurer	\$ 852,617	\$ 859,438	\$ 866,399	\$ 871,684	\$ 877,263
		4140	Allowance for Refunds-BOR, MTT	253	Treasurer	(\$ 34,125)	(\$ 34,398)	(\$ 34,677)	(\$ 34,888)	(\$ 35,112)
		4150	Allowance for Charge Backs	253	Treasurer	(\$ 14,550)	(\$ 14,666)	(\$ 14,785)	(\$ 14,875)	(\$ 14,970)
		4260	Payment In Lieu of Taxes	253	Treasurer	\$ 60,588	\$ 61,073	\$ 61,568	\$ 61,943	\$ 62,340
		261		General Administration	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
		4370	Industrial Facilities Tax	253	Treasurer	\$ 26,994	\$ 27,210	\$ 27,431	\$ 27,597	\$ 27,774
<b>402 Total</b>						<b>\$ 11,339,724</b>	<b>\$ 11,430,243</b>	<b>\$ 11,522,625</b>	<b>\$ 11,592,759</b>	<b>\$ 11,666,793</b>
438	Income Taxes	4380	City Income Taxes	255	Income Tax	\$ 82,337,926	\$ 85,055,077	\$ 87,181,454	\$ 89,360,991	\$ 91,595,016
		4382	City Income Tax Refunds	255	Income Tax	(\$ 7,877,815)	(\$ 8,137,782)	(\$ 8,341,227)	(\$ 8,549,758)	(\$ 8,763,502)
<b>438 Total</b>						<b>\$ 74,460,111</b>	<b>\$ 76,917,295</b>	<b>\$ 78,840,227</b>	<b>\$ 80,811,233</b>	<b>\$ 82,831,514</b>
441	Local Community Stabilization Share	4410	Local Community Stabilization Share Tax	253	Treasurer	\$ 260,605	\$ 260,605	\$ 260,605	\$ 260,605	\$ 260,605
				261	General Administration	\$	\$	\$	\$	\$
<b>441 Total</b>						<b>\$ 260,605</b>				
445	Penalty & Interest on Taxes	4450	Penalty & Interest on Taxes	253	Treasurer	\$ 55,185	\$ 55,626	\$ 56,077	\$ 56,419	\$ 56,780
				255	Income Tax	\$ 293,953	\$ 303,653	\$ 311,244	\$ 319,026	\$ 327,001
<b>445 Total</b>						<b>\$ 349,138</b>	<b>\$ 359,279</b>	<b>\$ 367,321</b>	<b>\$ 375,445</b>	<b>\$ 383,781</b>
447	Property Tax Administration	4470	Property Tax Administration Fee	253	Treasurer	\$ 1,771,561	\$ 1,786,816	\$ 1,800,402	\$ 1,811,449	\$ 1,823,115
<b>447 Total</b>						<b>\$ 1,771,561</b>	<b>\$ 1,786,816</b>	<b>\$ 1,800,402</b>	<b>\$ 1,811,449</b>	<b>\$ 1,823,115</b>
448	Collection Fees	4480	Collection Fees	253	Treasurer	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
<b>448 Total</b>						<b>\$ 14,000</b>				
476	Business Licenses & Permits	4760	Miscellaneous Licenses	215	Clerk	\$ 235,000	\$ 235,000	\$ 245,000	\$ 245,000	\$ 245,000
		4770	Cable TV Franchise Fees	261	General Administration	\$ 2,684,656	\$ 2,939,698	\$ 3,218,970	\$ 3,524,772	\$ 3,859,625
<b>476 Total</b>						<b>\$ 2,919,656</b>	<b>\$ 3,174,698</b>	<b>\$ 3,463,970</b>	<b>\$ 3,769,772</b>	<b>\$ 4,104,625</b>
490	Non-Business Licenses & Permits	4908	Miscellaneous Permits	301	Police	\$	\$	\$	\$	\$
				701	Planning	\$ 94,092	\$ 95,597	\$ 97,127	\$ 98,681	\$ 100,260
		4924	Alarm Permits	301	Police	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
		4934	LUDS Permits-Land & Use Develop	533	Stormwater	\$ 302,357	\$ 311,428	\$ 320,771	\$ 324,800	\$ 328,400
<b>490 Total</b>						<b>\$ 408,449</b>	<b>\$ 419,025</b>	<b>\$ 429,898</b>	<b>\$ 435,481</b>	<b>\$ 440,660</b>
539	State Grants	5522	MI Dept of Environmental Quality	533	Stormwater	\$ 240,278	\$ 243,494	\$ 247,902	\$ 254,502	\$ 256,815
<b>539 Total</b>						<b>\$ 240,278</b>	<b>\$ 243,494</b>	<b>\$ 247,902</b>	<b>\$ 254,502</b>	<b>\$ 256,815</b>
574	State Revenue Sharing	5741	Sales & Use Tax	261	General Administration	\$ 17,519,755	\$ 17,607,354	\$ 17,695,391	\$ 17,783,867	\$ 17,872,787
		5743	Liquor Licenses	301	Police	\$ 190,000	\$ 192,000	\$ 194,000	\$ 196,000	\$ 196,000
		5744	Fire Protect-State Owned Build	336	Fire	\$ 259,636	\$ 255,742	\$ 251,905	\$ 248,127	\$ 248,127
<b>574 Total</b>						<b>\$ 17,969,391</b>	<b>\$ 18,055,096</b>	<b>\$ 18,141,296</b>	<b>\$ 18,227,994</b>	<b>\$ 18,316,914</b>
607	Fees	6131	Processing Fees	215	Clerk	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000
				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	\$ 150,259	\$ 152,663	\$ 155,106	\$ 157,587	\$ 160,109
		6166	LUDS Fee-Land Use & Develop	533	Stormwater	\$ 40,314	\$ 41,524	\$ 42,056	\$ 43,045	\$ 45,123
				701	Planning	\$ 61,234	\$ 62,214	\$ 63,209	\$ 64,221	\$ 65,248
		6167	LUDS Enforcement Fees	533	Stormwater	\$ 31,000	\$ 31,962	\$ 33,016	\$ 34,560	\$ 36,254
		6172	False Alarm Fines-Fees	301	Police	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
		6174	Police Records-Reproc Fees	301	Police	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000
		6193	Zoning, Noise, Parking-Zoning Appeal	701	Planning	\$ 29,017	\$ 29,481	\$ 29,953	\$ 30,432	\$ 30,919
		6195	Historic Preservation-Other Fee	701	Planning	\$ 10,967	\$ 11,142	\$ 11,320	\$ 11,502	\$ 11,686
		6197	Nuisance Fees	733	Code Compliance	\$ 82,929	\$ 85,416	\$ 87,979	\$ 90,619	\$ 93,337
		6199	Housing Fees-Lienable	733	Code Compliance	\$ 2,154,160	\$ 2,218,785	\$ 2,285,348	\$ 2,353,909	\$ 2,424,527
6201	Investment-Cash Mgmt Fees	253	Treasurer	\$ 250,000	\$ 235,000	\$ 277,500	\$ 255,000	\$ 277,500		
<b>607 Total</b>						<b>\$ 3,030,130</b>	<b>\$ 3,088,437</b>	<b>\$ 3,205,737</b>	<b>\$ 3,261,125</b>	<b>\$ 3,364,953</b>

**CITY OF GRAND RAPIDS  
APPENDIX A - STATEMENT OF REVENUES BY SOURCE  
FY2017 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	Time Period Code				
						FY2017 Adopted Proposed	FY2018 Adopted Forecast	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast
626	Services	6260	Service Fees-General	101	City Commission	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375
				191	Comptroller	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
				215	Clerk	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
				253	Treasurer	\$ 31,300	\$ 31,300	\$ 31,300	\$ 31,300	\$ 31,300
				257	Assessor	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
				261	General Administration	\$ 3,691,379	\$ 3,704,861	\$ 3,718,747	\$ 3,733,049	\$ 3,747,780
				266	Attorney	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
				271	Admin Services Support	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
				301	Police	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
				336	Fire	\$ 228,991	\$ 275,391	\$ 280,898	\$ 286,517	\$ 290,407
		701	Planning	\$ 328,588	\$ 329,372	\$ 330,168	\$ 330,976	\$ 331,798		
		6261	Administration Services	257	Assessor	\$ 6,025	\$ 6,125	\$ 6,250	\$ 6,375	\$ 6,500
		448		Street Lighting	\$ 631,649	\$ 645,861	\$ 660,393	\$ 675,252	\$ 690,445	
		701		Planning	\$ 95,564	\$ 97,093	\$ 98,646	\$ 100,225	\$ 101,828	
		6273	Housing-Zoning	733	Code Compliance	\$ 34,632	\$ 35,671	\$ 36,741	\$ 37,844	\$ 38,979
		6275	Housing-Code Enforcement Fees	733	Code Compliance	\$ 4,124	\$ 4,248	\$ 4,375	\$ 4,507	\$ 4,642
		6276	Housing-Housing Appeal Fee	733	Code Compliance	\$ 8,276	\$ 8,524	\$ 8,780	\$ 9,043	\$ 9,314
		6310	Street-Expressway Lighting Main	448	Street Lighting	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 12,500
		6312	Street Lighting Services	448	Street Lighting	\$ 200,000	\$ 205,000	\$ 205,000	\$ 210,000	\$ 210,000
		6332	Special Event Billings Labor	301	Police	\$	\$	\$	\$	\$
6333	Special Event Services	301	Police	\$	\$	\$	\$	\$		
<b>626 Total</b>						<b>\$ 5,295,553</b>	<b>\$ 5,378,471</b>	<b>\$ 5,416,323</b>	<b>\$ 5,460,113</b>	<b>\$ 5,500,518</b>
642	Sales	6421	Sales-General	261	General Administration	\$	\$	\$	\$	\$
		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	\$ 950,000	\$ 978,500	\$ 1,007,855	\$ 1,038,091	\$ 1,069,233
<b>642 Total</b>						<b>\$ 951,500</b>	<b>\$ 980,000</b>	<b>\$ 1,009,355</b>	<b>\$ 1,039,591</b>	<b>\$ 1,070,733</b>
651	Use & Admission	6512	Special Event Fees	301	Police	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
<b>651 Total</b>						<b>\$ 200,000</b>				
655	Fines & Forfeitures	6581	Parking Fines	253	Treasurer	\$ 1,775,000	\$ 1,775,000	\$ 1,780,000	\$ 1,780,000	\$ 1,780,000
		301		Police	\$ 260,000	\$ 260,500	\$ 261,000	\$ 261,500	\$ 262,000	
		6583	Parking Fines-Collection Agency	253	Treasurer	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
<b>655 Total</b>						<b>\$ 2,047,000</b>	<b>\$ 2,047,500</b>	<b>\$ 2,053,000</b>	<b>\$ 2,053,500</b>	<b>\$ 2,054,000</b>
665	Investment Income	6651	Interest on Investment	253	Treasurer	\$ 396,588	\$ 491,420	\$ 530,453	\$ 580,384	\$ 645,849
<b>665 Total</b>						<b>\$ 396,588</b>	<b>\$ 491,420</b>	<b>\$ 530,453</b>	<b>\$ 580,384</b>	<b>\$ 645,849</b>
667	Rentals	6671	Rentals-Facilities	301	Police	\$	\$	\$	\$	\$
		6673	Rentals-Equipment	301	Police	\$	\$	\$	\$	\$
<b>667 Total</b>						<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
672	Special Assessments	6721	Special Assessments	257	Assessor	\$	\$	\$	\$	\$
		6723	Interest-Penalties on Special Assessment	253	Treasurer	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000
<b>672 Total</b>						<b>\$ 130,000</b>				
674	Private Contributions & Donations	6743	Restricted Contributions	261	General Administration	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
<b>674 Total</b>						<b>\$ 7,000</b>				
676	Reimbursements & Refunds	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	\$ 39,363	\$ 39,363	\$ 39,363	\$ 39,363	\$ 1,500
				215	Clerk	\$ 420	\$ 420	\$ 420	\$ 420	\$ 420
		6769	Reimbursement-Special Elections	215	Clerk	\$	\$	\$	\$ 117,662	\$
		6771	Claims-Damage-Accident Billings	301	Police	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
				448	Street Lighting	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
6871	Refunds-Rebates	261	General Administration	\$ 2,350	\$ 2,350	\$ 2,350	\$ 2,350	\$ 2,350		
301		Police	\$ 525,000	\$ 525,500	\$ 526,000	\$ 526,500	\$ 527,000			
<b>676 Total</b>						<b>\$ 646,653</b>	<b>\$ 647,153</b>	<b>\$ 647,653</b>	<b>\$ 765,815</b>	<b>\$ 610,790</b>

**CITY OF GRAND RAPIDS**  
**APPENDIX A - STATEMENT OF REVENUES BY SOURCE**  
**FY2017 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	Time Period Code				
						FY2017 Adopted Proposed	FY2018 Adopted Forecast	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast
690	Miscellaneous Other Revenue	6901	Miscellaneous Other Revenue	191	Comptroller	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30
				212	Fiscal Services	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60
				257	Assessor	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
				301	Police	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
				694	Community Development	\$ 663	\$	\$	\$	\$
				733	Code Compliance	\$ 87	\$ 90	\$ 92	\$ 95	\$ 98
				6921	Bad Check Fees	253	Treasurer	\$ 7,400	\$ 7,400	\$ 7,400
<b>690 Total</b>						<b>\$ 18,840</b>	<b>\$ 18,180</b>	<b>\$ 18,182</b>	<b>\$ 18,185</b>	<b>\$ 18,188</b>
699	Interfund Transfers In	6991	Operating Transfers-Subsidy	172	Executive Office	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
				261	General Administration	\$ 3,001,400	\$ 3,084,637	\$ 1,071,200	\$	\$
				270	Human Resources	\$ 200,000	\$	\$	\$	\$
				301	Police	\$	\$	\$	\$	\$
				694	Community Development	\$	\$	\$	\$	\$
				733	Code Compliance	\$ 1,368,687	\$ 1,368,687	\$ 1,368,687	\$ 1,368,687	\$ 1,368,687
		6992	Operating Transfers-A87 Cost Allocation	257	Assessor	\$	\$	\$	\$	\$
				261	General Administration	\$ 5,350,477	\$ 5,510,991	\$ 5,676,321	\$ 5,846,611	\$ 6,022,009
				694	Community Development	\$	\$	\$	\$	\$
		6993	Operating Transfers-Capital Projects	533	Stormwater	\$	\$	\$	\$	\$
				6995	Operating Transfers-Misc	261	General Administration	\$ 252,000	\$ 249,600	\$ 755,513
		301	Police			\$ 231,457	\$ 234,402	\$ 237,409	\$ 240,478	\$ 243,609
		<b>699 Total</b>						<b>\$ 10,504,021</b>	<b>\$ 10,548,317</b>	<b>\$ 9,209,130</b>
<b>Grand Total</b>						<b>\$ 132,960,198</b>	<b>\$ 136,197,029</b>	<b>\$ 137,515,079</b>	<b>\$ 139,363,854</b>	<b>\$ 142,157,796</b>

**CITY OF GRAND RAPIDS**  
**APPENDIX B - STATEMENT OF REVENUES BY SOURCE**  
**FY2017 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	Time Period Code				
						FY2017 Adopted Proposed	FY2018 Adopted Forecast	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast
101	City Commission	6260	Service Fees-General	626	Services	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375
<b>101 Total</b>						<b>\$ 375</b>				
172	Executive Office	6761	Reimbursements	676	Reimbursements & Refunds	\$ 480	\$ 480	\$ 480	\$ 480	\$ 480
		6991	Operating Transfers-Subsidy	699	Interfund Transfers In	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
<b>172 Total</b>						<b>\$ 100,480</b>				
191	Comptroller	6260	Service Fees-General	626	Services	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
		6761	Reimbursements	676	Reimbursements & Refunds	\$ 1,540	\$ 1,540	\$ 1,540	\$ 1,540	\$ 1,540
		6901	Miscellaneous Other Revenue	690	Miscellaneous Other Revenue	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30
<b>191 Total</b>						<b>\$ 1,920</b>				
212	Fiscal Services	6761	Reimbursements	676	Reimbursements & Refunds	\$ 39,363	\$ 39,363	\$ 39,363	\$ 39,363	\$ 1,500
		6901	Miscellaneous Other Revenue	690	Miscellaneous Other Revenue	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60
<b>212 Total</b>						<b>\$ 39,423</b>	<b>\$ 39,423</b>	<b>\$ 39,423</b>	<b>\$ 39,423</b>	<b>\$ 1,560</b>
215	Clerk	4760	Miscellaneous Licenses	476	Business Licenses & Permits	\$ 235,000	\$ 235,000	\$ 245,000	\$ 245,000	\$ 245,000
		6131	Processing Fees	607	Fees	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000
		6260	Service Fees-General	626	Services	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
		6761	Reimbursements	676	Reimbursements & Refunds	\$ 420	\$ 420	\$ 420	\$ 420	\$ 420
		6769	Reimbursement-Special Elections	676	Reimbursements & Refunds	\$	\$	\$	\$ 117,662	\$
<b>215 Total</b>						<b>\$ 332,920</b>	<b>\$ 332,920</b>	<b>\$ 342,920</b>	<b>\$ 460,582</b>	<b>\$ 342,920</b>
253	Treasurer	4020	Real Property Taxes	402	Property Taxes	\$ 10,423,200	\$ 10,506,586	\$ 10,591,689	\$ 10,656,298	\$ 10,724,498
		4100	Personal Property Taxes	402	Property Taxes	\$ 852,617	\$ 859,438	\$ 866,399	\$ 871,684	\$ 877,263
		4140	Allowance for Refunds-BOR, MTT	402	Property Taxes	(\$ 34,125)	(\$ 34,398)	(\$ 34,677)	(\$ 34,888)	(\$ 35,112)
		4150	Allowance for Charge Backs	402	Property Taxes	(\$ 14,550)	(\$ 14,666)	(\$ 14,785)	(\$ 14,875)	(\$ 14,970)
		4260	Payment In Lieu of Taxes	402	Property Taxes	\$ 60,588	\$ 61,073	\$ 61,568	\$ 61,943	\$ 62,340
		4370	Industrial Facilities Tax	402	Property Taxes	\$ 26,994	\$ 27,210	\$ 27,431	\$ 27,597	\$ 27,774
		4410	Local Community Stabilization Sh	441	Local Community Stabilization S	\$ 260,605	\$ 260,605	\$ 260,605	\$ 260,605	\$ 260,605
		4450	Penalty & Interest on Taxes	445	Penalty & Interest on Taxes	\$ 55,185	\$ 55,626	\$ 56,077	\$ 56,419	\$ 56,780
		4470	Property Tax Administration Fee	447	Property Tax Administration	\$ 1,771,561	\$ 1,786,816	\$ 1,800,402	\$ 1,811,449	\$ 1,823,115
		4480	Collection Fees	448	Collection Fees	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
		6201	Investment-Cash Mgmt Fees	607	Fees	\$ 250,000	\$ 235,000	\$ 277,500	\$ 255,000	\$ 277,500
		6260	Service Fees-General	626	Services	\$ 31,300	\$ 31,300	\$ 31,300	\$ 31,300	\$ 31,300
		6581	Parking Fines	655	Fines & Forfeitures	\$ 1,775,000	\$ 1,775,000	\$ 1,780,000	\$ 1,780,000	\$ 1,780,000
		6583	Parking Fines-Collection Agency	655	Fines & Forfeitures	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
		6651	Interest on Investment	665	Investment Income	\$ 396,588	\$ 491,420	\$ 530,453	\$ 580,384	\$ 645,849
		6723	Interest-Penalties on Special Asses	672	Special Assessments	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000
		6921	Bad Check Fees	690	Miscellaneous Other Revenue	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400
<b>253 Total</b>						<b>\$ 16,018,363</b>	<b>\$ 16,204,410</b>	<b>\$ 16,397,362</b>	<b>\$ 16,506,316</b>	<b>\$ 16,680,342</b>
255	Income Tax	4380	City Income Taxes	438	Income Taxes	\$ 82,337,926	\$ 85,055,077	\$ 87,181,454	\$ 89,360,991	\$ 91,595,016
		4382	City Income Tax Refunds	438	Income Taxes	(\$ 7,877,815)	(\$ 8,137,782)	(\$ 8,341,227)	(\$ 8,549,758)	(\$ 8,763,502)
		4450	Penalty & Interest on Taxes	445	Penalty & Interest on Taxes	\$ 293,953	\$ 303,653	\$ 311,244	\$ 319,026	\$ 327,001
<b>255 Total</b>						<b>\$ 74,754,064</b>	<b>\$ 77,220,948</b>	<b>\$ 79,151,471</b>	<b>\$ 81,130,259</b>	<b>\$ 83,158,515</b>
257	Assessor	6131	Processing Fees	607	Fees	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
		6133	Management Fee	607	Fees	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
		6260	Service Fees-General	626	Services	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
		6261	Administration Services	626	Services	\$ 6,025	\$ 6,125	\$ 6,250	\$ 6,375	\$ 6,500
		6721	Special Assessments	672	Special Assessments	\$	\$	\$	\$	\$
		6901	Miscellaneous Other Revenue	690	Miscellaneous Other Revenue	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
		6992	Operating Transfers-A87 Cost All	699	Interfund Transfers In	\$	\$	\$	\$	\$
<b>257 Total</b>						<b>\$ 36,875</b>	<b>\$ 36,975</b>	<b>\$ 37,100</b>	<b>\$ 37,225</b>	<b>\$ 37,350</b>

**CITY OF GRAND RAPIDS**  
**APPENDIX B - STATEMENT OF REVENUES BY SOURCE**  
**FY2017 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	Time Period Code				
						FY2017 Adopted Proposed	FY2018 Adopted Forecast	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast
261	General Administration	4260	Payment In Lieu of Taxes	402	Property Taxes	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
		4410	Local Community Stabilization Sh	441	Local Community Stabilization S	\$	\$	\$	\$	\$
		4770	Cable TV Franchise Fees	476	Business Licenses & Permits	\$ 2,684,656	\$ 2,939,698	\$ 3,218,970	\$ 3,524,772	\$ 3,859,625
		5741	Sales & Use Tax	574	State Revenue Sharing	\$ 17,519,755	\$ 17,607,354	\$ 17,695,391	\$ 17,783,867	\$ 17,872,787
		6260	Service Fees-General	626	Services	\$ 3,691,379	\$ 3,704,861	\$ 3,718,747	\$ 3,733,049	\$ 3,747,780
		6421	Sales-General	642	Sales	\$	\$	\$	\$	\$
		6743	Restricted Contributions	674	Private Contributions & Donation	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
		6871	Refunds-Rebates	676	Reimbursements & Refunds	\$ 2,350	\$ 2,350	\$ 2,350	\$ 2,350	\$ 2,350
		6991	Operating Transfers-Subsidy	699	Interfund Transfers In	\$ 3,001,400	\$ 3,084,637	\$ 1,071,200	\$	\$
		6992	Operating Transfers-A87 Cost Allc	699	Interfund Transfers In	\$ 5,350,477	\$ 5,510,991	\$ 5,676,321	\$ 5,846,611	\$ 6,022,009
		6995	Operating Transfers-Misc	699	Interfund Transfers In	\$ 252,000	\$ 249,600	\$ 755,513	\$ 739,125	\$ 722,638
<b>261 Total</b>						<b>\$ 32,534,017</b>	<b>\$ 33,131,491</b>	<b>\$ 32,170,492</b>	<b>\$ 31,661,774</b>	<b>\$ 32,259,189</b>
266	Attorney	6260	Service Fees-General	626	Services	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
<b>266 Total</b>						<b>\$ 4,500</b>				
270	Human Resources	6991	Operating Transfers-Subsidy	699	Interfund Transfers In	\$ 200,000	\$	\$	\$	\$
<b>270 Total</b>						<b>\$ 200,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
271	Admin Services Support	6260	Service Fees-General	626	Services	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
<b>271 Total</b>						<b>\$ 300</b>				
301	Police	4908	Miscellaneous Permits	490	Non-Business Licenses & Permits	\$	\$	\$	\$	\$
		4924	Alarm Permits	490	Non-Business Licenses & Permits	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
		5743	Liquor Licenses	574	State Revenue Sharing	\$ 190,000	\$ 192,000	\$ 194,000	\$ 196,000	\$ 196,000
		6172	False Alarm Fines-Fees	607	Fees	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
		6174	Police Records-Reproc Fees	607	Fees	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000
		6260	Service Fees-General	626	Services	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
		6332	Special Event Billings Labor	626	Services	\$	\$	\$	\$	\$
		6333	Special Event Services	626	Services	\$	\$	\$	\$	\$
		6512	Special Event Fees	651	Use & Admission	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
		6581	Parking Fines	655	Fines & Forfeitures	\$ 260,000	\$ 260,500	\$ 261,000	\$ 261,500	\$ 262,000
		6671	Rentals-Facilities	667	Rentals	\$	\$	\$	\$	\$
		6673	Rentals-Equipment	667	Rentals	\$	\$	\$	\$	\$
		6771	Claims-Damage-Accident Billings	676	Reimbursements & Refunds	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
		6871	Refunds-Rebates	676	Reimbursements & Refunds	\$ 525,000	\$ 525,500	\$ 526,000	\$ 526,500	\$ 527,000
		6901	Miscellaneous Other Revenue	690	Miscellaneous Other Revenue	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
		6991	Operating Transfers-Subsidy	699	Interfund Transfers In	\$	\$	\$	\$	\$
		6995	Operating Transfers-Misc	699	Interfund Transfers In	\$ 231,457	\$ 234,402	\$ 237,409	\$ 240,478	\$ 243,609
<b>301 Total</b>						<b>\$ 1,542,957</b>	<b>\$ 1,548,902</b>	<b>\$ 1,554,909</b>	<b>\$ 1,560,978</b>	<b>\$ 1,565,109</b>
336	Fire	5744	Fire Protect-State Owned Build	574	State Revenue Sharing	\$ 259,636	\$ 255,742	\$ 251,905	\$ 248,127	\$ 248,127
		6260	Service Fees-General	626	Services	\$ 228,991	\$ 275,391	\$ 280,898	\$ 286,517	\$ 290,407
<b>336 Total</b>						<b>\$ 488,627</b>	<b>\$ 531,133</b>	<b>\$ 532,803</b>	<b>\$ 534,644</b>	<b>\$ 538,534</b>
448	Street Lighting	6261	Administration Services	626	Services	\$ 631,649	\$ 645,861	\$ 660,393	\$ 675,252	\$ 690,445
		6310	Street-Expressway Lighting Main	626	Services	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 12,500
		6312	Street Lighting Services	626	Services	\$ 200,000	\$ 205,000	\$ 205,000	\$ 210,000	\$ 210,000
		6423	Sale of Scrap Material	642	Sales	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
		6425	Electric Power Dist-Gas Aggregate	642	Sales	\$ 950,000	\$ 978,500	\$ 1,007,855	\$ 1,038,091	\$ 1,069,233
		6771	Claims-Damage-Accident Billings	676	Reimbursements & Refunds	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
<b>448 Total</b>						<b>\$ 1,868,149</b>	<b>\$ 1,915,861</b>	<b>\$ 1,959,748</b>	<b>\$ 2,009,843</b>	<b>\$ 2,058,678</b>

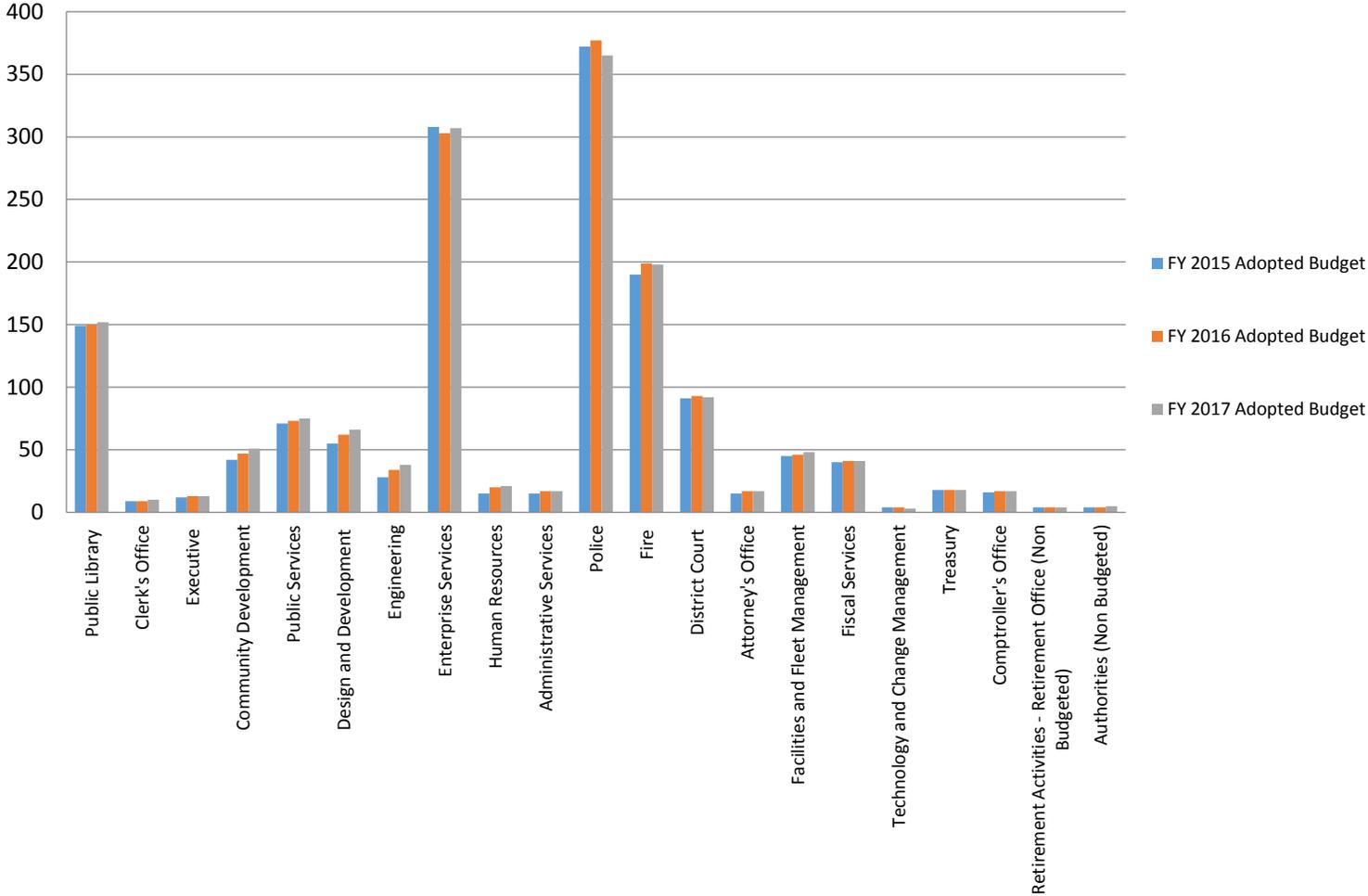
**CITY OF GRAND RAPIDS**  
**APPENDIX B - STATEMENT OF REVENUES BY SOURCE**  
**FY2017 FINAL FISCAL PLAN**  
**GENERAL OPERATING FUND (1010)**

Department Number	Department Name	Budget Object Code	Budget Object Name	Budget Object Rollup Code	Budget Object Rollup Name	Time Period Code				
						FY2017 Adopted Proposed	FY2018 Adopted Forecast	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast
533	Stormwater	4934	LUDS Permits-Land & Use Develop	490	Non-Business Licenses & Permits	\$ 302,357	\$ 311,428	\$ 320,771	\$ 324,800	\$ 328,400
		5522	MI Dept of Environmental Quality	539	State Grants	\$ 240,278	\$ 243,494	\$ 247,902	\$ 254,502	\$ 256,815
		6166	LUDS Fee-Land Use & Develop	607	Fees	\$ 40,314	\$ 41,524	\$ 42,056	\$ 43,045	\$ 45,123
		6167	LUDS Enforcement Fees	607	Fees	\$ 31,000	\$ 31,962	\$ 33,016	\$ 34,560	\$ 36,254
		6993	Operating Transfers-Capital Proj	699	Interfund Transfers In	\$	\$	\$	\$	\$
<b>533 Total</b>						<b>\$ 613,949</b>	<b>\$ 628,408</b>	<b>\$ 643,745</b>	<b>\$ 656,907</b>	<b>\$ 666,592</b>
694	Community Development	6901	Miscellaneous Other Revenue	690	Miscellaneous Other Revenue	\$ 663	\$	\$	\$	\$
		6991	Operating Transfers-Subsidy	699	Interfund Transfers In	\$	\$	\$	\$	\$
		6992	Operating Transfers-A87 Cost All	699	Interfund Transfers In	\$	\$	\$	\$	\$
<b>694 Total</b>						<b>\$ 663</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
701	Planning	4908	Miscellaneous Permits	490	Non-Business Licenses & Permits	\$ 94,092	\$ 95,597	\$ 97,127	\$ 98,681	\$ 100,260
		6161	Planning Commission Review Fees	607	Fees	\$ 150,259	\$ 152,663	\$ 155,106	\$ 157,587	\$ 160,109
		6166	LUDS Fee-Land Use & Develop	607	Fees	\$ 61,234	\$ 62,214	\$ 63,209	\$ 64,221	\$ 65,248
		6193	Zoning, Noise, Parking-Zoning Ap	607	Fees	\$ 29,017	\$ 29,481	\$ 29,953	\$ 30,432	\$ 30,919
		6195	Historic Preservation-Other Fee	607	Fees	\$ 10,967	\$ 11,142	\$ 11,320	\$ 11,502	\$ 11,686
		6260	Service Fees-General	626	Services	\$ 328,588	\$ 329,372	\$ 330,168	\$ 330,976	\$ 331,798
		6261	Administration Services	626	Services	\$ 95,564	\$ 97,093	\$ 98,646	\$ 100,225	\$ 101,828
<b>701 Total</b>						<b>\$ 769,721</b>	<b>\$ 777,562</b>	<b>\$ 785,529</b>	<b>\$ 793,624</b>	<b>\$ 801,848</b>
733	Code Compliance	6197	Nuisance Fees	607	Fees	\$ 82,929	\$ 85,416	\$ 87,979	\$ 90,619	\$ 93,337
		6199	Housing Fees-Lienable	607	Fees	\$ 2,154,160	\$ 2,218,785	\$ 2,285,348	\$ 2,353,909	\$ 2,424,527
		6273	Housing-Zoning	626	Services	\$ 34,632	\$ 35,671	\$ 36,741	\$ 37,844	\$ 38,979
		6275	Housing-Code Enforcement Fees	626	Services	\$ 4,124	\$ 4,248	\$ 4,375	\$ 4,507	\$ 4,642
		6276	Housing-Housing Appeal Fee	626	Services	\$ 8,276	\$ 8,524	\$ 8,780	\$ 9,043	\$ 9,314
		6901	Miscellaneous Other Revenue	690	Miscellaneous Other Revenue	\$ 87	\$ 90	\$ 92	\$ 95	\$ 98
		6991	Operating Transfers-Subsidy	699	Interfund Transfers In	\$ 1,368,687	\$ 1,368,687	\$ 1,368,687	\$ 1,368,687	\$ 1,368,687
<b>733 Total</b>						<b>\$ 3,652,895</b>	<b>\$ 3,721,421</b>	<b>\$ 3,792,002</b>	<b>\$ 3,864,704</b>	<b>\$ 3,939,584</b>
<b>Grand Total</b>						<b>\$ 132,960,198</b>	<b>\$ 136,197,029</b>	<b>\$ 137,515,079</b>	<b>\$ 139,363,854</b>	<b>\$ 142,157,796</b>

City of Grand Rapids  
**AUTHORIZED POSITIONS BY DEPARTMENT**  
 FY2017-FY2021 Fiscal Plan

DEPT	FY 2015 Adopted Budget	FY 2016 Adopted Budget	FY 2016 Amended Budget	FY 2017 Adopted Budget	Adopted Change	Amended Change
A110 Public Library	149.000	150.000	152.000	152.000	2.000	-
A120 Clerk's Office	9.000	9.000	9.000	10.000	1.000	1.000
A130 Executive	12.000	13.000	13.000	13.000	-	-
B210 Community Development	42.000	47.000	48.000	51.000	4.000	3.000
B220 Public Services	71.000	73.000	73.000	75.000	2.000	2.000
C310 Design and Development	55.000	62.000	63.000	66.000	4.000	3.000
C320 Engineering	28.000	34.000	34.000	38.000	4.000	4.000
C330 Enterprise Services	308.000	303.000	302.000	307.000	4.000	5.000
D410 Human Resources	15.000	20.000	20.000	21.000	1.000	1.000
D420 Administrative Services	15.000	17.000	17.000	17.000	-	-
E510 Police	372.000	377.000	377.000	365.000	(12.000)	(12.000)
E520 Fire	190.000	199.000	199.000	198.000	(1.000)	(1.000)
E530 District Court	91.000	93.000	95.000	92.000	(1.000)	(3.000)
E540 Attorney's Office	15.000	17.000	17.000	17.000	-	-
F610 Facilities and Fleet Management	45.000	46.000	47.000	48.000	2.000	1.000
F620 Fiscal Services	40.000	41.000	40.000	41.000	-	1.000
F630 Technology and Change Management	4.000	4.000	4.000	3.000	(1.000)	(1.000)
F640 Treasury	18.000	18.000	18.000	18.000	-	-
F650 Comptroller's Office	16.000	17.000	17.000	17.000	-	-
G110 Retirement Activities - Retirement Office (Non Budgeted)	4.000	4.000	4.000	4.000	-	-
G210 Authorities (Non Budgeted)	4.000	4.000	4.000	5.000	1.000	1.000
Grand Total Positions (Full Time and Permanent Part-time)	<u>1,503.000</u>	<u>1,548.000</u>	<u>1,553.000</u>	<u>1,558.000</u>	<u>10.000</u>	<u>5.000</u>
RECONCILIATION to FTEs:						
Less Dispatch Part-time				(1.500)		
Less Court Part-time				(4.500)		
Less Library Part-time				(53.500)		
<b>TOTAL FTEs</b>				<u><u>1,498.500</u></u>		

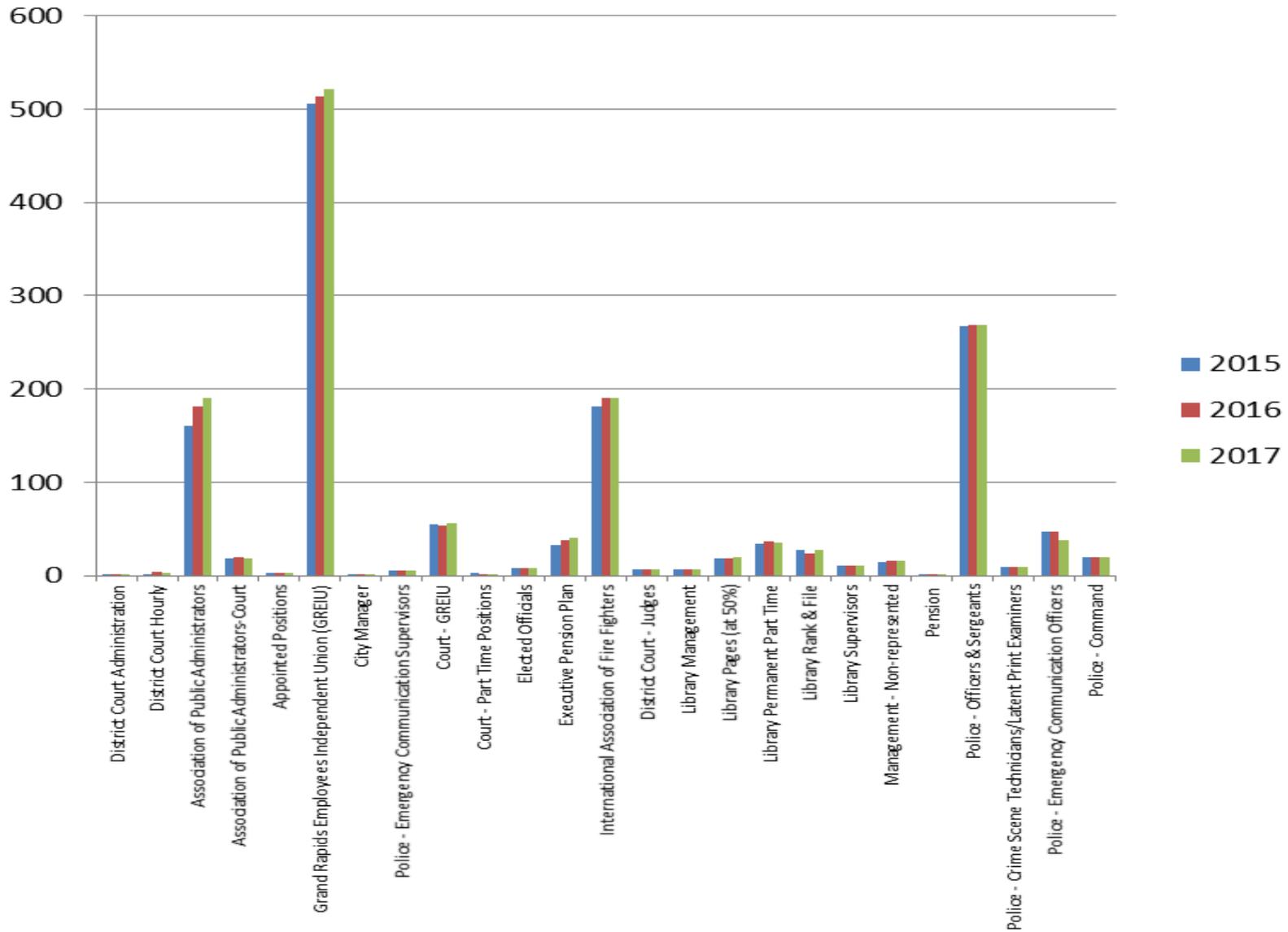
# Positions by Department



City of Grand Rapids  
**PERSONNEL BY BARGAINING UNIT - FTEs**  
 FY2017-FY2021 Fiscal Plan

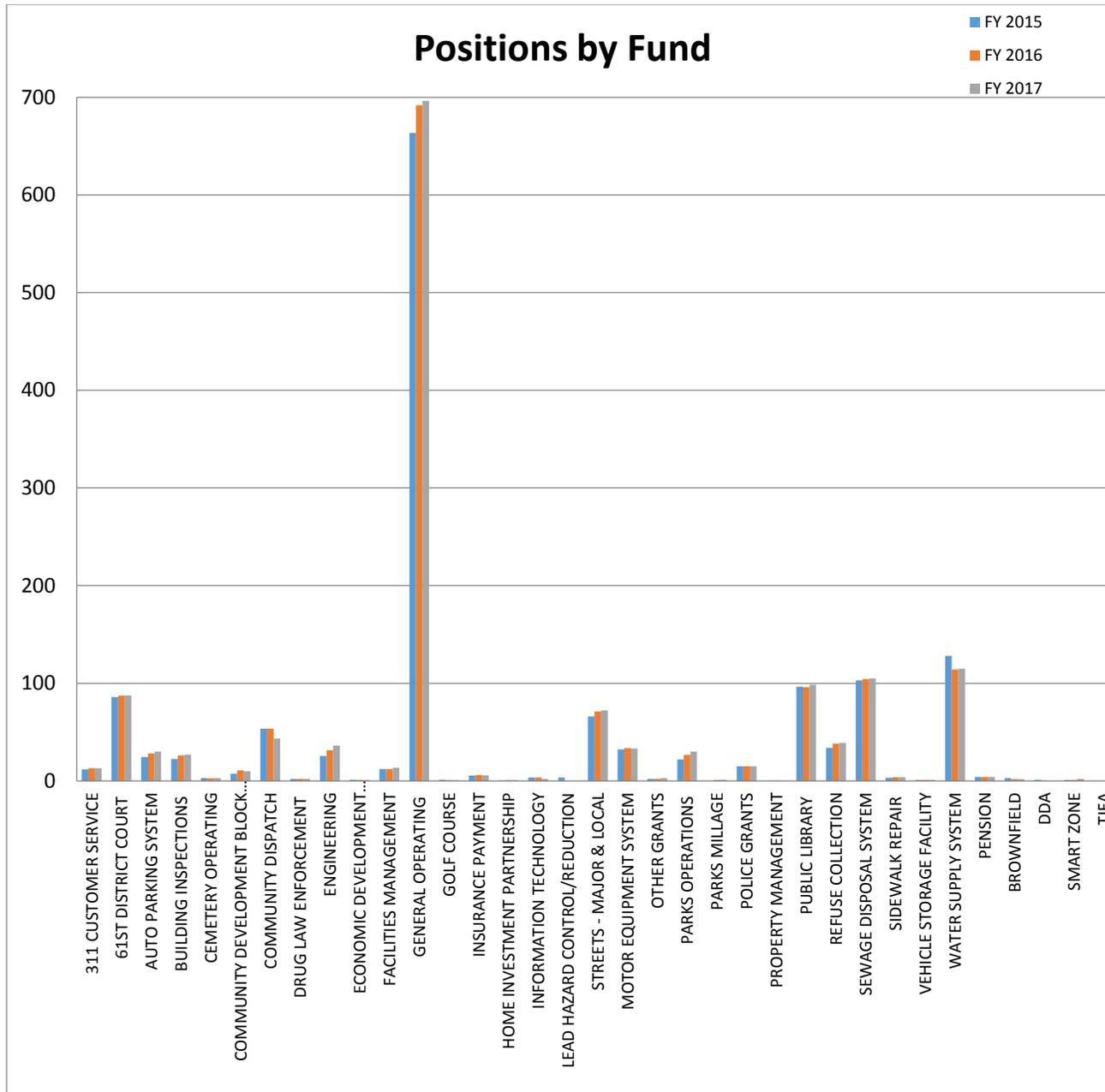
Unit Code	Unit Name	Authorized 2015	Authorized 2016	Authorized 2017	VAR
61ST	District Court Administration	2.000	2.000	2.000	-
61STHR	District Court Hourly	1.500	3.500	2.500	(1.000)
APACITY	Association of Public Administrators	160.000	181.250	191.000	9.750
APACOURT	Association of Public Administrators-Court	19.000	19.750	19.000	(0.750)
APPOINT	Appointed Positions	3.000	3.000	3.000	-
CITY	Grand Rapids Employees Independent Union (GREIU)	506.000	513.750	522.000	8.250
CITYMNGR	City Manager	1.000	1.000	1.000	-
COMMSUPV	Police - Emergency Communication Supervisors	5.000	5.000	5.000	-
COURT	Court - GREIU	55.000	54.000	56.000	2.000
COURTPT	Court - Part Time Positions	2.500	2.000	2.000	-
ELECTED	Elected Officials	8.000	8.000	8.000	-
EXECPLAN	Executive Pension Plan	33.000	38.000	40.000	2.000
IAFF	International Association of Fire Fighters	181.000	190.000	190.000	-
JUDGE	District Court - Judges	6.000	6.000	6.000	-
LIBRMGT	Library Management	6.000	6.000	6.000	-
LIBRPAGE	Library Pages (at 50%)	18.500	18.500	19.500	1.000
LIBRPT	Library Permanent Part Time	34.500	37.000	35.000	(2.000)
LIBRR&F	Library Rank & File	27.500	23.500	27.000	3.500
LIBRSUPV	Library Supervisors	10.000	11.000	11.000	-
MGTNON	Management - Non-represented	15.000	16.000	16.000	-
PENSION	Pension	1.000	1.000	1.000	-
POLC1	Police - Officers & Sergeants	267.000	269.000	269.000	-
POLC2	Police - Crime Scene Technicians/Latent Print Examiners	9.000	9.000	9.000	-
POLC4	Police - Emergency Communication Officers	47.500	47.500	37.500	(10.000)
POLC5	Police - Command	20.000	20.000	20.000	-
<b>TOTAL FTEs by Bargaining Unit</b>		<b>1,439.000</b>	<b>1,485.750</b>	<b>1,498.500</b>	<b>12.750</b>

## Positions by Bargaining Unit



City of Grand Rapids  
**PERSONNEL BY FUND - FTEs**  
 FY2017-FY2021 Fiscal Plan

Fund	FTEs Authorized FY 2015	FTEs Authorized FY 2016	FTEs Authorized FY 2017	VAR
311 CUSTOMER SERVICE	12.0000	13.0000	13.0000	0.000
61ST DISTRICT COURT	86.0000	87.2500	87.5000	0.250
AUTO PARKING SYSTEM	24.5800	28.1200	29.9700	1.850
BUILDING INSPECTIONS	22.5300	26.0200	26.9700	0.950
CEMETERY OPERATING	3.1000	2.6300	3.0700	0.440
COMMUNITY DEVELOPMENT BLOCK GRANT	7.4200	10.8900	10.0300	(0.860)
COMMUNITY DISPATCH	53.5000	53.5000	43.5000	(10.000)
DRUG LAW ENFORCEMENT	2.0000	2.0000	2.0000	0.000
ENGINEERING	25.6000	31.5700	36.3200	4.750
ECONOMIC DEVELOPMENT CORPORATION	1.2100	1.1100	1.1100	0.000
FACILITIES MANAGEMENT	12.2500	12.0500	13.7000	1.650
GENERAL OPERATING	663.5720	692.0570	696.2570	4.200
GOLF COURSE	1.1500	0.8000	0.8000	0.000
INSURANCE PAYMENT	5.3500	5.9500	5.8000	(0.150)
HOME INVESTMENT PARTNERSHIP	0.5800	0.6400	0.7600	0.120
INFORMATION TECHNOLOGY	3.5500	3.4000	2.2500	(1.150)
LEAD HAZARD CONTROL/REDUCTION	3.4000	0.0000	0.0000	0.000
STREETS - MAJOR & LOCAL	66.1800	71.1750	72.2250	1.050
MOTOR EQUIPMENT SYSTEM	32.2000	33.5500	33.2000	(0.350)
OTHER GRANTS	2.1000	2.1000	3.1000	1.000
PARKS OPERATIONS	22.0000	26.8000	29.9200	3.120
PARKS MILLAGE	0.0000	0.9800	1.4200	0.440
POLICE GRANTS	15.0000	15.0000	15.0000	0.000
PROPERTY MANAGEMENT	0.2500	0.1000	0.1000	0.000
PUBLIC LIBRARY	96.5000	96.0000	98.5000	2.500
REFUSE COLLECTION	34.0900	38.1100	38.9700	0.860
SEWAGE DISPOSAL SYSTEM	102.9630	104.4030	104.8330	0.430
SIDEWALK REPAIR	3.3300	3.8300	3.8300	0.000
VEHICLE STORAGE FACILITY	1.1000	1.1000	1.1000	0.000
WATER SUPPLY SYSTEM	127.9950	114.2150	114.9150	0.700
Subtotal Operating Funds:	1,431.50	1,478.35	1,490.15	11.800
COMPONENT UNITS & OTHER				
PENSION	4.00	4.00	4.00	0.000
BROWNFIELD	2.95	1.90	1.95	0.050
DDA	1.20	0.50	0.30	(0.200)
SMART ZONE	0.90	0.95	2.05	1.100
TIFA	0.05	0.05	0.05	0.000
TOTAL FTEs by Fund:	1,440.60	1,485.75	1,498.50	12.750



**APPENDIX C**

**Group / Department**

**Org / Fund**

**Position Titles**

<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
<b>A. "OTHER" GROUP</b>						
<b>LIBRARY DEPARTMENT (A110)</b>						
<b>PUBLIC LIBRARY FUND</b>						
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	15.0000	17.0000	17.0000	.0000	17.0000
Librarian I I I - Supervisor	25L LIB SUPV	5.0000	4.0000	4.0000	.0000	4.0000
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	25.0000	25.0000	.0000	12.5000
Library Business Manager	02I LIBMGT	1.0000	1.0000	1.0000	.0000	1.0000
Library Business Office Administrative Assistant	12LPT LIBRPT	1.0000	1.0000	1.0000	.0000	1.0000
Library Circulation Operations Supervisor	16L LIB SUPV	2.0000	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	.0000	1.0000	1.0000	.0000	1.0000
Library Communications Assistant -Part Time (at 0.50 ea)	16G LIB R&F	1.0000	.0000	.0000	.0000	.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	.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 Network Support Technician	11G LIB R&F	2.0000	.0000	.0000	.0000	.0000
Library Page (at 0.50 ea)	1LPT LIB PAGE	37.0000	37.0000	39.0000	2.0000	19.5000
Library Page (at 0.25 ea)	1LPT LIB PAGE	.0000	2.0000	.0000	(2.0000)	.0000
Library Systems Administrator	21G LIB R&F	.0000	1.0000	1.0000	.0000	1.0000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Office Assistant I I	9G	LIB R&F	3.0000	3.0000	3.0000	.0000	3.0000
Public Works Maintenance Worker I (at 0.50 ea.)	05LPT	LIBRPT	7.0000	7.0000	7.0000	.0000	3.5000
<b>TOTAL LIBRARY DEPARTMENT</b>			<b>149.0000</b>	<b>152.0000</b>	<b>152.0000</b>	<b>.0000</b>	<b>98.5000</b>

**CLERK'S DEPARTMENT (A120)**

GENERAL OPERATING FUND

Administrative Aide	4	APA	.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Secretary	15A	GREIU	1.0000	.0000	.0000	.0000	.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
Customer Services Specialist	13A	GREIU	.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	.0000	.0000	1.0000	1.0000	1.0000
Election Specialist	18A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Licensing Coordinator	21A	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	.0000	.0000	.0000	.0000
<b>TOTAL CLERK'S DEPARTMENT</b>			<b>9.0000</b>	<b>9.0000</b>	<b>10.0000</b>	<b>1.0000</b>	<b>10.0000</b>

**EXECUTIVE DEPARTMENT (A130)**

GENERAL OPERATING FUND

Administrative Analyst I	11	APA	.0000	.0000	1.0000	1.0000	1.0000
Assistant To The City Manager	01ATCM	EXECPLAN	1.0000	2.0000	2.0000	.0000	1.1500
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
Neighborhood Coordinator	16	APA	.0000	.0000	.0000	.0000	.0000
Secretary to the City Manager	9U	MGTNON	1.0000	1.0000	.0000	(1.0000)	.0000
<i>Subtotal Executive Office</i>			4.0000	5.0000	5.0000	.0000	4.1500
Administrative Analyst II - Assistant to the Mayor	16	MGTNON	.0000	1.0000	1.0000	.0000	1.0000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
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
Secretary to the Mayor	7U	MGTNON	1.0000	.0000	.0000	.0000	.0000
<i>Subtotal City Commission</i>			8.0000	8.0000	8.0000	.0000	8.0000
<b>TOTAL EXECUTIVE DEPARTMENT</b>			<b>12.0000</b>	<b>13.0000</b>	<b>13.0000</b>	<b>.0000</b>	<b>12.1500</b>

**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	16	APA	.0000	.0000	.0000	.0000	.0400
Contract Administrator	11	APA	.0000	.0000	.0000	.0000	.0600
<i>Subtotal Other Grants</i>			.0000	.0000	.0000	.0000	.1000

CDBG GRANTS FUND

Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	.3000
Administrative Services Officer I	16	APA	1.0000	1.0000	1.0000	.0000	.9100
Administrative Services Officer II	18	APA	1.0000	1.0000	1.0000	.0000	1.1700
Contract Administrator	11	APA	2.0000	2.0000	2.0000	.0000	1.3100
Financial Assistant II	13A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Housing Rehab Specialist I	19A	GREIU	1.0000	2.0000	2.0000	.0000	2.0000
Housing Rehab Specialist II	22A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Housing Rehab Supervisor	14	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Loan Analyst	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Managing Director	24U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.3400
Office Assistant II	10A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal CDBG</i>			10.0000	13.0000	12.0000	(1.0000)	10.0300

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
<b>LEAD HAZARD REDUCTION GRANTS FUND</b>							
Housing Rehab Specialist I	19A	GREIU	1.0000	.0000	.0000	.0000	.0000
Housing Rehab Specialist II	22A	GREIU	1.0000	.0000	.0000	.0000	.0000
Office Assistant II	10A	GREIU	1.0000	.0000	.0000	.0000	.0000
<i>Subtotal LEAD</i>			3.0000	.0000	.0000	.0000	.0000
<b>HOME INVESTMENT PARTNERSHIP GRANTS FUND</b>							
Administrative Services Officer I	16	APA	.0000	.0000	.0000	.0000	.0500
Administrative Services Officer II	18	APA	.0000	.0000	.0000	.0000	.0800
Contract Administrator	11	APA	.0000	.0000	.0000	.0000	.6300
<i>Subtotal HOME</i>			.0000	.0000	.0000	.0000	.7600
<i>Subtotal Grant Activities</i>			14.0000	14.0000	13.0000	(1.0000)	11.8900
<b>COMMUNITY DEVELOPMENT - OUR COMMUNITY'S CHILDREN</b>							
<b>OTHER GRANTS FUND</b>							
Administrative Aide	4	APA	1.0000	2.0000	2.0000	.0000	2.0000
Administrator - Office Children Youth Families	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal OCC</i>			2.0000	3.0000	3.0000	.0000	3.0000
<b>PARKS DIVISION</b>							
<b>PARKS SUBFUND</b>							
Administrative Aide	4	APA	.0000	.0000	1.0000	1.0000	.8800
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Secretary	15A	GREIU	1.0000	.0000	.0000	.0000	.0000
Arborist	16A	GREIU	.0000	1.0000	1.0000	.0000	.5000
Building Maintenance Mechanic II	16A	GREIU	.0000	1.0000	1.0000	.0000	.7400
Business Manager	13	APA	.0000	1.0000	1.0000	.0000	1.0000
Carpenter	16A	GREIU	1.0000	1.0000	1.0000	.0000	.7400
Customer Services Specialist	18A	GREIU	1.0000	.0000	.0000	.0000	.0000
Director of Parks and Recreation	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
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
Greenskeeper	17A	GREIU	.0000	.0000	.0000	.0000	.2000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Groundskeeper I / I I	9A / 12A	GREIU	3.0000	4.0000	4.0000	.0000	3.7600
Groundskeeper I I I	15A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.3300
Office Assistant I I I	12AH	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Parks Superintendent	18	APA	.0000	1.0000	1.0000	.0000	.7500
Project Manager	18	APA	.0000	1.0000	1.0000	.0000	1.0000
Public Services Manager	18	APA	1.0000	.0000	.0000	.0000	.0000
Public Services Supervisor	13	APA	1.0000	1.0000	1.0000	.0000	.7700
Recreation Program Coordinator	4	APA	.0000	.0000	1.0000	1.0000	.5000
Recreation Supervisor	10	APA	1.0000	1.0000	1.0000	.0000	.7500
Special Events Aide	15A	GREIU	.0000	.0000	1.0000	1.0000	1.0000
Special Events Supervisor	13	APA	.0000	.0000	1.0000	1.0000	1.0000
Tree Trimmer I	11A	GREIU	4.0000	5.0000	5.0000	.0000	5.0000
Tree Trimmer I I	14A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
<i>Subtotal Parks Operations</i>			23.0000	28.0000	32.0000	4.0000	29.9200
<b>MILLAGE SUBFUND</b>							
Building Maintenance Mechanic II	16A	GREIU	.0000	.0000	.0000	.0000	.2200
Carpenter	16A	GREIU	.0000	.0000	.0000	.0000	.2200
Public Services Supervisor	13	APA	.0000	.0000	.0000	.0000	.2300
Recreation Program Coordinator	4	APA	.0000	.0000	.0000	.0000	.5000
Recreation Supervisor	10	APA	.0000	.0000	.0000	.0000	.2500
<i>Subtotal Millage</i>			.0000	.0000	.0000	.0000	1.4200
<b>CEMETERY SUBFUND</b>							
Administrative Aide	4	APA	.0000	.0000	.0000	.0000	.5000
Building Maintenance Mechanic II	16A	GREIU	.0000	.0000	.0000	.0000	.0400
Carpenter	16A	GREIU	.0000	.0000	.0000	.0000	.0400
Groundskeeper I / I I	9A / 12A	GREIU	1.0000	.0000	.0000	.0000	.2400
Groundskeeper I I I	15A	GREIU	1.0000	2.0000	2.0000	.0000	2.0000
Parks Superintendent	18	APA	.0000	.0000	.0000	.0000	.2500
<i>Subtotal Cemetery</i>			2.0000	2.0000	2.0000	.0000	3.0700

**Group / Department**

**Org / Fund**

Position Titles	Range	Bargaining Unit	FY15 AUTHORIZED	FY2016 AUTHORIZED	FY2017 AUTHORIZED	Change from 2016	FY2017 FTE
GOLF COURSE SUBFUND							
Carpenter	16A	GREIU	.0000	.0000	.0000	.0000	.0000
Golf Course Manager	10	APA	.0000	.0000	.0000	.0000	.0000
Greenskeeper	17A	GREIU	1.0000	1.0000	1.0000	.0000	.8000
Groundskeeper III	15A	GREIU	.0000	.0000	.0000	.0000	.0000
<i>Subtotal Golf Course</i>			1.0000	1.0000	1.0000	.0000	.8000
<i>Subtotal Parks Division</i>			<b>26.0000</b>	<b>31.0000</b>	<b>35.0000</b>	<b>4.0000</b>	<b>35.2100</b>
<b>TOTAL COMMUNITY DEVELOPMENT DEPT</b>			<b>42.0000</b>	<b>48.0000</b>	<b>51.0000</b>	<b>3.0000</b>	<b>50.1000</b>

**PUBLIC SERVICES DEPARTMENT (B220)**

**STREETS & SANITATION DIVISION**

**MAJOR STREETS FUND**

Accountant I	21A	GREIU	1.0000	.0000	.0000	.0000	.0000
Assistant to the City Manager	01ATCM	EXECPLAN	.0000	.0000	.0000	.0000	.1000
Equipment Operator I / II	10A / 14A	GREIU	7.0000	11.0000	11.0000	.0000	6.6600
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	.2500
Financial Assistant II	13A	GREIU	.0000	1.0000	1.0000	.0000	.2500
Information Systems Coordinator	15	APA	.0000	1.0000	1.0000	.0000	.2500
Maintenance Assistant I / II	7A / 10A	GREIU	10.0000	16.0000	18.0000	2.0000	11.1700
Office Assistant II	10A	GREIU	1.0000	1.0000	1.0000	.0000	.5000
Office Assistant III	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	1.0000	.0000	.0000	.0000	.2500
Public Services Manager	18	APA	.0000	1.0000	1.0000	.0000	.2500
Public Services Supervisor	13	APA	1.0000	3.0000	3.0000	.0000	1.8000
<i>Subtotal Major Streets</i>			22.0000	35.0000	37.0000	2.0000	21.9800

**LOCAL STREETS FUND**

Equipment Operator I / II	10A / 14A	GREIU	6.0000	3.0000	3.0000	.0000	6.6900
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	.2500
Financial Assistant II	13A	GREIU	.0000	.0000	.0000	.0000	.2500

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Information Systems Coordinator	15	APA	.0000	.0000	.0000	.0000	.2500
Maintenance Assistant I / I I	7A / 10A	GREIU	7.0000	.0000	.0000	.0000	6.9800
Office Assistant I I	10A	GREIU	.0000	.0000	.0000	.0000	.5000
Office Assistant I I I	12A	GREIU	.0000	.0000	.0000	.0000	.2500
Public Services Assistant	15A	GREIU	.0000	.0000	.0000	.0000	.2500
Public Services Director	23U	EXECPLAN	.0000	.0000	.0000	.0000	.2500
Public Services Manager	18	APA	.0000	.0000	.0000	.0000	.2500
Public Services Supervisor	13	APA	1.0000	.0000	.0000	.0000	1.0000
Safety Technician	10	APA	.0000	.0000	.0000	.0000	.1000
<i>Subtotal Local Streets</i>			<u>14.0000</u>	<u>3.0000</u>	<u>3.0000</u>	<u>.0000</u>	<u>17.0200</u>
<b>REFUSE FUND</b>							
Administrative Analyst I	11	APA	1.0000	.0000	.0000	.0000	.0000
Assistant to the City Manager	01ATCM	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Equipment Operator I / I I	10A / 14A	GREIU	9.0000	7.0000	7.0000	.0000	7.6500
Financial Analyst	12	APA	.0000	1.0000	1.0000	.0000	.5000
Financial Assistant I I	13A	GREIU	1.0000	.0000	.0000	.0000	.5000
Information Systems Coordinator	15	APA	1.0000	.0000	.0000	.0000	.5000
Maintenance Assistant I / I I	7A / 10A	GREIU	4.0000	2.0000	2.0000	.0000	1.8500
Office Assistant I I	10A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
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	.0000	1.0000	1.0000	.0000	.5000
Public Services Manager	18	APA	1.0000	.0000	.0000	.0000	.5000
Public Services Supervisor	13	APA	1.0000	1.0000	1.0000	.0000	1.2000
Refuse Packer Operator	14A	GREIU	16.0000	21.0000	21.0000	.0000	21.0000
Safety Technician	10	APA	.0000	.0000	.0000	.0000	.1000
<i>Subtotal Refuse</i>			<u>35.0000</u>	<u>35.0000</u>	<u>35.0000</u>	<u>.0000</u>	<u>36.4500</u>
<b>TOTAL PUBLIC SERVICES DEPARTMENT</b>			<u><b>71.0000</b></u>	<u><b>73.0000</b></u>	<u><b>75.0000</b></u>	<u><b>2.0000</b></u>	<u><b>75.4500</b></u>

Group / Department

Org / Fund

Position Titles

Range Bargaining Unit FY15 AUTHORIZED FY2016 AUTHORIZED FY2017 AUTHORIZED Change from 2016 FY2017 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	1.0000	1.0000	1.0000	.0000	1.0400
Assistant Planning Director	18	APA	2.0000	2.0000	2.0000	.0000	2.0000
Assistant to the City Manager	01ATCM	EXECPLAN	.0000	.0000	.0000	.0000	.0500
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	.8000
Planner I / II	20A /23A	GREIU	2.0000	3.0000	3.0000	.0000	3.0000
Planning Supervisor	13	APA	1.0000	3.0000	2.0000	(1.0000)	1.5000
Secretary to the Deputy City Manager	7U	MGTONON	.0000	.0000	.0000	.0000	.0500
Sign Inspector	17A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Transportation Planner	13	APA	.0000	1.0000	1.0000	.0000	.5000
<i>Subtotal Planning</i>			12.0000	16.0000	15.0000	(1.0000)	13.8900

BUILDING INSPECTION FUND

Administrative Analyst I	11	APA	.0000	1.0000	1.0000	.0000	1.5700
Administrative Services Officer II	18	APA	.0000	.0000	1.0000	1.0000	1.0000
Assistant Building Official	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Assistant to the City Manager	01ATCM	EXECPLAN	.0000	.0000	.0000	.0000	.0500
Building Inspector I	19A	GREIU	3.0000	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

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Fire Prevention Inspector	3B	IAFF	.0000	.0000	1.0000	1.0000	1.0000
Information Systems Coordinator	15	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.1000
Mechanical Inspector I	19A	GREIU	2.0000	3.0000	3.0000	.0000	3.0000
Mechanical Inspector II	22A	GREIU	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	1.2000
Planning Supervisor	13	APA	.0000	.0000	.0000	.0000	.5000
Plans Examiner	12	APA	1.0000	2.0000	2.0000	.0000	2.0000
Plumbing Inspector I	19A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Plumbing Inspector II	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>			20.0000	24.0000	25.0000	1.0000	26.9700
<b>CODE COMPLIANCE</b>							
<b>GENERAL OPERATING FUND</b>							
Administrative Aide	4	APA	.0000	.0000	.0000	.0000	.3200
Administrative Analyst	11	APA	1.0000	1.0000	1.0000	.0000	.5000
Administrative Services Officer II	18	APA	1.0000	1.0000	2.0000	1.0000	1.6500
Code Compliance Officer II	19A	GREIU	12.0000	12.0000	14.0000	2.0000	13.4000
Code Compliance Officer III	22A	GREIU	4.0000	4.0000	4.0000	.0000	3.6000
Code Compliance Supervisor	14	APA	1.0000	1.0000	2.0000	1.0000	1.9000
Information Systems Coordinator	15	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.3300
Office Assistant II	10A	GREIU	2.0000	2.0000	2.0000	.0000	1.3000
Office Assistant III	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Code Comp -GOF</i>			23.0000	23.0000	26.0000	3.0000	24.0000
<b>REFUSE FUND</b>							
Administrative Services Officer II	18	APA	.0000	.0000	.0000	.0000	.1000
Code Compliance Officer II	19A	GREIU	.0000	.0000	.0000	.0000	.6000
Code Compliance Officer III	22A	GREIU	.0000	.0000	.0000	.0000	.4000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Code Compliance Supervisor	14	APA	.0000	.0000	.0000	.0000	.1000
Office Assistant II	10A	GREIU	.0000	.0000	.0000	.0000	.7000
<i>Subtotal Code Compliance-Refuse</i>			.0000	.0000	.0000	.0000	1.9000
<i>Subtotal Code Compliance</i>			23.0000	23.0000	26.0000	3.0000	25.9000
<b>ECONOMIC DEVELOPMENT OFFICE</b>							
<b>PROPERTY MGT. FUND</b>							
Economic Development Coordinator I / I I	14 / 17	APA	.0000	.0000	.0000	.0000	.1000
<i>Subtotal Property Management Fund</i>			.0000	.0000	.0000	.0000	.1000
<b>ECONOMIC DEVELOPMENT FUND</b>							
Administrative Analyst I	11	APA	.0000	.0000	.0000	.0000	.3000
Assistant to the City Manager	01ATCM	EXECPLAN	.0000	.0000	.0000	.0000	.0100
Economic Development Assistant	16A	GREIU	.0000	.0000	.0000	.0000	.1500
Economic Development Coordinator I / I I	14 / 17	APA	.0000	.0000	.0000	.0000	.3000
Economic Development Director	21U	EXECPLAN	.0000	.0000	.0000	.0000	.3000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.0500
<i>Subtotal Economic Development Fund</i>			.0000	.0000	.0000	.0000	1.1100
<i>Subtotal Economic Development Office</i>			.0000	.0000	.0000	.0000	1.2100
<b>TOTAL DESIGN, DEVELOPMENT &amp; CMNTY ENGAGEMENT DEPT.</b>			<b>55.0000</b>	<b>63.0000</b>	<b>66.0000</b>	<b>3.0000</b>	<b>67.9700</b>

**ENGINEERING DEPARTMENT (C320)**

**ENGINEERING FUND**

Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0700
Administrative Analyst I - Accountant	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Services Officer I	16	APA	.0000	1.0000	1.0000	.0000	1.0000
Assistant City Engineer	22	APA	2.0000	2.0000	2.0000	.0000	1.9500
Assistant Project Manager	15	APA	4.0000	6.0000	6.0000	.0000	5.7500
Assistant to the City Manager	01ATCM	EXECPLAN	.0000	.0000	.0000	.0000	.1000
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	5.0000	6.0000	6.0000	.0000	6.0000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Deputy City Manager	26U	EXECPLAN	.0000	.0000	.0000	.0000	.1000
Draftsperson I	13A	GREIU	.0000	.0000	1.0000	1.0000	1.0000
Draftsperson Specialist	20A	GREIU	1.0000	.0000	.0000	.0000	.0000
Engineering Assistant I	16A	GREIU	.0000	.0000	2.0000	2.0000	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	.0000	1.0000	1.0000	.0000	1.0000
Financial Assistant II	13A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Information Systems Coordinator	15	APA	.0000	.0000	1.0000	1.0000	1.0000
Land Surveyor	26A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant III	12A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Project Manager	18	APA	.0000	2.0000	3.0000	1.0000	3.0000
Property Acquisition Officer	22AB	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Senior Project Engineer	17	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.1000
Traffic Engineer	24A	GREIU	.0000	.0000	.0000	.0000	.7500
Traffic Technician	16A	GREIU	.0000	.0000	.0000	.0000	.5000
<i>Subtotal Engineering</i>			25.0000	31.0000	35.0000	4.0000	36.3200

**SIDEWALK FUND**

Arborist	15A	GREIU	.0000	.0000	.0000	.0000	.5000
Assistant City Engineer	22	APA	.0000	.0000	.0000	.0000	.0500
Assistant Project Manager	15	APA	.0000	.0000	.0000	.0000	.2500
Assistant to the City Manager	01ATCM	EXECPLAN	.0000	.0000	.0000	.0000	.0100
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 II	10A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.0100
<i>Subtotal Sidewalks</i>			3.0000	3.0000	3.0000	.0000	3.8300

Group / Department

Org / Fund

Position Titles

Range

Bargaining Unit

FY15 AUTHORIZED

FY2016 AUTHORIZED

FY2017 AUTHORIZED

Change from 2016

FY2017 FTE

**TOTAL ENGINEERING DEPARTMENT**

**28.0000 34.0000 38.0000 4.0000 40.1500**

ENTERPRISE SERVICES DEPARTMENT (C330)

TRAFFIC SAFETY OFFICE

GENERAL OPERATING FUND

Administrative Secretary	15A	GREIU	.0000	.0000	.0000	.0000	.2500
Assistant to the City Manager	01ATCM	EXECPLAN	.0000	.0000	.0000	.0000	.1000
Business Manager	13	APA	.0000	1.0000	1.0000	.0000	.5000
Financial Analyst	12	APA	1.0000	1.0000	1.0000	.0000	.7500
Information System Coordinator	15	APA	1.0000	.0000	.0000	.0000	.0000
Inventory Asset Manager	15	APA	.0000	.0000	.0000	.0000	.1500
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
Signals and Lighting Supervisor	13	APA	1.0000	1.0000	1.0000	.0000	.5000
Storekeeper II	14AH	GREIU	.0000	.0000	.0000	.0000	.5000
Utility Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	.5000
Utility Systems Manager	20	APA	1.0000	1.0000	1.0000	.0000	.5000

*Subtotal Street Lighting GOF*

**12.0000 12.0000 12.0000 .0000 11.2750**

MAJOR STREETS FUND

Administrative Analyst	11	APA	.0000	.0000	.0000	.0000	.2500
Administrative Secretary	15A	GREIU	1.0000	1.0000	1.0000	.0000	.7500
Assistant Project Manager	15	APA	.0000	.0000	1.0000	1.0000	1.0000
Business Manager	13	APA	.0000	.0000	.0000	.0000	.2500
Journeyman Line Worker	17A	GREIU	5.0000	5.0000	5.0000	.0000	5.0000
Line Foreperson	20A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Materials Resource Planning Supervisor	10	APA	.0000	1.0000	1.0000	.0000	.4250
Office Assistant I	7A	GREIU	1.0000	.0000	.0000	.0000	.0000
Project Engineer	15	APA	.0000	1.0000	1.0000	.0000	1.0000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Sign Fabricator I / I I	10A / 13A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Sign Fabricator I I I	16A	GREIU	1.0000	.0000	.0000	.0000	.0000
Sign Supervisor	10	APA	.0000	1.0000	1.0000	.0000	1.0000
Signals and Lighting Supervisor	13	APA	.0000	.0000	.0000	.0000	.5000
Journeyman Signal Technician	17A	GREIU	6.0000	6.0000	6.0000	.0000	6.0000
Storekeeper II	14AH	GREIU	.0000	1.0000	1.0000	.0000	.5000
Traffic Engineer	24A	GREIU	1.0000	2.0000	1.0000	(1.0000)	.2500
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	1.5000
Utility Supervisor	14	APA	.0000	.0000	.0000	.0000	.5000
Utility Systems Manager	20	APA	.0000	.0000	.0000	.0000	.5000
<i>Subtotal Traffic Safety-Major Streets</i>			24.0000	27.0000	27.0000	.0000	26.4250
<i>Subtotal Traffic Safety Office</i>			36.0000	39.0000	39.0000	.0000	37.7000

**WATER DIVISION**

**WATER FUND**

Accounts Receivable Coordinator	21A	GREIU	1.0000	.0000	.0000	.0000	.0000
Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	.8000
Administrative Analyst I	11	APA	.0000	.0000	.0000	.0000	.3900
Administrative Services Officer I	16	APA	.0000	1.0000	1.0000	.0000	1.0000
Administrative Services Officer I I	18	APA	1.0000	.0000	.0000	.0000	.0000
Assistant Project Manager	15	APA	.0000	.0000	1.0000	1.0000	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	.6000
Assistant Water System Mechanic	12A	GREIU	1.0000	.0000	.0000	.0000	.0000
Business Manager	13	APA	1.0000	1.0000	1.0000	.0000	1.2500
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
Custodian	10A	GREIU	1.0000	.0000	.0000	.0000	.0000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Customer Services Specialist	18A	GREIU	2.0000	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	1.0000	.0000	1.0000
Electrician I	17A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Electrician I I	22A	GREIU	4.0000	2.0000	2.0000	.0000	4.0000
Engineering Assistant I	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Engineering Assistant I I	22A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Financial Analyst	12	APA	1.0000	1.0000	1.0000	.0000	1.1500
Financial Assistant I	11A	GREIU	1.0000	.0000	.0000	.0000	.0000
Financial Systems Administrator	18	APA	.0000	.0000	.0000	.0000	.0000
Hydraulic Engineer	17	APA	1.0000	1.0000	1.0000	.0000	.5000
Information Systems Coordinator	15	APA	2.0000	2.0000	2.0000	.0000	2.5000
Information Technology Manager	18	APA	1.0000	.0000	.0000	.0000	.0000
Inventory Asset Manager	15	APA	1.0000	1.0000	1.0000	.0000	.4000
IT Support Specialist	21A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Machinist	17A	GREIU	1.0000	1.0000	1.0000	.0000	.5000
Maintenance Assistant I / I I	7A / 10A	GREIU	2.0000	2.0000	.0000	(2.0000)	.0000
Maintenance Planner/Scheduler Technician	18A	GREIU	1.0000	2.0000	1.0000	(1.0000)	1.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.3000
Materials Resource Planning Supervisor	10	APA	.0000	.0000	.0000	.0000	.1000
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	3.0000	1.0000	1.0000	.0000	1.0000
Office Assistant I V	15A	GREIU	.0000	1.0000	1.0000	.0000	.7000
Plant Assistant I	10A	GREIU	.0000	.0000	2.0000	2.0000	2.0000
Plumber	17A	GREIU	.0000	.0000	.0000	.0000	1.0000
Plumbing Inspector I	19A	GREIU	2.0000	2.0000	2.0000	.0000	1.6000
Plumbing Inspector I I	22A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Project Engineer	15	APA	1.0000	2.0000	2.0000	.0000	1.5000
Public Services Assistant	16A	GREIU	.0000	1.0000	1.0000	.0000	.7000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Safety Technician	10	APA	.0000	.0000	.0000	.0000	.2000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.3000
Senior Water System Mechanic	19A	GREIU	5.0000	.0000	.0000	.0000	.0000
Storekeeper I I	14A	GREIU	1.0000	2.0000	2.0000	.0000	2.0000
Trench Inspector	16A	GREIU	1.0000	1.0000	1.0000	.0000	.5000
Utilities Crew Leader	16A	GREIU	1.0000	1.0000	.0000	(1.0000)	.0000
Utilities Field Operations Crew Leader	21A	GREIU	.0000	5.0000	5.0000	.0000	5.0000
Utilities Field Operations Superintendent	17	APA	.0000	1.0000	1.0000	.0000	.8300
Utilities Field Operations Supervisor	13	APA	2.0000	3.0000	3.0000	.0000	2.4900
Utility Field Operator I / I I	14A / 18A	GREIU	.0000	16.0000	16.0000	.0000	16.0000
Utility Financial Officer	17	APA	1.0000	1.0000	1.0000	.0000	.5000
Utility Maintenance Mechanic I / I I	12A / 16A	GREIU	9.0000	6.0000	6.0000	.0000	6.0000
Utility Maintenance Mechanic I I I	18A	GREIU	5.0000	1.0000	2.0000	1.0000	4.0000
Utility Meter Worker	14A	GREIU	1.0000	.0000	.0000	.0000	.0000
Utility Supervisor	14	APA	3.0000	2.0000	2.0000	.0000	2.0000
Water Distribution Shift Supervisor	10	APA	5.0000	.0000	.0000	.0000	.0000
Water Filtration Plant Superintendent	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
Water Plant Operator I / I I	12A / 16A	GREIU	10.0000	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
Water System Mechanic	16A	GREIU	15.0000	.0000	.0000	.0000	.0000
<i>Subtotal Water Division</i>			128.0000	110.0000	110.0000	.0000	112.1150

**ENVIRONMENTAL PROTECTION DIVISION**

**SEWAGE DISPOSAL SYSTEM FUND**

Administrative Analyst I	11	APA	1.0000	.0000	1.0000	1.0000	1.3900
Administrative Analyst I I	16	APA	1.0000	.0000	.0000	.0000	.0000
Administrative Secretary	05U	MGTNON	1.0000	1.0000	.0000	(1.0000)	.0000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Assistant Sewer Maintenance Worker	10A	GREIU	1.0000	.0000	.0000	.0000	.0000
Assistant to the City Manager	01ATCM	EXECPLAN	.0000	1.0000	1.0000	.0000	.5900
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	3.0000	3.0000	.0000	3.0000
Collection System Asset Crew Leader	18A	GREIU	.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	8.0000	9.0000	10.0000	1.0000	9.5000
Customer Services Specialist	18A	GREIU	.0000	.0000	.0000	.0000	.3330
Deputy City Manager	26U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.3400
Draftsperson I / I I	13A / 17A	GREIU	.0000	.0000	.0000	.0000	.0000
Electrician I	17A	GREIU	2.0000	1.0000	1.0000	.0000	1.0000
Electrician I I	22A	GREIU	1.0000	3.0000	3.0000	.0000	1.0000
Engineering Assistant I	16A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Environmental Assessment Supervisor	17	APA	1.0000	1.0000	1.0000	.0000	.9000
Environmental Services Manager	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Financial Analyst	12	APA	.0000	1.0000	1.0000	.0000	1.0000
Financial Assistant I	11A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Hydraulic Engineer	17	APA	.0000	.0000	.0000	.0000	.5000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Instrument Technician	18A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Inventory Asset Manager	15	APA	.0000	.0000	.0000	.0000	.4000
IT Support Specialist	21A	GREIU	.0000	.0000	1.0000	1.0000	1.0000
Laboratory Technician I / I I	14A / 16A	GREIU	5.0000	5.0000	4.0000	(1.0000)	4.0000
Machinist	17A	GREIU	.0000	.0000	.0000	.0000	.5000
Maintenance Painter	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Maintenance Planner Scheduler Technician	18A	GREIU	1.0000	1.0000	.0000	(1.0000)	.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.3000
Materials Resource Planning Supervisor	10	APA	.0000	.0000	.0000	.0000	.0500

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Office Assisstant IV	15A	GREIU	1.0000	1.0000	.0000	(1.0000)	.3000
Plant Assistant I / I I	10A / 12A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Plumber	17A	GREIU	.0000	1.0000	1.0000	.0000	.0000
Plumbing Inspector I	19A	GREIU	.0000	.0000	.0000	.0000	.4000
Predictive Maintenance Technician	18A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Project Engineer	15	APA	1.0000	1.0000	2.0000	1.0000	2.1500
Public Services Assistant	16A	GREIU	.0000	.0000	.0000	.0000	.3000
Safety Technician	10	APA	.0000	.0000	.0000	.0000	.2000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	1.0000	1.0000	.3000
Senior Sewer Maintenance Worker	16A	GREIU	2.0000	.0000	.0000	.0000	.0000
Sewer Camera Monitor Operator	16A	GREIU	2.0000	.0000	.0000	.0000	.0000
Sewer Maintenance Worker I	12A	GREIU	5.0000	.0000	.0000	.0000	.0000
Sewer Maintenance Worker II	14A	GREIU	1.0000	.0000	.0000	.0000	.0000
Storekeeper I I	14A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
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	.0000	2.0000	2.0000	.0000	2.0000
Utilities Field Operations Superintendent	17	APA	.0000	.0000	.0000	.0000	.1700
Utilities Field Operations Supervisor	13	APA	.0000	.0000	.0000	.0000	.5100
Utility Field Operator I / I I	14A / 18A	GREIU	.0000	9.0000	9.0000	.0000	9.0000
Utility Financial Officer	17	APA	.0000	.0000	.0000	.0000	.5000
Utility Locator	14A	GREIU	1.0000	.0000	.0000	.0000	.0000
Utility Maintenance Mechanic I / I I	12A / 16A	GREIU	10.0000	9.0000	9.0000	.0000	9.0000
Utility Maintenance Mechanic I I I	18A	GREIU	.0000	2.0000	2.0000	.0000	.0000
Utility Maintenance Supervisor	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Utility Operator/Maintainer	18A	GREIU	6.0000	6.0000	7.0000	1.0000	7.0000
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	10.0000	9.0000	9.0000	.0000	9.0000
Waste Water Plant Operator Maintainer	17A	GREIU	.0000	.0000	.0000	.0000	.0000
Waste Water Plant Superintendent	20	APA	1.0000	1.0000	1.0000	.0000	1.0000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Waste Water Technical Control Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Waste Water/Stormwater Maintenance Superintendent	17	APA	1.0000	1.0000	1.0000	.0000	.9000
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>			<b>101.0000</b>	<b>105.0000</b>	<b>107.0000</b>	<b>2.0000</b>	<b>104.8330</b>
<b>GENERAL OPERATING FUND</b>							
Air Pollution Control Inspector	18A	GREIU	1.0000	.0000	.0000	.0000	.0000
Air Pollution Control Officer	22A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Customer Services Specialist	18A	GREIU	.0000	.0000	.0000	.0000	.1620
Engineering Assistant I	16A	GREIU	1.0000	2.0000	3.0000	<b>1.0000</b>	3.0000
Environmental Assessment Supervisor	17	APA	.0000	.0000	.0000	.0000	.1000
Environmental Resource Technician	18A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Project Engineer	15	APA	1.0000	1.0000	1.0000	.0000	1.3500
<i>Subtotal EP GOF</i>			<b>4.0000</b>	<b>5.0000</b>	<b>6.0000</b>	<b>1.0000</b>	<b>6.6120</b>
<b>MAJOR STREETS FUND</b>							
Collection System Asset Crew Leader	18A	GREIU	.0000	.0000	.0000	.0000	.0700
Collection System Asset Technician	14A	GREIU	.0000	.0000	.0000	.0000	1.7500
Senior Sewer Maintenance Worker	16A	GREIU	.0000	.0000	.0000	.0000	.0000
Sewer Maintenance Worker II	14A	GREIU	.0000	.0000	.0000	.0000	.0000
Utilities Field Operations Crew Leader	21A	GREIU	.0000	.0000	.0000	.0000	.4000
Utility Field Operator II	18A	GREIU	.0000	.0000	.0000	.0000	.3500
Waste Water/Stormwater Maintenance Superintendent	17	APA	.0000	.0000	.0000	.0000	.0300
<i>Subtotal EP Major Streets</i>			<b>.0000</b>	<b>.0000</b>	<b>.0000</b>	<b>.0000</b>	<b>2.6000</b>
<b>LOCAL STREETS FUND</b>							
Collection System Asset Crew Leader	18A	GREIU	.0000	.0000	.0000	.0000	.1300
Collection System Asset Technician	14A	GREIU	2.0000	4.0000	4.0000	.0000	2.7500
Senior Sewer Maintenance Worker	16A	GREIU	.0000	.0000	.0000	.0000	.0000
Sewer Maintenance Worker I	12A	GREIU	2.0000	.0000	.0000	.0000	.0000
Sewer Maintenance Worker II	14A	GREIU	1.0000	.0000	.0000	.0000	.0000
Utilities Field Operations Crew Leader	21A	GREIU	.0000	1.0000	1.0000	.0000	.6000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Utility Field Operator II	18A	GREIU	.0000	1.0000	1.0000	.0000	.6500
Waste Water/Stormwater Maintenance Superintendent	17	APA	.0000	.0000	.0000	.0000	.0700
<i>Subtotal EP Local Streets</i>			5.0000	6.0000	6.0000	.0000	4.2000
<i>Subtotal Env Protection Division</i>			110.0000	116.0000	119.0000	3.0000	118.2450

**AUTO PARKING DIVISION**

**AUTO PARKING FUND**

Accountant I	21A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Aide	4	APA	.0000	.0000	.0000	.0000	.2000
Administrative Analyst I	11	APA	.0000	.0000	1.0000	1.0000	.2900
Administrative Analyst II	16	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Administrative Services Officer II	18	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Assistant to the City Manager	01ATCM	EXECPLAN	.0000	.0000	.0000	.0000	.0900
Business Manager	13	APA	.0000	1.0000	2.0000	1.0000	2.0000
Business Office Representative	16A	GREIU	.0000	2.0000	2.0000	.0000	2.0000
Buyer	10	APA	.0000	.0000	.0000	.0000	.1000
Custodian	10A	GREIU	5.0000	6.0000	6.0000	.0000	6.0000
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	.1000
Financial Assistant I	11A	GREIU	3.0000	1.0000	1.0000	.0000	1.0000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	.5000
Inventory Asset Manager	15	APA	.0000	.0000	.0000	.0000	.0500
Maintenance Assistant I / II	7A / 10A	GREIU	1.0000	.0000	.0000	.0000	.0000
Managing Director	24U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.3000
Mobile GR Manager	21	MGTNON	.0000	1.0000	1.0000	.0000	1.0000
Parking Customer Service Representative I	7A	GREIU	3.0000	3.0000	4.0000	1.0000	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	.6500

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Parking Meter Service Worker	11A	GREIU	2.0000	2.0000	3.0000	1.0000	3.0000
Parking Services Shift Supervisor	10	APA	2.0000	2.0000	2.0000	.0000	2.0000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.0900
Transportation Demand Mgmt Specialist	11	APA	.0000	.0000	.0000	.0000	.0000
Transportation Demand Mgmt Supervisor	14	APA	.0000	.0000	.0000	.0000	.0000
Transportation Planner	13	APA	.0000	.0000	.0000	.0000	.5000
Transportation Planning Supervisor	13	APA	.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Auto Parking Fund</i>			26.0000	29.0000	31.0000	2.0000	29.9700
<b>GENERAL OPERATING FUND</b>							
Parking Meter Operations Supervisor	14	APA	.0000	.0000	.0000	.0000	.3500
Parking Violations Checker	7A	GREIU	8.0000	8.0000	8.0000	.0000	8.0000
<i>Subtotal Parking GOF</i>			8.0000	8.0000	8.0000	.0000	8.3500
<i>Subtotal Auto Parking Division</i>			34.0000	37.0000	39.0000	2.0000	38.3200
<b>TOTAL ENTERPRISE SERVICES DEPARTMENT</b>			<b>308.0000</b>	<b>302.0000</b>	<b>307.0000</b>	<b>5.0000</b>	<b>306.3800</b>

**D. ADMINISTRATIVE SERVICES GROUP**

**HUMAN RESOURCES DEPARTMENT (D410)**

**GENERAL OPERATING FUND**

Administrative Aide - Intern	4	MGTNON	.0000	2.0000	2.0000	.0000	2.0000
Administrative Secretary	5U	MGTNON	1.0000	.0000	.0000	.0000	.0000
Assistant Employee Benefits Manager	13U	MGTNON	.0000	1.0000	1.0000	.0000	.4000
Employee Benefits Manager	16U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.5000
Human Resources Analyst	12	APA	1.0000	3.0000	4.0000	1.0000	4.0000
Human Resources Assistant	6U	MGTNON	2.0000	2.0000	2.0000	.0000	2.0000
Labor Relations Assistant	7U	MGTNON	.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
Safety Technician	10	APA	.0000	.0000	.0000	.0000	.0000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Senior Human Resources Analyst	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal HR GOF</i>			10.0000	15.0000	16.0000	1.0000	14.4000
<b>HR - INSURANCE FUND</b>							
Administrative Analyst I	11	APA	1.0000	.0000	.0000	.0000	.0000
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
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	.0500
Employee Benefits Manager	16U	EXECPLAN	.0000	.0000	.0000	.0000	.5000
Liability and Risk Management Analyst	11	APA	.0000	1.0000	1.0000	.0000	1.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.2500
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 Insurance Funds</i>			5.0000	5.0000	5.0000	.0000	5.8000
<b>TOTAL HUMAN RESOURCES DEPARTMENT</b>			<b>15.0000</b>	<b>20.0000</b>	<b>21.0000</b>	<b>1.0000</b>	<b>20.2000</b>

**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	.0000	1.0000	1.0000	.0000	1.0000
Administrative Services Officer II	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
Business Developer	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.2500
<i>Subtotal Diversity &amp; Inclusion - GOF</i>			3.0000	4.0000	4.0000	.0000	4.2500

**311 CUSTOMER SERVICE OPERATIONS**

**311 CUSTOMER SERVICE FUND**

311 Customer Service Manager	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
311 Senior Customer Service Specialist	21A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
311 Service Representative	11A	GREIU	8.0000	9.0000	9.0000	.0000	9.0000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Administrative Services Officer I	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
Business Manager	13	APA	.0000	.0000	.0000	.0000	.0000
CRM Systems Administrator	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
Customer Service Specialist	18A	GREIU	1.0000	.0000	.0000	.0000	.0000
<i>Subtotal 311 - IT Cust. Serv. Fund</i>			12.0000	13.0000	13.0000	.0000	13.0000
<b>TOTAL ADMINISTRATIVE SERVICES DEPT</b>			<b>15.0000</b>	<b>17.0000</b>	<b>17.0000</b>	<b>.0000</b>	<b>17.2500</b>

**E. PUBLIC SAFETY GROUP**

**POLICE DEPARTMENT (E510)**

**GENERAL OPERATING FUND**

Administrative Aide	4	APA	.0000	.0000	1.0000	1.0000	1.0000
Administrative Analyst I	11	APA	2.0000	1.0000	1.0000	.0000	1.0000
Administrative Secretary	5U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Crime Scene Technician	2J	POLC2	7.0000	7.0000	7.0000	.0000	7.0000
Deputy Police Chief	22U	EXECPLAN	.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 Examiner	4J	POLC2	2.0000	2.0000	2.0000	.0000	2.0000
Office Assistant I	7A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Office Assistant II	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant IV	15A	GREIU	3.0000	2.0000	2.0000	.0000	2.0000
Police Captain	2F	POLC5	6.0000	6.0000	6.0000	.0000	6.0000
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	14.0000	14.0000	14.0000	.0000	14.0000
Police Officer	1C	POLC1	221.0000	221.0000	221.0000	.0000	221.0000
Police Records Specialist	16A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Police Sergeant	2C	POLC1	30.0000	32.0000	32.0000	.0000	32.0000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Radio Technician	17A	GREIU	2.0000	3.0000	3.0000	.0000	3.0000
Special Events Aide	15A	GREIU	1.0000	1.0000	.0000	(1.0000)	.0000
Special Events Supervisor	11	APA	.0000	1.0000	.0000	(1.0000)	.0000
Vehicle Service Worker	9A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Police GOF</i>			<b>299.0000</b>	<b>304.0000</b>	<b>303.0000</b>	<b>(1.0000)</b>	<b>303.0000</b>
<b>GRANT FUNDS</b>							
<b>POLICE GRANTS</b>							
Police Officer	1C	POLC1	14.0000	14.0000	14.0000	.0000	14.0000
Police Sergeant	2C	POLC1	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Grants</i>			<b>15.0000</b>	<b>15.0000</b>	<b>15.0000</b>	<b>.0000</b>	<b>15.0000</b>
<b>DRUG LAW ENFORCEMENT</b>							
Office Assistant I V	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Police Sergeant	2C	POLC1	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Drug Law</i>			<b>2.0000</b>	<b>2.0000</b>	<b>2.0000</b>	<b>.0000</b>	<b>2.0000</b>
<b>DISPATCH FUND</b>							
Assistant Communications Manager	12 O	COMM SUP	.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	45.0000	45.0000	36.0000	(9.0000)	36.0000
Emergency Communications Operator I - Part-time	1K	POLC4	5.0000	5.0000	3.0000	(2.0000)	1.5000
Emergency Communication Supervisor	11 O	COMM SUP	5.0000	4.0000	4.0000	.0000	4.0000
<i>Subtotal Dispatch</i>			<b>56.0000</b>	<b>56.0000</b>	<b>45.0000</b>	<b>(11.0000)</b>	<b>43.5000</b>
<b>TOTAL POLICE DEPARTMENT</b>			<b>372.0000</b>	<b>377.0000</b>	<b>365.0000</b>	<b>(12.0000)</b>	<b>363.5000</b>

**FIRE DEPARTMENT (E520)**

**GENERAL OPERATING FUND**

Administrative Aide	4	APA	1.0000	.0000	.0000	.0000	.0000
Administrative Analyst I	11	APA	.0000	1.0000	1.0000	.0000	1.0000
Administrative Secretary	5U	MGTNON	1.0000	.0000	.0000	.0000	.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

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
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	1.0000	.0000	.0000	.0000	.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 - Asset Mgt.	6B	IAFF	.0000	.0000	.0000	.0000	.0000
Fire Chief - Financial Officer	6B	IAFF	.0000	.0000	.0000	.0000	.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	.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	4.0000	4.0000	3.0000	(1.0000)	3.0000
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 Marshall	6B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Firefighter	1B	IAFF	67.0000	77.0000	77.0000	.0000	77.0000
IT Support Specialist	21A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Office Assistant I I I	12A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
<i>Subtotal Fire GOF</i>			<u>190.0000</u>	<u>199.0000</u>	<u>198.0000</u>	<u>(1.0000)</u>	<u>198.0000</u>
<b>FIRE GRANTS</b>							
Firefighter	1B	IAFF	.0000	.0000	.0000	.0000	.0000
<i>Subtotal Grants</i>			<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0000</u>
<b>TOTAL FIRE DEPARTMENT</b>			<u><b>190.0000</b></u>	<u><b>199.0000</b></u>	<u><b>198.0000</b></u>	<u><b>(1.0000)</b></u>	<u><b>198.0000</b></u>

**Group / Department**

**Org / Fund**

**Position Titles**

**Range      Bargaining Unit      FY15 AUTHORIZED      FY2016 AUTHORIZED      FY2017 AUTHORIZED      Change from 2016      FY2017 FTE**

**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 On - Call Worker- PT at 0.50 FTE	05T	61STHR	.0000	1.0000	.0000	(1.0000)	.0000
Deputy Chief Probation Officer	6D	APA COURT	.0000	.0000	.0000	.0000	.0000
Deputy Court Clerk	12E	COURT	23.0000	24.0000	24.0000	.0000	24.0000
Deputy Court Clerk I V	18E	COURT	1.0000	.0000	.0000	.0000	.0000
Deputy Court Clerk Specialist	13E	COURT	2.0000	2.0000	2.0000	.0000	2.0000
District Court Judge	U05	JUDGE	6.0000	6.0000	6.0000	.0000	6.0000
Law Trained Magistrate	10S	61ST	1.0000	1.0000	1.0000	.0000	1.0000
Lead Work Assignment Clerk	15E	COURT	4.0000	4.0000	4.0000	.0000	4.0000
Probation Officer	3D	APA COURT	6.0000	7.0000	7.0000	.0000	7.0000
Probation Officer I I	05DA	APA COURT	3.0000	3.0000	3.0000	.0000	3.0000
Probation Officer - Part Time @ 0.5 FTE	3D	APA COURT	1.0000	.0000	.0000	.0000	.0000
Urinalysis Laboratory Manager	18E	COURT	1.0000	1.0000	1.0000	.0000	1.0000
Victim Services Counselor	02D	APA COURT	.0000	1.0000	1.0000	.0000	1.0000
VIP Coordinator-Part Time @.30	01D	APA COURT	.0000	.0000	.0000	.0000	.0000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Work Crew Supervisor	16E	COURT	3.0000	4.0000	4.0000	.0000	4.0000
Work Crew Supervisor-PT at 0.50 FTE	16E	COURTPT	1.0000	.0000	.0000	.0000	.0000
<i>Subtotal Operating</i>			<b>81.0000</b>	<b>83.0000</b>	<b>82.0000</b>	<b>(1.0000)</b>	<b>82.0000</b>
<b>DISTRICT COURT GRANTS FUND</b>							
DART On - Call Worker- PT at 0.50 FTE	05T	61STHR	2.0000	4.0000	4.0000	.0000	2.0000
DART Team Leader - PT at 0.75 FTE	09T	APA COURT	1.0000	1.0000	.0000	(1.0000)	.0000
Probation Officer	3D	APA COURT	2.0000	1.0000	1.0000	.0000	1.0000
Surveillance Officer - PT at 0.25 FTE	06T	61STHR	1.0000	.0000	.0000	.0000	.0000
Surveillance Officer - PT at 0.50 FTE	06T	61STHR	.0000	2.0000	1.0000	(1.0000)	.5000
Urinalysis Technician - PT at 0.50 FTE	1E	COURTPT	4.0000	4.0000	4.0000	.0000	2.0000
<i>Subtotal Grants</i>			<b>10.0000</b>	<b>12.0000</b>	<b>10.0000</b>	<b>(2.0000)</b>	<b>5.5000</b>
<b>TOTAL 61ST DISTRICT COURT</b>			<b>91.0000</b>	<b>95.0000</b>	<b>92.0000</b>	<b>(3.0000)</b>	<b>87.5000</b>
<b>ATTORNEY'S DEPARTMENT (E540)</b>							
<b>GENERAL OPERATING FUND</b>							
Assistant City Attorney I	13U	EXECPLAN	1.0000	2.0000	2.0000	.0000	2.0000
Assistant City Attorney II	17U	EXECPLAN	2.0000	4.0000	4.0000	.0000	4.0000
Assistant City Attorney III	22U	EXECPLAN	5.0000	4.0000	4.0000	.0000	4.0000
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
Legal Secretary I	3U	MGTNON	.0000	1.0000	1.0000	.0000	1.0000
Legal Secretary II	7U	MGTNON	2.0000	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
Secretary To The City Attorney	8U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
<b>TOTAL ATTORNEY'S DEPARTMENT</b>			<b>15.0000</b>	<b>17.0000</b>	<b>17.0000</b>	<b>.0000</b>	<b>17.0000</b>

Group / Department

Org / Fund

Position Titles

Range Bargaining Unit FY15 AUTHORIZED FY2016 AUTHORIZED FY2017 AUTHORIZED Change from 2016 FY2017 FTE

**F. FISCAL SERVICES GROUP**

**FLEET & FACILITIES DEPARTMENT (F610)**

FACILITIES MANAGEMENT FUND

Administrative Secretary	15A	GREIU	1.0000	.0000	.0000	.0000	.0000
Building Maintenance Mechanic I / I I	13A /16A	GREIU	6.0000	6.0000	6.0000	.0000	6.0000
Business Manager	13	APA	.0000	1.0000	1.0000	.0000	.5000
Chief Financial Officer	25U	EXECPLAN	.0000	.0000	.0000	.0000	.0000
Deputy City Manager (CFO)	26U	EXECPLAN	.0000	.0000	.0000	.0000	.0750
Director Of Facilities And Fleet Management	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.4750
Electrician I	17A	GREIU	.0000	.0000	.0000	.0000	.0000
Electrician II	22A	GREIU	.0000	.0000	.0000	.0000	.0000
Facilities Maintenance Superintendent	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Facilities Maintenance Supervisor	12	APA	2.0000	2.0000	3.0000	1.0000	3.0000
Facilities Maintenance Technician	23A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Financial Analyst	12	APA	.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

*Subtotal Facilities*

12.0000 13.0000 14.0000 1.0000 13.7000

MOTOR EQUIPMENT SERVICES FUND

Business Manager	13	APA	.0000	.0000	.0000	.0000	.5000
Deputy City Manager (CFO)	26U	EXECPLAN	.0000	.0000	.0000	.0000	.0750
Director Of Facilities And Fleet Management	23U	EXECPLAN	.0000	.0000	.0000	.0000	.4750
Equipment Maintenance Superintendent	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Equipment Maintenance Supervisor	12	APA	3.0000	2.0000	2.0000	.0000	2.0000
Equipment Service Worker	12A	GREIU	.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	.0000	1.0000	1.0000	.0000	1.0000
Fleet Operations Instructor	21A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Heavy Equipment Mechanic	17A	GREIU	13.0000	10.0000	10.0000	.0000	10.0000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	.5000
Lead Equipment Mechanic	19A	GREIU	3.0000	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	12A	GREIU	1.0000	.0000	.0000	.0000	.0000
Storekeeper II	14A	GREIU	.0000	2.0000	2.0000	.0000	2.0000
Vehicle Service Worker	9A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
<i>Subtotal Fleet</i>			<b>32.0000</b>	<b>33.0000</b>	<b>33.0000</b>	<b>.0000</b>	<b>33.2000</b>
<b>VEHICLE STORAGE FUND</b>							
Buyer	10	APA	1.0000	1.0000	1.0000	.0000	1.0000
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	.0500
Director Of Facilities And Fleet Management	23U	EXECPLAN	.0000	.0000	.0000	.0000	.0500
<i>Subtotal Vehicle Storage</i>			<b>1.0000</b>	<b>1.0000</b>	<b>1.0000</b>	<b>.0000</b>	<b>1.1000</b>
<b>TOTAL FLEET &amp; FACILITIES DEPARTMENT</b>			<b>45.0000</b>	<b>47.0000</b>	<b>48.0000</b>	<b>1.0000</b>	<b>48.0000</b>

**FISCAL SERVICES DEPARTMENT (F620)**

**ASSESSOR'S OFFICE-GENERAL OPERATING FUND**

Administrative Aide	4	APA	.0000	.0000	.0000	.0000	.0000
Assessment Records Specialist	18A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Assisstant City Assessor	17	APA	.0000	.0000	1.0000	<b>1.0000</b>	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
Deputy City Manager (CFO)	26U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Real and Personal Property Appraiser I & II	15A / 20A	GREIU	3.0000	1.0000	1.0000	.0000	1.0000
Real and Personal Property Appraiser III	23A	GREIU	3.0000	4.0000	4.0000	.0000	4.0000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Real Property Assessment Aide	11AH	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Tax Auditor	23A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
<i>Subtotal Assessor</i>			14.0000	14.0000	15.0000	1.0000	15.1500
<b>FISCAL ADMINISTRATION OFFICE-GENERAL OPERATING FUND</b>							
Administrative Analyst I	11	APA	.0000	1.0000	1.0000	.0000	.5000
Administrative Secretary	5U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Chief Financial Officer	25U	EXECPLAN	1.0000	.0000	.0000	.0000	.0000
Debt And Authority Finance Officer	17	APA	1.0000	1.0000	1.0000	.0000	.5500
Deputy Chief Financial Officer	22U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Deputy City Manager (CFO)	26U	EXECPLAN	.0000	1.0000	1.0000	.0000	.1000
Financial Analyst	12	APA	1.0000	.0000	.0000	.0000	.0000
Performance Mgmt Financial Rptng Specialist	14	APA	2.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Fiscal Admin</i>			7.0000	6.0000	6.0000	.0000	4.1500
<b>PURCHASING OFFICE-GENERAL OPERATING FUND</b>							
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
Deputy City Manager (CFO)	26U	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
<b>BUDGET OFFICE-GENERAL OPERATING FUND</b>							
Budget Analyst - Specialty Level C	16	APA	2.0000	2.0000	2.0000	.0000	2.0000
Deputy City Manager (CFO)	26U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
<i>Subtotal Budget</i>			2.0000	2.0000	2.0000	.0000	2.1500
<b>INCOME TAX OFFICE-GENERAL OPERATING FUND</b>							
Administrative Aide	4	APA	1.0000	.0000	.0000	.0000	.0000
Administrative Analyst I	11	APA	.0000	1.0000	1.0000	.0000	1.0000
Deputy City Manager (CFO)	26U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Financial Assistant I	11A	GREIU	3.0000	.0000	.0000	.0000	.0000
Income Tax Administrator	20U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Income Tax Compliance Supervisor	14	APA	.0000	1.0000	1.0000	.0000	1.0000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Income Tax Operations Supervisor	14	APA	.0000	1.0000	1.0000	.0000	1.0000
Income Tax Examination Supervisor	14	APA	2.0000	.0000	.0000	.0000	.0000
Income Tax Examiner	21A	GREIU	5.0000	.0000	.0000	.0000	.0000
Income Tax Specialist I	15AH	GREIU	.0000	5.0000	5.0000	.0000	5.0000
Income Tax Specialist II	18A	GREIU	.0000	3.0000	3.0000	.0000	3.0000
Income Tax Specialist III	21AH	GREIU	.0000	3.0000	3.0000	.0000	3.0000
Office Assistant I I I	12A	GREIU	2.0000	.0000	.0000	.0000	.0000
<i>Subtotal Income Tax</i>			14.0000	15.0000	15.0000	.0000	15.1500
<b>TOTAL FISCAL SERVICES DEPARTMENT</b>			<b>40.0000</b>	<b>40.0000</b>	<b>41.0000</b>	<b>1.0000</b>	<b>39.7500</b>

**TECHNOLOGY & CHANGE MANAGEMENT DEPARTMENT (F630)**

**GENERAL OPERATING FUND**

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

**INFORMATION TECHNOLOGY FUND**

Administrative Analyst I	11	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Deputy City Manager (CFO)	26U	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
Network And Operations Administrator	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal IT Fund</i>			3.0000	3.0000	2.0000	(1.0000)	2.2500

**TOTAL TECHNOLOGY & CHANGE MGT DEPT**

<b>4.0000</b>	<b>4.0000</b>	<b>3.0000</b>	<b>(1.0000)</b>	<b>3.2500</b>
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**TREASURY DEPT (F640)**

**TREASURER'S OFFICE - GENERAL OPERATING FUND**

Accountant I	21A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Accounts Adjustment Coordinator	17A	GREIU	1.0000	1.0000	1.0000	.0000	.9000
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	.4000
Administrative Secretary	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Business Office Representative	16AH	GREIU	.0000	3.0000	3.0000	.0000	2.7000
Cashier I	8A	GREIU	1.0000	1.0000	1.0000	.0000	.7000
Cashier I I	11A	GREIU	1.0000	1.0000	1.0000	.0000	.7000
City Treasurer		APPOINT	1.0000	1.0000	1.0000	.0000	.9000
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	.5800
Financial Assistant I I	13A	GREIU	3.0000	.0000	.0000	.0000	.0000
Investment Analyst	21A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant I I	10A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Public Accounts Collector	19A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Treasurer GOF</i>			<u>18.0000</u>	<u>18.0000</u>	<u>18.0000</u>	<u>.0000</u>	<u>14.5800</u>
<b>TREASURER'S OFFICE - WATER FUND</b>							
Accounts Adjustment Coordinator	17A	GREIU	.0000	.0000	.0000	.0000	.0500
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	.1500
Cashier I	8A	GREIU	.0000	.0000	.0000	.0000	.2000
Cashier I I	11A	GREIU	.0000	.0000	.0000	.0000	.2000
City Treasurer		APPOINT	.0000	.0000	.0000	.0000	.0500
Deputy City Treasurer	18	APA	.0000	.0000	.0000	.0000	.1500
Financial Assistant I	11A	GREIU	.0000	.0000	.0000	.0000	1.4000
<i>Subtotal Treasurer - Water Fund</i>			<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>2.8000</u>
<b>TREASURER'S OFFICE - REFUSE FUND</b>							
Accounts Adjustment Coordinator	17A	GREIU	.0000	.0000	.0000	.0000	.0500
Administrative Analyst I - Accounting	11	APA	.0000	.0000	.0000	.0000	.1000
Business Office Representative	16AH	GREIU	.0000	.0000	.0000	.0000	.1500
Cashier I	8A	GREIU	.0000	.0000	.0000	.0000	.1000
Cashier I I	11A	GREIU	.0000	.0000	.0000	.0000	.1000
City Treasurer		APPOINT	.0000	.0000	.0000	.0000	.0500
Deputy City Treasurer	18	APA	.0000	.0000	.0000	.0000	.0500

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
Financial Assistant I	11A	GREIU	.0000	.0000	.0000	.0000	.0200
<i>Subtotal Treasurer - Refuse Fund</i>			.0000	.0000	.0000	.0000	.6200
<b>TOTAL TREASURY DEPARTMENT</b>			<b>18.0000</b>	<b>18.0000</b>	<b>18.0000</b>	<b>.0000</b>	<b>18.0000</b>

**COMPTROLLER'S DEPARTMENT (F650)**

GENERAL OPERATING FUND

Accountant I	21A	GREIU	2.0000	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	1.0000	2.0000	2.0000	.0000	2.0000
Financial Systems Analyst	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Information Systems Coordinator	15	APA	1.0000	.0000	.0000	.0000	.0000
Internal Auditor I I	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Payroll Supervisor	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
<b>TOTAL COMPTROLLER'S DEPARTMENT</b>			<b>16.0000</b>	<b>17.0000</b>	<b>17.0000</b>	<b>.0000</b>	<b>17.0000</b>

**RETIREMENT ACTIVITIES (G110) - NON BUDGETED**

RETIREMENT OFFICE - Not Budgeted

Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Executive Director Pension Systems	22U	PENSION	1.0000	1.0000	1.0000	.0000	1.0000
Retirement Services Specialist	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Retirement Systems Assistant	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
<b>TOTAL RETIREMENT OFFICE</b>			<b>4.0000</b>	<b>4.0000</b>	<b>4.0000</b>	<b>.0000</b>	<b>4.0000</b>

**Group / Department**

**Org / Fund**

<b>Position Titles</b>	<b>Range</b>	<b>Bargaining Unit</b>	<b>FY15 AUTHORIZED</b>	<b>FY2016 AUTHORIZED</b>	<b>FY2017 AUTHORIZED</b>	<b>Change from 2016</b>	<b>FY2017 FTE</b>
<b>AUTHORITIES (G210) - NON BUDGETED FUNDS</b>							
DOWNTOWN DEVELOPMENT AUTHORITY - NOT BUDGETED BY CITY							
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	.3000
Economic Development Assistant	16A	GREIU	.0000	.0000	.0000	.0000	.0000
Planner I / I I	20A / 23A	GREIU	.0000	.0000	.0000	.0000	.0000
<i>Subtotal DDA</i>			.0000	.0000	.0000	.0000	.3000
TAX INCREMENT FINANCE AUTHORITY - NOT BUDGETED BY CITY							
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	.0500
<i>Subtotal TIFA</i>			.0000	.0000	.0000	.0000	.0500
BROWNFIELD - NOT BUDGETED BY CITY							
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	.3000
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	.0500
Deputy City Manager	26U	EXECPLAN	.0000	.0000	.0000	.0000	.0000
Economic Development Assistant	16A	GREIU	1.0000	1.0000	.0000	(1.0000)	.0000
Economic Development Coordinator I / I I	14 / 17	APA	1.0000	1.0000	2.0000	1.0000	1.6000
Economic Development Director	21U	EXECPLAN	1.0000	.0000	.0000	.0000	.0000
<i>Subtotal Brownfield</i>			4.0000	3.0000	3.0000	.0000	1.9500
SMARTZONE - NOT BUDGETED BY CITY							
Administrative Analyst I	11	APA	.0000	.0000	.0000	.0000	.4000
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	.0000	.0000	1.0000	1.0000	.8500
Economic Development Director	21U	EXECPLAN	.0000	1.0000	1.0000	.0000	.7000
<i>Subtotal Smartzone</i>			.0000	1.0000	2.0000	1.0000	2.0500
<b>TOTAL AUTHORITIES - NON BUDGETED FUNDS</b>			<b>4.0000</b>	<b>4.0000</b>	<b>5.0000</b>	<b>1.0000</b>	<b>4.3500</b>
<b>TOTAL AUTHORIZED ROSTER FOR FY2017</b>			<b>1,503.0000</b>	<b>1,553.0000</b>	<b>1,558.0000</b>	<b>5.0000</b>	<b>1,498.5000</b>



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**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.

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**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.

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**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.

**GRETS**

Grand Rapids Environs Transportation Study - Regional motor vehicle planning agency for the metropolitan Grand Rapids Area.

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**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.

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**I**

**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.

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**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..

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**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.

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**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.

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**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.

**TRANSFORMATION FUND**

A fund developed for managing the incremental increase in Income Tax receipts authorized in a ballot measure on May 4, 2010. The tax increase from 1.3% to 1.5% for residents and from 0.65% to 0.75% for non-residents became effective on July 1, 2010 and sunsets on June 30, 2015.

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**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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**APPENDIX E**  
**NEIGHBORHOOD INVESTMENT PLAN**  
**FUNDED BY HOME INVESTMENT PARTNERSHIPS, JUSTICE ASSISTANCE, AND COMMUNITY DEVELOPMENT BLOCK GRANTS**

<u>Strategy Name</u>	FY17 Funding	
<u>Requesting Organization and Project Name</u>	<u>Allocations</u>	
<b>Improve Conditions of Existing Housing:</b>		
City of GR Community Dev Dept - Housing Rehabilitation Program	800,000	
Disability Advocates - Community-based Accessible Housing	21,000	
Home Repair Services - Access Modifications	48,000	
Home Repair Services - Minor Home Repair	392,098	
Subtotal	1,261,098	1,261,098
<b>Increase the Supply of Affordable Housing:</b>		
Habitat for Humanity of Kent County - Building Blocks	180,000	
LINC Community Revitalization - Eastern Village Project	250,000	
New Development Corp - CHDO Operating Support	25,000	
New Development Corp - North End Affordable Housing / ADR	90,000	
Subtotal	545,000	545,000
<b>Improve Access to and Stability of Affordable Housing</b>		
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	373,444	
Subtotal	523,444	523,444
<b>Reduce Blight and Code Violations</b>		
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

**APPENDIX E**  
**NEIGHBORHOOD INVESTMENT PLAN**  
**FUNDED BY HOME INVESTMENT PARTNERSHIPS, JUSTICE ASSISTANCE, AND COMMUNITY DEVELOPMENT BLOCK GRANTS**

<u>Strategy Name</u>	FY17 Funding	
<u>Requesting Organization and Project Name</u>	<u>Allocations</u>	
<b>Increase Civic Engagement and Public Safety:</b>		
Baxter Neighborhood Association	37,035	
Creston Neighborhood Association	37,129	
East Hills Council of Neighbors	35,046	
Easttown Community Association	31,078	
Garfield Parks Neighborhoods Association	52,377	
Heritage Hill Association	43,756	
LINC	49,845	
Midtown Neighborhood Association	37,818	
Neighbors of Belknap Lookout	32,527	
Roosevelt Park Neighborhood Association	51,209	
Seeds of Promise	43,600	
South West Area Neighbors	47,578	
West Grand Neighborhood Organization	50,615	
Subtotal	549,613	549,613
<b>Enhance Infrastructure and Public Facilities</b>		
City of GR Community Development - Neighborhood Infrastructure Program		224,513
<b>Increase Economic Opportunities</b>		
City of GR Community Dev Dept. - Economic Development set-aside		100,000
<b>Administration and Contingency:</b>		
Grants Administration and Contract Compliance	934,647	
GR Area Coalition to End Homelessness	30,000	
Subtotal	964,647	964,647
<b>Total Neighborhood Investment Plan Funding</b>		<b>\$ 5,592,003</b>
<b>Funding Sources:</b>		
Community Development Block Grant (CDBG)		4,500,000
Home Investment Partnerships Grant (HOME)		1,020,000
Justice Assistance Grant (JAG)		72,003
		<b>\$ 5,592,003</b>

## 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 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 foregoing authority granted to the State Legislature, the 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 the debt limitation 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 a general obligation of the City; 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.

### Grand Rapids Municipal Bond Ratings

The City's financial status is typically reviewed by nationally recognized municipal bond rating agencies at least annually. The City's most recent sanitary sewer system revenue bonds were issued in February, 2016 and received ratings of Aa1 from Moody's and AA from Standard & Poor's. The 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) bonds were issued in January, 2016 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**

<b>Fiscal Year</b>	<b>Utility Revenue Bonds</b>	<b>Vital Streets Income Tax Funded Bonds</b>	<b>Internal Service Fund Bonds</b>	<b>Authority Bonds</b>	<b>Capital Improvement Bonds</b>	<b>Other Indebtedness</b>	<b>Total Requirements</b>	<b>Per Capita Debt Service Payments</b>
2017	\$ 35,604,504	\$ 1,187,419	\$ 298,445	\$ 15,911,809	\$ 1,045,059	\$ 2,621,382	\$ 56,668,618	\$ 301.36
2018	36,286,321	19,507,450	225,088	15,787,463	1,054,454	2,656,262	75,517,038	401.60
2019	30,579,129	2,395,700	218,549	13,625,211	234,198	2,482,327	49,535,114	263.43
2020	30,591,743	2,395,950	155,035	13,193,770	241,461	2,883,670	49,461,628	263.04
2021	26,690,092	17,258,200	5,810	13,180,499	128,907	2,880,238	60,143,746	319.85
2022	28,111,006	2,123,950	5,653	11,187,882	126,084	2,560,772	44,115,347	234.61
2023	28,114,301	2,126,750	5,472	10,786,473	133,136	2,567,281	43,733,413	232.58
2024	28,145,744	2,124,250	5,305	9,833,968	134,950	2,567,716	42,811,933	227.67
2025	28,134,387	2,122,500	-	4,600,779	141,754	2,344,196	37,343,616	198.59
2026	28,161,660	2,126,250	-	4,591,147	138,178	2,348,371	37,365,605	198.71
2027	28,188,114	-	-	4,586,892	139,527	2,335,322	35,249,855	187.46
2028	28,187,389	-	-	4,582,413	145,654	2,331,446	35,246,901	187.44
2029	23,193,866	-	-	4,587,398	151,481	1,404,721	29,337,466	156.02
2030	21,814,074	-	-	1,839,086	147,159	1,401,537	25,201,856	134.02
2031	21,823,718	-	-	1,834,340	-	698,439	24,356,497	129.53
2032	21,838,374	-	-	1,833,858	-	699,575	24,371,807	129.61
2033	21,438,791	-	-	694,133	-	599,862	22,732,786	120.89
2034	22,644,768	-	-	696,219	-	694,450	24,035,436	127.82
2035	19,970,091	-	-	695,503	-	698,388	21,363,982	113.61
2036	12,281,992	-	-	699,024	-	392,025	13,373,041	71.12
2037	12,133,317	-	-	288,516	-	385,700	12,807,533	68.11
2038	11,504,568	-	-	284,310	-	-	11,788,878	62.69
2039	9,238,423	-	-	284,836	-	-	9,523,260	50.64
2040	7,273,696	-	-	285,005	-	-	7,558,701	40.20
2041	7,272,636	-	-	-	-	-	7,272,636	38.68
2042	3,054,450	-	-	-	-	-	3,054,450	16.24
2043	887,750	-	-	-	-	-	887,750	4.72
2044	892,500	-	-	-	-	-	892,500	4.75
<b>TOTAL</b>	<b>\$ 574,057,404</b>	<b>\$ 53,368,419</b>	<b>\$ 919,357</b>	<b>\$ 135,890,532</b>	<b>\$ 3,962,002</b>	<b>\$ 37,553,680</b>	<b>\$ 805,751,394</b>	<b>\$ 4,285.00</b>

## 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 System Junior Lien Bonds		Water Supply System Senior Lien Bonds		Total Requirements
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2017	\$ 7,080,000	\$ 11,390,522	\$ 1,056,893	\$ 321,543	\$ 1,059,012	\$ 804,350	\$ 10,040,000	\$ 3,852,184	\$ 35,604,504
2018	7,405,000	11,480,470	1,083,233	299,564	1,480,185	773,485	10,375,000	3,389,384	36,286,321
2019	7,575,000	11,119,495	1,102,988	277,039	1,511,358	736,865	5,355,000	2,901,384	30,579,129
2020	7,925,000	10,756,070	1,126,035	254,051	1,546,358	699,544	5,620,000	2,664,684	30,591,743
2021	8,285,000	10,348,420	1,152,375	230,574	1,577,531	661,333	2,020,000	2,414,859	26,690,092
2022	10,115,000	9,932,570	1,172,130	206,551	1,623,704	622,242	2,120,000	2,318,809	28,111,006
2023	10,620,000	9,409,270	1,198,470	182,065	1,674,877	581,998	2,230,000	2,217,621	28,114,301
2024	11,155,000	8,881,420	1,224,810	157,007	1,721,049	540,587	2,355,000	2,110,871	28,145,744
2025	11,710,000	8,326,920	1,247,858	131,377	1,747,222	498,020	2,475,000	1,997,990	28,134,387
2026	12,300,000	7,744,820	1,274,198	105,257	1,793,395	454,800	2,610,000	1,879,190	28,161,660
2027	12,925,000	7,132,336	1,303,830	78,565	1,844,568	410,326	2,740,000	1,753,490	28,188,114
2028	13,510,000	6,540,005	1,330,170	51,219	1,879,568	364,836	2,890,000	1,621,590	28,187,389
2029	9,425,000	5,920,130	1,356,510	23,301	1,930,741	318,295	2,740,000	1,479,890	23,193,866
2030	9,875,000	5,478,709	-	-	1,971,914	270,562	2,875,000	1,342,890	21,814,074
2031	10,340,000	5,015,992	-	-	2,028,086	221,700	3,020,000	1,197,940	21,823,718
2032	10,835,000	4,531,330	-	-	2,079,865	171,498	3,175,000	1,045,680	21,838,374
2033	11,385,000	3,992,508	-	-	1,719,970	120,709	3,335,000	885,605	21,438,791
2034	13,575,000	3,426,290	-	-	1,347,778	78,235	3,500,000	717,465	22,644,768
2035	11,990,000	2,750,711	-	-	960,000	48,376	3,680,000	541,005	19,970,091
2036	7,375,000	2,154,522	-	-	755,000	27,000	1,615,000	355,470	12,281,992
2037	7,730,000	1,797,337	-	-	630,000	7,875	1,695,000	273,105	12,133,317
2038	8,110,000	1,422,908	-	-	-	-	1,785,000	186,660	11,504,568
2039	6,220,000	1,047,798	-	-	-	-	1,875,000	95,625	9,238,423
2040	6,495,000	778,696	-	-	-	-	-	-	7,273,696
2041	6,775,000	497,636	-	-	-	-	-	-	7,272,636
2042	2,850,000	204,450	-	-	-	-	-	-	3,054,450
2043	805,000	82,750	-	-	-	-	-	-	887,750
2044	850,000	42,500	-	-	-	-	-	-	892,500
<b>TOTAL</b>	<b>\$ 245,240,000</b>	<b>\$ 152,206,586</b>	<b>\$ 15,629,498</b>	<b>\$ 2,318,113</b>	<b>\$ 32,882,181</b>	<b>\$ 8,412,634</b>	<b>\$ 80,125,000</b>	<b>\$ 37,243,391</b>	<b>\$ 574,057,404</b>

Note 1: In FY2012 through FY2016, the City's Water and Sewer Systems issued ten series of junior lien bonds via the Michigan Finance Authority as part of the State's Revolving Loan Fund. Interest rates range from 2.0% to 2.5% for maximum terms of 20 years. Principal amounts included here are based on actual bond proceeds withdrawn or the maximum amounts of bond proceeds available for the projects. In the latter case, the amounts listed here don't include federally subsidized principal forgiveness, if any. Final debt service schedules for these junior lien bonds are established when the projects are completed or when the maximum available bond proceeds have been expended.

## APPENDIX F

### DEBT SERVICE REQUIREMENTS TO MATURITY

#### Annual Principal and Interest Requirements

#### Vital Streets Capital Improvement Debt

Fiscal Year	Vital Streets Capital Fund						Total Requirements
	Capital Improvement Bond Series 2014		Capital Improvement Bonds Series 2015		Capital Improvement Bonds Series 2016		
	Principal	Interest	Principal	Interest	Principal	Interest	
2017	\$ -	\$ 226,100	\$ -	\$ 268,500	\$ -	\$ 692,819	\$ 1,187,419
2018	17,000,000	113,050	-	268,500	1,435,000	690,900	19,507,450
2019	-	-	-	268,500	1,465,000	662,200	2,395,700
2020	-	-	-	268,500	1,530,000	597,450	2,395,950
2021	-	-	15,000,000	134,250	1,600,000	523,950	17,258,200
2022	-	-	-	-	1,680,000	443,950	2,123,950
2023	-	-	-	-	1,750,000	376,750	2,126,750
2024	-	-	-	-	1,835,000	289,250	2,124,250
2025	-	-	-	-	1,925,000	197,500	2,122,500
2026	-	-	-	-	2,025,000	101,250	2,126,250
<b>TOTAL</b>	<b>\$ 17,000,000</b>	<b>\$ 339,150</b>	<b>\$ 15,000,000</b>	<b>\$ 1,208,250</b>	<b>\$ 15,245,000</b>	<b>\$ 4,576,019</b>	<b>\$ 53,368,419</b>

Debt service for these bonds is paid using revenues resulting from the Vital Streets Income Tax temporary increase approved by voters.

## APPENDIX F

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

Fiscal Year	Motor Equipment System - Fleet Management				Total Requirements		
	IPA Series 2002A		CIB Series 2013		Principal	Interest	Combined
	Principal	Interest	Principal	Interest			
2017	\$ 64,381	\$ 2,835	\$ 210,395	\$ 20,834	\$ 274,776	\$ 23,669	\$ 298,445
2018	-	-	210,526	14,562	210,526	14,562	225,088
2019	-	-	210,257	8,292	210,257	8,292	218,549
2020	-	-	152,143	2,892	152,143	2,892	155,035
2021	-	-	5,263	547	5,263	547	5,810
2022	-	-	5,263	390	5,263	390	5,653
2023	-	-	5,238	234	5,238	234	5,472
2024	-	-	5,227	78	5,227	78	5,305
<b>TOTAL</b>	<b>\$ 64,381</b>	<b>\$ 2,835</b>	<b>\$ 804,312</b>	<b>\$ 47,829</b>	<b>\$ 868,693</b>	<b>\$ 50,664</b>	<b>\$ 919,357</b>

**APPENDIX F**  
**DEBT SERVICE REQUIREMENTS TO MATURITY**  
**Annual Principal and Interest Requirements**  
**Authority Bonds - page 1 of 4**

Fiscal Year	Downtown Development Authority		Grand Rapids Building Authority							
	Van Andel Arena Series 1994 Bonds		Public Library Series 1998 Bonds		1 North Division Series 2002A Bonds		1 North Division Series 2004 Bonds		Cherry/Commerce Ramp Series 2006 Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2017	\$ 789,572	\$ 3,205,428	\$ 1,920,000	\$ 200,000	\$ 720,000	\$ 654,238	\$ 695,000	\$ 707,445	\$ 185,000	\$ 4,163
2018	734,601	3,260,399	2,080,000	104,000	765,000	613,401	730,000	670,743	-	-
2019	144,554	700,446	-	-	805,000	570,226	770,000	629,625	-	-
2020	-	-	-	-	855,000	524,576	810,000	584,200	-	-
2021	-	-	-	-	900,000	476,313	855,000	536,331	-	-
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	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,668,727</b>	<b>\$ 7,166,273</b>	<b>\$ 4,000,000</b>	<b>\$ 304,000</b>	<b>\$ 13,100,000</b>	<b>\$ 4,764,784</b>	<b>\$ 12,760,000</b>	<b>\$ 5,325,129</b>	<b>\$ 185,000</b>	<b>\$ 4,163</b>

Refunded January, 2016 -  
See "Other Indebtedness"

**APPENDIX F**  
**DEBT SERVICE REQUIREMENTS TO MATURITY**  
**Annual Principal and Interest Requirements**  
**Authority Bonds - page 2 of 4**

Fiscal Year	Grand Rapids Building Authority				Downtown Development Authority		Grand Rapids Building Authority			
	Weston/Commerce Ramp Series 2008 Bonds		Police Facs/CARC I Refunding Series 2009 Bonds		Van Andel Arena Partial Refunding Series 2009 Bonds		Recovery Zone Econ Dev 415 Franklin/1120 Monroe Series 2010A Bonds		Federally Taxable 415 Franklin/1120 Monroe Series 2010B Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2017	\$ 380,000	\$ 48,063	\$ 1,770,000	\$ 353,225	\$ 330,000	\$ 1,484,525	\$ -	\$ 63,278	\$ 90,000	\$ 138,311
2018	395,000	30,131	1,835,000	287,844	345,000	1,471,325	-	63,278	95,000	134,281
2019	415,000	10,375	1,905,000	217,719	3,510,000	1,456,663	-	63,278	100,000	129,646
2020	-	-	1,850,000	137,500	4,530,000	1,281,163	-	63,278	100,000	124,696
2021	-	-	1,950,000	46,500	4,775,000	1,032,013	-	63,278	110,000	119,391
2022	-	-	-	-	5,015,000	793,263	-	63,278	115,000	113,309
2023	-	-	-	-	5,265,000	542,513	-	63,278	120,000	106,611
2024	-	-	-	-	4,660,000	256,275	-	63,278	125,000	99,629
2025	-	-	-	-	-	-	-	63,278	135,000	92,219
2026	-	-	-	-	-	-	-	63,278	140,000	84,381
2027	-	-	-	-	-	-	-	63,278	150,000	75,644
2028	-	-	-	-	-	-	-	63,278	160,000	65,832
2029	-	-	-	-	-	-	-	63,278	170,000	55,388
2030	-	-	-	-	-	-	-	63,278	180,000	44,310
2031	-	-	-	-	-	-	-	63,278	190,000	32,600
2032	-	-	-	-	-	-	-	63,278	205,000	20,098
2033	-	-	-	-	-	-	-	63,278	215,000	6,805
2034	-	-	-	-	-	-	225,000	59,256	-	-
2035	-	-	-	-	-	-	235,000	51,033	-	-
2036	-	-	-	-	-	-	245,000	42,453	-	-
2037	-	-	-	-	-	-	255,000	33,516	-	-
2038	-	-	-	-	-	-	260,000	24,310	-	-
2039	-	-	-	-	-	-	270,000	14,836	-	-
2040	-	-	-	-	-	-	280,000	5,005	-	-
<b>TOTAL</b>	<b>\$ 1,190,000</b>	<b>\$ 88,569</b>	<b>\$ 9,310,000</b>	<b>\$ 1,042,788</b>	<b>\$ 28,430,000</b>	<b>\$ 8,317,738</b>	<b>\$ 1,770,000</b>	<b>\$ 1,306,126</b>	<b>\$ 2,400,000</b>	<b>\$ 1,443,148</b>

Refunded January, 2016 -  
See "Other Indebtedness"

**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	
	Recovery Zone Econ Dev The Gallery on Fulton Ramp Series 2010C Bonds		Ottawa/Fulton Ramp Series 2011 Refunding Bonds		Monroe Center II Ramp Series 2011 Refunding Bonds		Community Archives II Series 2011 Refunding Bonds		Ionia Ave Reconstruction South of Wealthy Series 2012 Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2017	\$ 240,000	\$ 175,075	\$ 380,000	\$ 85,241	\$ 75,000	\$ 416,634	\$ 165,000	\$ 69,775	\$ 105,000	\$ 72,562
2018	245,000	170,837	390,000	71,248	80,000	414,402	175,000	63,800	105,000	70,463
2019	250,000	165,796	430,000	53,163	85,000	411,512	185,000	56,125	110,000	68,362
2020	255,000	160,136	430,000	32,665	90,000	408,035	355,000	43,950	110,000	65,063
2021	260,000	154,115	450,000	11,060	90,000	404,340	365,000	27,725	115,000	61,762
2022	265,000	147,325	-	-	570,000	388,250	390,000	9,750	120,000	58,313
2023	275,000	139,826	-	-	600,000	359,000	-	-	125,000	53,512
2024	280,000	132,118	-	-	630,000	328,250	-	-	130,000	48,513
2025	290,000	124,202	-	-	660,000	296,000	-	-	135,000	43,962
2026	295,000	115,794	-	-	695,000	262,125	-	-	135,000	39,238
2027	305,000	106,884	-	-	730,000	226,500	-	-	140,000	34,512
2028	315,000	97,677	-	-	765,000	189,125	-	-	145,000	29,438
2029	325,000	87,905	-	-	810,000	149,750	-	-	155,000	24,181
2030	335,000	77,560	-	-	850,000	110,375	-	-	160,000	18,563
2031	345,000	66,901	-	-	890,000	69,000	-	-	165,000	12,562
2032	355,000	55,733	-	-	935,000	23,375	-	-	170,000	6,375
2033	365,000	44,051	-	-	-	-	-	-	-	-
2034	380,000	31,963	-	-	-	-	-	-	-	-
2035	390,000	19,470	-	-	-	-	-	-	-	-
2036	405,000	6,571	-	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-	-	-	-
2038	-	-	-	-	-	-	-	-	-	-
2039	-	-	-	-	-	-	-	-	-	-
2040	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 6,175,000</b>	<b>\$ 2,079,939</b>	<b>\$ 2,080,000</b>	<b>\$ 253,377</b>	<b>\$ 8,555,000</b>	<b>\$ 4,456,673</b>	<b>\$ 1,635,000</b>	<b>\$ 271,125</b>	<b>\$ 2,125,000</b>	<b>\$ 707,381</b>

**APPENDIX F**  
**DEBT SERVICE REQUIREMENTS TO MATURITY**  
**Annual Principal and Interest Requirements**  
**Authority Bonds - page 4 of 4**

Fiscal Year	Brownfield Redevelopment Authority Front Ave Reconstruction South of Leonard 2012 Installment Purchase		City / County Joint Building Authority DeVos Place Series 2013B Refunding Bonds		Total Authority Bond Requirements		
	Principal	Interest	Principal	Interest	Principal	Interest	Combined
2017	\$ 53,000	\$ 7,724	\$ 255,000	\$ 73,550	\$ 8,152,572	\$ 7,759,237	\$ 15,911,809
2018	53,000	6,611	260,000	67,100	8,287,601	7,499,862	15,787,463
2019	53,000	5,498	265,000	59,225	9,027,554	4,597,657	13,625,211
2020	53,000	4,384	275,000	51,125	9,713,000	3,480,770	13,193,770
2021	53,000	3,272	280,000	41,400	10,203,000	2,977,499	13,180,499
2022	53,000	2,158	285,000	30,100	8,668,000	2,519,882	11,187,882
2023	49,800	1,046	300,000	18,400	8,689,800	2,096,673	10,786,473
2024	-	-	310,000	6,200	8,195,000	1,638,968	9,833,968
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
<b>TOTAL</b>	<b>\$ 367,800</b>	<b>\$ 30,693</b>	<b>\$ 2,230,000</b>	<b>\$ 347,100</b>	<b>\$ 97,981,527</b>	<b>\$ 37,909,005</b>	<b>\$ 135,890,532</b>

## APPENDIX F

### DEBT SERVICE REQUIREMENTS TO MATURITY Annual Principal and Interest Requirements Capital Improvement Bonds - page 1 of 2

<u>Capital Improvement Bonds (CIB) Series 2007</u>					
Fiscal Year	<u>Public Museum Cap'l Repairs,</u>				
	<u>Cemetery Wall &amp; Utility Conduits</u>		<u>Streets Capital Repairs</u>		
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	
2017	\$ 285,000	\$ 20,705	\$ 470,000	\$ 34,145	
2018	300,000	7,500	495,000	12,375	
2019	-	-	-	-	
2020	-	-	-	-	
2021	-	-	-	-	
2022	-	-	-	-	
2023	-	-	-	-	
2024	-	-	-	-	
2025	-	-	-	-	
2026	-	-	-	-	
2027	-	-	-	-	
2028	-	-	-	-	
2029	-	-	-	-	
2030	-	-	-	-	
<b>TOTAL</b>	<b>\$ 585,000</b>	<b>\$ 28,205</b>	<b>\$ 965,000</b>	<b>\$ 46,520</b>	

Refunded January, 2016 - see "Other Indebtedness," pages

## APPENDIX F

### DEBT SERVICE REQUIREMENTS TO MATURITY Annual Principal and Interest Requirements Capital Improvement Bonds - page 2 of 2

Fiscal Year	Capital Improvement Bond Series 2013								
	Capital Reserve Fund		General Fund - Fire Dept		Property Management Fd		Total Requirements		
	Various Capital Repairs		Fire Equipment		Acquire 201 Market SW		Principal	Interest	Combined
	Principal	Interest	Principal	Interest	Principal	Interest			
2017	\$ 107,763	\$ 35,303	\$ 46,184	\$ 5,447	\$ 25,658	\$ 14,854	\$ 934,605	\$ 110,454	\$ 1,045,059
2018	110,526	32,051	52,632	3,975	26,316	14,079	984,474	69,980	1,054,454
2019	112,821	28,722	51,282	2,427	25,641	13,305	189,744	44,454	234,198
2020	116,643	25,303	55,786	831	30,428	12,470	202,857	38,604	241,461
2021	63,158	22,624	-	-	31,579	11,546	94,737	34,170	128,907
2022	63,158	20,742	-	-	31,579	10,605	94,737	31,347	126,084
2023	68,095	18,786	-	-	36,667	9,588	104,762	28,374	133,136
2024	73,182	16,681	-	-	36,591	8,496	109,773	25,177	134,950
2025	78,261	14,425	-	-	41,739	7,329	120,000	21,754	141,754
2026	78,261	12,093	-	-	41,739	6,085	120,000	18,178	138,178
2027	85,000	9,660	-	-	40,000	4,867	125,000	14,527	139,527
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
<b>TOTAL</b>	<b>\$ 1,238,534</b>	<b>\$ 249,179</b>	<b>\$ 205,884</b>	<b>\$ 12,680</b>	<b>\$ 511,270</b>	<b>\$ 119,730</b>	<b>\$ 3,505,688</b>	<b>\$ 456,314</b>	<b>\$ 3,962,002</b>

**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		Shawmut Drain		Grand River Floodwalls		Grand Rapids LTGO		Lake Michigan	
	Refunding Bonds		Series 2013 Bonds		Series 2014 Bonds		Fire Trucks/Equipmt		Filtration Plant Imprvmts	
	Series 2008 Bonds		Series 2013 Bonds		Series 2014 Bonds		IPA 2002A & IPA 2008		Series 2014 Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2017	\$ 930,000	\$ 93,738	\$ 97,523	\$ 2,477	\$ 170,000	\$ 151,646	\$ 55,619	\$ 2,443	\$ 183,037	\$ 38,349
2018	970,000	55,738	98,635	1,365	170,000	147,396	-	-	187,687	33,641
2019	285,000	30,638	21,109	241	180,000	142,147	-	-	192,454	28,813
2020	295,000	18,669	-	-	185,000	135,746	-	-	197,342	23,863
2021	310,000	6,200	-	-	190,000	128,246	-	-	202,355	18,787
2022	-	-	-	-	200,000	120,446	-	-	207,494	13,582
2023	-	-	-	-	205,000	112,347	-	-	212,765	8,244
2024	-	-	-	-	215,000	103,946	-	-	218,199	2,771
2025	-	-	-	-	225,000	96,271	-	-	-	-
2026	-	-	-	-	230,000	89,446	-	-	-	-
2027	-	-	-	-	235,000	81,297	-	-	-	-
2028	-	-	-	-	240,000	71,796	-	-	-	-
2029	-	-	-	-	250,000	61,996	-	-	-	-
2030	-	-	-	-	255,000	53,012	-	-	-	-
2031	-	-	-	-	265,000	44,589	-	-	-	-
2032	-	-	-	-	275,000	35,475	-	-	-	-
2033	-	-	-	-	185,000	25,812	-	-	-	-
2034	-	-	-	-	290,000	15,750	-	-	-	-
2035	-	-	-	-	305,000	5,338	-	-	-	-
2036	-	-	-	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,790,000</b>	<b>\$ 204,983</b>	<b>\$ 217,267</b>	<b>\$ 4,083</b>	<b>\$ 4,270,000</b>	<b>\$ 1,622,702</b>	<b>\$ 55,619</b>	<b>\$ 2,443</b>	<b>\$ 1,601,333</b>	<b>\$ 168,050</b>

**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**

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 Requirements		
Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Combined
\$ -	\$ 231,783	\$ -	\$ 360,531	\$ -	\$ 304,236	\$ 1,436,179	\$ 1,185,203	\$ 2,621,382
195,000	198,150	-	311,250	25,000	262,400	1,646,322	1,009,940	2,656,262
195,000	193,275	625,000	301,875	25,000	261,775	1,523,563	958,764	2,482,327
205,000	186,250	645,000	279,600	460,000	252,200	1,987,342	896,328	2,883,670
210,000	177,950	670,000	253,300	480,000	233,400	2,062,355	817,883	2,880,238
220,000	169,350	695,000	226,000	495,000	213,900	1,817,494	743,278	2,560,772
230,000	159,200	735,000	193,725	520,000	191,000	1,902,765	664,516	2,567,281
245,000	147,325	770,000	156,100	545,000	164,375	1,993,199	574,517	2,567,716
255,000	134,825	805,000	116,725	575,000	136,375	1,860,000	484,196	2,344,196
270,000	121,700	855,000	75,225	600,000	107,000	1,955,000	393,371	2,348,371
275,000	110,825	885,000	40,575	625,000	82,625	2,020,000	315,322	2,335,322
290,000	102,350	910,000	13,650	640,000	63,650	2,080,000	251,446	2,331,446
295,000	93,575	-	-	660,000	44,150	1,205,000	199,721	1,404,721
310,000	81,400	-	-	685,000	17,125	1,250,000	151,537	1,401,537
320,000	68,850	-	-	-	-	585,000	113,439	698,439
330,000	59,100	-	-	-	-	605,000	94,575	699,575
340,000	49,050	-	-	-	-	525,000	74,862	599,862
350,000	38,700	-	-	-	-	640,000	54,450	694,450
360,000	28,050	-	-	-	-	665,000	33,388	698,388
375,000	17,025	-	-	-	-	375,000	17,025	392,025
380,000	5,700	-	-	-	-	380,000	5,700	385,700
<b>\$ 5,650,000</b>	<b>\$ 2,374,433</b>	<b>\$ 7,595,000</b>	<b>\$ 2,328,556</b>	<b>\$ 6,335,000</b>	<b>\$ 2,334,211</b>	<b>\$ 28,514,219</b>	<b>\$ 9,039,461</b>	<b>\$ 37,553,680</b>



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