



Final Fiscal Plan FY 2018-2022

Cover art features recent developments in Grand Rapids:

- (Top Left) Browning-Claytor Town Homes
1228-1230 Madison Avenue SE
- (Top Right) Fulton Place
616 W. Fulton Street
- (Lower Half) Diamond Place
1003 Michigan Street NE

CITY OF GRAND RAPIDS
FINAL FISCAL PLAN
FISCAL YEARS 2018 - 2022

MAYOR

ROSALYNN BLISS

CITY COMMISSIONERS

FIRST WARD

DAVE SHAFFER

JON O'CONNOR

SECOND WARD

RUTH E. KELLY

JOSEPH JONES

THIRD WARD

SENITA LENEAR

DAVID ALLEN

CITY MANAGER

GREGORY A. SUNDSTROM

DEPUTY CITY MANAGER

CHIEF FINANCIAL OFFICER

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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, 2016. THIS MARKS THE TWENTY NINTH CONSECUTIVE YEAR THE CITY HAS BEEN HONORED BY THE GOVERNMENT FINANCE OFFICERS ASSOCIATION.



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CITY OF GRAND RAPIDS, MICHIGAN

July 1, 2017

Mayor and City Commissioners:

We have been on a difficult journey together. Because we were committed to being open to learning and willing to change, we have arrived at a unique place and time.

Our focus on transformation, continuous improvement, LEAN and investing for outcomes continues to pay strong dividends for our corporation and community. The FY2018 Final Fiscal Plan demonstrates significant progress in building the platform for success that we envisioned almost a decade ago. Our work has enabled us to deliver the strongest General Operating Fund position in recent memory. Our General Operating Fund projection maintains revenues over expenditures for each of the next five years while maintaining a General Operating Fund balance at 15% and a Budget Stabilization Fund balance between 9% and 10% over the next five years. This prepares us for the known and unknown challenges that remain ahead. We continue to invest in Sustainable Asset Management and the balance of the Final Fiscal Plan is focused on continued innovation, our neighborhoods and transformation. We are positioned to capably address significant quality of life issues impacting our community.

We have fought for the ability to focus beyond survival and our finances, and have earned that right. We seek to have the community measure our performance by the quadruple bottom line that considers social equity, environmental integrity, economic performance and governance. Over the past year, we continued to explore racial equity and institutional and managerial racism. We sharpened our focus on the need for affordable housing. We have been able to affirm our stance as

a welcoming community. We will significantly improve our customer service with the creation of a transaction-based website that will provide a virtual City Hall that is open 24/7. The FY2018 Final Fiscal Plan proposes to add Customer Advocates to provide special assistance to residents having difficulty navigating City systems, proactively communicate with our customers, and improve several City services. The FY2018 Final Fiscal Plan strengthens our work to ensure the long-term sustainability of the corporation, the rebuilding of the City's parks and streets, and address the disparate impacts resulting from City service delivery.

Racial Equity Lens

In mid-2015, the West Michigan Leadership Collaborative released an analysis demonstrating that residents of the 49507 zip code in the heart of our city are experiencing significant disparities when it comes to income, health, housing and education outcomes. The data was compelling and galvanized us into action. At the City Commission's November 2015 update, members of the City Commission reviewed the data and began the process of defining a new set of outcomes. In her first State of the City speech, Mayor Bliss focused on the need to address disparities and invited the community to read [City Within a City, the Black Freedom Struggle in Grand Rapids](#). This undeniable history of Grand Rapids has been an impactful study guide for City staff and stakeholders. For example, Deputy City Manager Eric DeLong has led discussion groups with staff from Planning and Community Engagement and the Economic Development Office as they begin to mold their work to focus on investments to reduce disparities in our neighborhoods. Planning and Community Engagement is embarking on equitable development planning processes in Southtown and South Division with residents and stakeholders from those communities. The Economic Development Office is tailoring incentives to help reduce disparities. The focus on both efforts concentrates on a "nothing about us without us" approach to planning and economic development that transitions from a concentration on "what" questions (what a street should look like) to an added focus on "who" questions (who benefits, who invests, who might work there, who might shop there).

In 2016, the City of Grand Rapids was accepted into the inaugural Racial Equity Here (REH) cohort with the cities of Seattle, Austin, Philadelphia, Louisville, and Albuquerque to receive training and technical assistance from the Government Alliance on Race and Equity (GARE) to embed a racial equity lens into all functions, policies and practices of City government. Grand Rapids is unique in the cohort in that our REH core team includes both the Mayor and City Manager. The core team also includes Mari Beth Jelks, Managing Director of Administrative Services, Stacy Stout, Assistant to the City Manager for Neighborhoods, Patty Caudill, Manager of Diversity and Inclusion, and Shannon Harris from Our Community's Children. A key outcome of this work will be the development of City's first-ever Racial Equity Plan (REP).

Members of Top Management and emerging leaders started a six month learning experience with the National Equity Project to learn key skills and concepts needed to lead for equity. This Racial Equity in Action Leadership (REAL) training will be repeated starting in the summer for additional staff to participate.

The W.K. Kellogg Foundation retained Inclusive Performance Strategies (IPS) to review the City's Micro-local Business Enterprise value streams and to recommend strategies to further increase inclusion in construction contracting and providing goods and services to the City. The Inclusive Performance Strategies report was delivered in December of 2016. It was entitled City of Grand Rapids Planning & Recommendations Report: Advancing Equity through Inclusive Contracting and Procurement. Work on implementing these recommendations will continue in FY2018.

As a result of our work with Inclusive Performance Strategies and with the Government Alliance on Racial Equity, it is becoming clear to me that one of many likely outcomes from this work will be to add a Chief Equity Officer to my Cabinet to lead the organization in ridding any structural racism from our services. We will closely review our organization to ensure that we can maximally achieve our equity goals. I will recommend any changes as mid-year adjustments following this review.

Rose Center and Racial Equity

Grand Rapids was invited to join the Rose Center's 2017 fellowship class which also includes the cities of Anchorage, Alaska, San José, California, and Washington, D.C. The Rose Center's mission is to encourage and support excellence in land use decision-making by providing public officials with access to information, best practices, peer networks and other resources to foster creative, efficient, practical and sustainable land-use policies. Each year, the center's Daniel Rose Fellowship program invites the mayors of four large U.S. cities to select a team with land use decision-making authority to receive technical assistance on a local land-use challenge. Mayor Bliss is joined by Managing Director of Economic Development Services Kara Wood, President and CEO of Downtown Grand Rapids, Inc. Kris Larson, and Mobile GR Manager Josh Naramore. Grand Rapids could have taken a traditional approach and focused on a particular complex development project. Instead, our team chose to focus on how to infuse racial equity into the achievement of economic development outcomes. Progress in this area will require creation of new counter measures and those will be deployed in FY2018.

Affordable Housing

We are in the midst of an economic recovery and housing boom of a unique sort. Grand Rapids is a very attractive location. Housing demand has never been this significant. The supply of homes on the Multiple Listing Service is at an all-time low and those homes that are available are selling quickly, many times with unique upside bids. Prices are increasing. Our economy

is expanding, job growth is trending well and our region is experiencing steady in-migration. Past housing booms have been driven by expansion of single family ownership units. This time we are experiencing a significant growth in development of units for the rental market. There has been some growth in the supply of both market rate and affordable rental units, and more of each type of unit are in the pipeline. With demand exceeding supply, economic factors are increasing the cost of rental housing. Meanwhile, income inequities and slow wage growth complicate the issue. This has placed significant stress on persons seeking to maintain or find affordable housing. The lack of affordable supply is at a critical state.

The City Commission has acted to address this market driven result. They created the Great Housing Strategies work group and implemented many of the recommended strategies. The Commission then focused on the remaining Great Housing Strategies work and appointed a Housing Advocacy Committee chaired by Commissioner Jon O'Connor to determine how to clearly define affordable housing, implement an Affordable Housing Community Fund, to recommend City policy changes to help produce affordable housing outcomes, and recommend examples of best practices that could be adopted here.

The FY2017 Final Fiscal Plan provided \$50,000 in seed money towards the creation of an Affordable Housing Community Fund. The FY2018 Final Fiscal Plan continues investment in the Affordable Housing Community Fund with recommended appropriations of more than \$1 Million. Work will continue on implementation of the recommendations of the Housing Advisory Committee through FY2018 and beyond. These recommendations will likely include City policy, ordinance, budgetary, and procedural changes resulting from the Affordable Housing Community Fund and the City's focus on creating affordable housing.

On March 7, 2017 the City Commission adopted a revised Phase III of the City's Transformation Plan to reflect seven value streams (11-11 through 11-17) to address housing.

Customer Service

Improving customer service will continue to be a preeminent priority. The FY2018 Final Fiscal Plan proposes several changes to improve the City's service provision, customer interactions, special customer assistance, proactive communications, development of a transaction based website that will provide a virtual City Hall that is open 24/7, and elevate the City's focus on customer service by creating a new Customer Service Department.

The FY2018 Final Fiscal Plan specifically proposes to add one Customer Advocate in the new Customer Service Department, to provide special assistance to residents having difficulty navigating City systems. With this special proactive assistance, we

can improve our customer assistance to those who might otherwise fall through the cracks while reducing our repeat enforcement activities with residents who are having difficulties.

The City's website redesign will be fully deployed during FY2018. Work is well underway and will involve early deployment, early evaluation and testing by community volunteers this spring, and redeployment based on those results. In the 21st century, City websites should *be* the government, not just provide information *about* the government. We believe that citizens 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 will continue to innovate in the area of customer service by elevating the 311 Manager position to Customer Experience Director and consolidating 311, Web and broad customer service functions in this unit. The Customer Experience Director will become a member of my cabinet.

During the FY2018 year, we will provide several new transaction applications on the City's website, beginning with the most frequent customer transactions. As the most common are typically financial transactions, i.e., paying a water bill, taxes, refuse account, this should significantly improve customer satisfaction.

Communications

We will significantly change our communications with our customers and our residents. We are developing push technology to regularly engage persons who have an interest in Grand Rapids, are our customers, own a business or live in our neighborhoods. Work has begun on a citizen survey with citizen focus groups to provide deeper information on customer needs, preference, and satisfaction. With this understanding, we can continue to refine our service offerings and improve our customers' satisfaction. Finally, with the launch of our new customer-focused website, we have an opportunity to better serve our customers through interactive communications.

We will complete our review of our communications functions and implement recommendations in FY2018. With the confluence of our 3-1-1 system, our new transaction-based website, and focusing on proactive customer service, we can improve the outcomes of our services and focus on providing services equitably, not just equally. With our new technology tools, staffing and strategy, we can sharpen our communications to interactively and proactively improve service offerings to better meet our customers' needs.

Succession Planning

Grand Rapids is projected to lose about 35% of its current workforce to retirement in 5 years and more than 50% of it over the next 10 years. We value the contributions of these staff members and they will be missed as they depart for the well-deserved next phases of their lives. We have been doing critical thinking about succession planning led by Mari Beth Jelks, Managing Director of Administrative Services and her staff. The focus has been on equity, inclusion and finding local talent in a very tight labor market. Several unique approaches are bearing fruit. One key focus is on “growing our own”. We are committed to achieving availability of access to City job opportunities for all of our citizens across all demographic groups. Our approach to selecting Police Recruits and investing in training for them has produced one of the most diverse classes of new officer recruits ever. We have made significant progress in Fire Department diversity hiring as well. Like many employers, we have unique job requirements in other areas that are not always available in the marketplace, sometimes because demand for those skills has been low for some time. In such cases, we are shaping “earn-and-learn” employment tracks to create the workforce we need. Our Human Resources Department has conducted three community recruitment meetings that have produced candidates now working their way through the employment process. We are learning and have much more work to do in FY 2018.

Community Engagement

Community engagement and inclusion have long been core beliefs of this corporation. During the development of the 2003 Master Plan, more than 3,000 residents were engaged in every nook and cranny of our City and another 2,000 were engaged in the Green Grand Rapids master plan update. Each Area Specific Plan is built upon engagement with the neighborhood. GR Forward engaged 4,400 people in the development of the Downtown and Grand River Plan. We were among the early adopters of community policing and have practiced various forms of community oriented government for almost two decades now. Our zoning ordinance requires prior neighborhood review of projects that will require Planning Commission approval. We publish We Are GR with Grand Rapids Public Schools in English and Spanish. Each of our Vital Streets projects involves engagement of neighbors to help design the project on their street.

These efforts have made a difference, but not enough and not for everyone. We were the fortunate recipients of a timely invitation from the Urban Core Collective that asked the City to join them on a journey to improve genuine communication about development activity in the community. We accepted and have been engaged in the productive work of improving how we better engage our community. Expect FY2018 to be a time when these joint recommendations come forward, and are implemented and tested.

The skills we learned in our transformation combined with the new learnings we are accumulating give me confidence we will make progress together in FY2018. This body of work is consistent with our Sustainability Plan and is included in our Phase III Transformation Investment Plan. It will take the same focus on data, metrics, and outcomes to guide us forward. It will take a dedication to engagement and growth. In many ways, it is a personal journey for every one of us that is involved all within the framework of a corporate and community journey. Our success in Sustainable Asset Management was based on the power of commitment to the community. This portion of our journey is no different. It is the essential path we are on and we are committed.

FY2018 in Brief

Investments in outcomes through the FY2018 Final Fiscal Plan are detailed in the Budget Basics section of the Fiscal Plan. That said, there are several investments that deserve attention and they are described below.

Shared staffing solutions: We have had a tradition of sharing resources across functions. FY2018 takes that model to a new level. The Public Services Group, under the leadership of Managing Director Tom Almonte, is working across departmental boundaries to see if there are efficiencies to be gained by sharing staff and resources. This exploration prepared them to develop a unique approach to alley and cul-de-sac snowplowing concerns expressed by residents and members of the City Commission. Snow plowing is one of our most obviously seasonal services. Hiring staff for one season would not be sustainable, but establishing the need for year-round work for the same staff would be. An innovative staffing plan has been created that will deploy the four new persons required to complete alley and cul-de-sac snow plowing in the winter to function as trash reduction inspectors during the spring, summer and early fall. This replaces a group of temporary employees hired and trained each year to accomplish the trash reduction service. They will also assist with fall street sweeping just before winter snow plowing begins. Outcomes will be improved in each operation using this very cost effective approach. With the infusion of additional staff, alleys and cul-de-sac snowplowing will be provided whenever the City snowplows residential streets. We will fully maintain our Trash Reduction Program to keep our alleys clear of trash, while also improving our fall leaf collection. Phase III of the City's Transformation Plan reflects a new value stream (13-50) designed to encourage Managing Directors to engage in a similar body of work to explore opportunities for improvement by aligning departments within a service group to optimize staff and resource utilization.

Neighborhood Match Fund: The FY2017 budget created a Neighborhood Match Fund with \$50,000 of seed funding and the first contract will be awarded this spring. These contracts, ranging from \$200 to \$2,500 are designed to identify, develop and

network resident leaders and to build community in neighborhoods. The FY2018 budget increases the appropriation for this purpose to \$75,000.

Neighborhood Capacity Building: The City was recently awarded a \$1,050,000 three-year grant by the W.K. Kellogg Foundation to increase capacity of residents and neighborhoods through grassroots organizing, capacity building trainings, and relationship building. This is key to creating and sustaining neighborhood associations throughout the City with an initial emphasis in areas of the City without current neighborhood association representation.

Investing in Public Safety Outcomes: The accreditation review for our Fire Department recommended the addition of a Fire Prevention Captain to improve fire safety outcomes. Chief Lehman has examined our fire safety operations and has recommended a way to add this position in a way that will improve outcomes for our Residential Safety Program smoke alarm deployment, additional risk based inspection for critical commercial occupancy safety inspections and the work of Fire Inspectors at little additional cost to the General Operating Fund. The FY2018 Final Fiscal Plan will maintain ten Police Officers formerly funded by the COPS grant program. This expense will be assumed by the General Operating Fund. It also recommends the addition of one Police Sergeant that will be assigned to support the new Central Service Area that will be supplemented by a Sergeant reassigned from other duties. Two non-sworn personnel are being added, one to support our community crime prevention efforts, and one Crime Scene Technician to reduce overtime and provide faster processing times. Both departments maintain their strong performance for our residents.

Transformation Fund Will Continue: In a reversal of last year's recommendation, we now recommend continuing the Transformation Fund at least through FY2019. Several anticipated projects remain active in the fund and the need for innovation and a way to support it has not ended. The fund will continue to support transformation in the General Operating Fund as planned. Future years' budgets will look to identify investment sources for the creation of an Innovation Fund. The Innovation Fund would provide critical seed funding to help launch and scale projects that will increase productivity, lower costs and improve outcomes. In order to be eligible for funding, projects will need to be able to demonstrate (through A3 and other LEAN analytical approaches) tangible, monetary and solid return on investment. These investments will help us continue to produce similar outcomes at lower costs.

Human Resources Transformation: We need to plan for succession in our Human Resources department. The FY2018 Final Fiscal Plan includes a position substitution we intend to complete yet in FY2017 that will allow us to recruit a Human Resources Director who will lead operational performance, accelerate recruitment for open positions, help implement succession planning counter measures, and lead retention efforts.

Special Events: Under the leadership of the Special Events Supervisor, the Office of Special Events is undergoing a makeover. The Supervisor is introducing an online permit and application process, as well as an event management training program to ensure organizers are knowledgeable and to improve customer service. Between September and February the Office of Special Events conducted five classes with 160 attendees. The Office has also recommended a new fee structure to reduce barriers for neighborhood events that was adopted by the City Commission this spring. Under the new structure a community event will cost on average \$250, compared to \$625 under the prior fee structure. The FY2018 Final Fiscal Plan accommodates the changes to the fee structure. The Special Events Office has been moved to the Parks Operating Fund from the General Operating Fund, and will receive support from the General Operating Fund in the amount of \$105,000 in FY2018.

Parks and Recreation and Maintenance of Effort: Parks capital investment is progressing well. The General Operating Fund Parks Maintenance of Effort amount increased by \$183,754 in FY2018. While the Parks Millage is in place to support pool operations, the Parks Operating Fund can maintain reasonable financial health. Even so, strain between desired operational and recreation outcomes and available resources is becoming very evident. The operational cost of three pools and the growing inventory of water playgrounds from seven to fifteen exceeds the amount of the millage levy allocated to pool operations for the first time in FY2018. The last year of the five year financial projection demonstrates the impact of the loss of the Parks Millage. One position was added to Parks to improve accounting performance in not only the Parks Funds, but the Cemetery and Golf Course Funds as well. A roster of Parks capital investments is recommended for FY2018 in the amount of \$2,911,655.

I will be moving Our Community's Children to the Parks and Recreation Department. This change in our organization structure will leverage the accomplishment of Our Community's Children's goals. Mayor Bliss has provided leadership to connect our children with our parks and natural resources. This organizational change will strengthen our opportunities to make these vital connections. In the FY2018 Final Fiscal Plan, I am proposing an appropriation of \$50,000 to support youth employment through the Our Community's Children's LEAD program. A significant number of these jobs will likely be in the Parks and Recreation Department. Again, this organizational change will maximize these opportunities.

Helping Find Solutions for Residents: This Fiscal Plan recommends the addition of a new staff competency in Customer Service and Code Compliance. These front line departments frequently find themselves dealing with matters that require increased sensitivity to a resident's unique situation. Often times, there could be factors at work that make it difficult to achieve compliance in traditional ways. One position will be added in Customer Service that will have the competencies

usually identified with the social work profession. The cost of the Customer Service position will be allocated across the organization based on use.

Community Development: There is more uncertainty about continued Community Development Block Grant funding from the Federal government than at any time in the recent past. Significant cuts, or elimination of the program, as proposed in the President's budget, will have a significant impact locally. Innovation will be critical in this environment.

Vital Streets: We have made remarkable progress from a starting point of 37% of streets in good and fair condition in 2014 to 58% in good and fair condition by the end of the 2016 construction season. Investment according to the asset management plan will continue in FY2018. The Vital Streets Fund will begin to retire debt from the advanced funding bond issue this fiscal year. \$21.7 million in new capital investments have been recommended by the Vital Streets Oversight Commission and are included in this Final Fiscal Plan.

River Restoration: In FY2017, funds were appropriated in the Transformation Fund to match a \$7.5 million Michigan Natural Resources Trust Fund Grant for acquisition of the Monroe North properties that will support river restoration and access to the Grand River. That investment will be supplemented this year by a recommended appropriation in the Capital Reserve Fund of \$400,000 in FY2018 and each of the next four fiscal years through FY2022. This investment will be used to match grants or make direct investments in this project and complements direct in-kind support by senior staff working on the project, costing the City approximately \$200,000 each year.

Mobility: The Mobile GR Department will assume responsibility for supervision and oversight of the Parking Violations Checkers. The costs for the existing positions will be moved to the Mobility Fund from the General Operating Fund, and two positions will be added. This change will allow the department to manage the ever increasing inventory of parking meters and special zones throughout the City. The FY2018 budget also commits \$200,000 from the City's General Operating Fund for the next three fiscal years to allow the department to invest in alternative mobility programs.

Youth Work Opportunities: The budget includes significant new investment to support youth and young adult employment (18-24 years old) throughout the organization. The successful LEAD program will facilitate these increased opportunities and will be supplemented by a \$450,000 three-year grant from the W.K. Kellogg Foundation. The FY2018 Final Fiscal Plan continues a commitment to youth employment by supporting TRAT Interns (\$35,000), Our Community's Children (\$75,000), and a new City Youth Employment Program (\$50,000).

Street Lighting and LED Deployment: Work has continued with Consumers Energy on the potential partnership for LED deployment. We are also considering alternatives that will support LED deployment and stabilize our long-term capital and operating costs. We expect clear direction to be determined during FY2018.

Sustainability and Solar Deployment: Our focus on sustainability and achieving the outcomes of our Sustainability Plan will continue in FY2018. Recruitment of our Sustainability Manager will begin this spring. Once this key person has been onboarded, we will make more deliberate progress on solar deployment. A solar element is possible as part of the deployment of anaerobic digestion at the Water Resource Recovery Facility to meet energy demand not covered by digestion. Solar deployment at the Lake Michigan Filtration Plant also presents a significant opportunity.

Service Improvements: The FY2018 Final Fiscal Plan proposes service improvements with several City services. Several of the suggestions to improve services provided by the Mayor and City Commissioners are included. Suggestion such as improving tree maintenance, snowplowing of dead ends, cul de sacs and alleys, expanding the Neighborhood Matching Fund, increasing parking enforcement, and reviewing City operations, including Code Compliance, Diversity and Inclusion, and recruiting and hiring.

Transformation: On March 7, 2017 the City Commission adopted a revised version of Phase III of the City's Transformation Plan to reflect new value streams designed to address housing, align ongoing expenditures with ongoing revenues, and address pension. Staff and various oversight commissions are meeting to implement the thirty-seven value streams of Phase II, as well as the one hundred sixty-nine value streams in Phase III of the Plan. A comprehensive report is found in this document as Appendix E.



Sustainable City Platform

Phase I
Sustainable Operations
2010-2015

Public Safety

Streets and Infrastructure

Quality of Life

Transparency, Accountability and Communications

Transforming City Operations

Citizen Engagement and Customer Service

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

Phase III
Continuous Improvement & Innovation
2015-2020

ECONOMIC
Economic Opportunity

SOCIAL
Great Neighborhoods
Social Equity
Safe Community

ENVIRONMENT
Resilient Systems
Balanced Transportation
Sustainable Assets

GOVERNANCE
Fiscally Resilient
Transparent / Accessible
Good Government

FINANCIAL RESILIENCY

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 have achieved steady success.

We have succeeded in building solid reserves as we have transformed and the current five year projection looks solid. You can see that Financial Resiliency is the foundation of our Sustainable City Platform.

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 and continues to evolve. 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.

The foundation of this approach supports our belief that 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. 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, national, or much closer to home. Regardless of the source, it is our responsibility to be prepared and to preserve Sustainable City outcomes. The City Commission, staff and our community have fought hard and sacrificed much to achieve a Sustainable City platform.

We are now well into our Phase III Transformation Plan implementation. As initially conceived, Phase III was primarily focused on 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.

In FY2017, the Phase III Transformation Plan was reshaped to actively address the impact of increased pension costs and to address other remaining significant internal and external cost factors. Financial targets were established and there was a new urgency and renewed focus on those factors that drive operational costs or impact revenues.

Transformation Means Keeping Commitments

The collective impact of the Phase I Transformation Plan restored our fiscal health and kept each of the promises made to our voters. We focused on improving our services, cost structures, access and customer service, and reporting on our progress.

Phase II Sustainable Asset Management was 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 and monitored by three citizen boards that report annually to the City Commission and the community:

- 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, 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, November of 2016 and a report will be presented during the summer of 2017.
- 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 sidewalk inspection plan and has completed 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, May of 2016 and will report again during budget review in May of 2017.
- 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 completed 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, April of 2016 and will report again in May of 2017.

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 130 miles were addressed in 2015 and 2016. Another 41 miles of streets are

planned for preventative maintenance and rehabilitation during the 2017 construction season. This aggressive approach, coupled with other asset management treatments, has made a significant difference in the condition of our streets.

In 2015, the State approved additional investment in streets by increasing fuel taxes and future State General Operating Fund contributions. We began receiving that new investment in FY2017, and, when fully funded, this will meet the investment requirements of our Vital Streets plan.

Green: Planned park investment totaled \$3.9 million in FY2017 and is recommended at \$2.9 million in FY2018 and includes continued rehabilitation and improvement of park equipment and facilities. Children and families now enjoy a longer open swim season at three pools and new water playgrounds at lower cost. The Parks Master Plan is almost complete and this community-based plan will guide the way forward for this natural resource.

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. Asset management plans are helping us make smart and timely investments in public buildings and structures. The flood protection system asset management plan is now complete and significant investments were initiated in FY2017 and will be completed in FY2018.

In FY2016 we first increased the amount of income tax set-aside devoted to the Capital Reserve Fund to support Sustainable Asset Management. That rate of investment continued in FY2017 to meet both ongoing and emerging demands. The capacity of the Capital Reserve Fund will continue to be tested over the next several 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.

Financial Discipline Creates Space to Innovate and React to Unanticipated Events

Our financial progress has been founded on discipline and our future depends on it. It was critical to Phase I and Phase II of our Transformation and is critical to Phase III. The financial targets set for Phase III have already proved their worth. Top Management took them seriously and the results show it. We have room to innovate and react to unanticipated events.

The FY2018 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. This carries forward the work of Phase I of the Transformation Plan that helped us to meet our financial metrics by FY2015. The FY2016 Fiscal Plan was a bridge between Phases II and III and FY2017 extended 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. The pattern we have established and embedded is outcome driven and is proven. Adherence to it has created the flexibility to find the balance between necessary external investment and the need to find additional operational savings through continued transformation.

The work of transformation is not done and we need to continue to find both significant amounts of savings and continued daily, monthly and annual improvement of other operations. It is clear that we do not control every variable that drives our financial future. Our reserves are critical to buffer an uncertain future and give us space and time to react to unanticipated events.

Challenges on the horizon include the cost of wage packages in the last three years of the five year projection, responding to an evolving demand for services, long term investment in parks operation and parks capital facilities and continuing to manage post-employment benefits.

That is why our Transformation Plan identifies opportunities for progress in significant chunks including additional dispatch service savings, continued pension reform and District Court finance reform among others. We do not need to accomplish each reform, but we have to accomplish enough transformation at the right time to continue to be successful.

FY2018 Fiscal Plan

The FY2018 appropriation request is \$528,907,424 for all funds.

The appropriation request for the General Operating Fund is \$137,112,916. Below is the 5X5 for FY2018 through FY2022 based on this recommendation.

	FY2018	FY2019	FY2020	FY2021	FY2022
Beginning Fund Balance	\$ 21,231,378	\$ 21,639,982	\$ 21,362,958	\$ 21,199,419	\$ 20,672,182
Revenue	137,521,520	141,935,600	145,682,944	148,268,280	149,909,319
Expenditure	137,112,916	142,212,624	145,846,483	148,795,517	150,483,717
Net Revenue	408,604	(277,024)	(163,539)	(527,237)	(574,398)
Ending Fund Balance	\$ 21,639,982	\$ 21,362,958	\$ 21,199,419	\$ 20,672,182	\$ 20,097,784

Since the publication of the FY2018 Preliminary Fiscal Plan the following personnel changes have been identified:

FY17 Adds (four):

Grant Funded Administrative Analyst I	Executive
Grant Funded Administrative Aide	Executive
Grant Funded Administrative Aide	Executive
Grant Funded Administrative Aide	Executive

FY18 Add (one): Archive Assistant City Clerk

Since the publication of the FY2018 Preliminary Fiscal Plan the following rate changes have been identified:

- The Preliminary Fiscal Plan estimated that employer costs for Police and Fire pension benefits would be based on a rate of 22.73% of gross-up payroll for FY2018. The Actuarial Valuation dated December 31, 2016 has established the employer contribution rate at 23.59% of gross-up payroll. This will increase Police expenditures by \$203,056 and will increase Fire expenditures by \$136,260 from the Preliminary Fiscal Plan.

Since the publication of the FY2018 Preliminary Fiscal Plan the following grant fund changes have been identified:

- The level of spending for CDBG Fund 2733 decreased by \$256,000 from the Preliminary Fiscal Plan due to the use of a budget transfer created in FY2017 to re-program prior year CDBG funds previously budgeted.

- The level of spending for the HOME Fund 2734 increased by \$140,329 from the Preliminary Fiscal Plan due to program income funds released from prior year HOME projects being made available for spending.

In response to direction by the City Commission at the June 6, 2017 budget review, we implemented the following changes to achieve \$1 million for Community/Police Relations.

- Removed \$350,000 in FY2018, 2019 and 2020 for Mobility Pilot Program.
- Removed \$100,000 for all five years FY2018-FY22 for Organizational Effectiveness Reviews.
- Utilized \$150,000 in FY2018 and FY2019 of fund balance from General Operating Fund.
- Eliminated Customer Advocate position in GOF Code Compliance.
- Reduced Capital Reserve set aside from 5% to 4.5% in FY2018, FY2019 and FY2020.
- Further reduced Capital Reserve set aside from 5% to 4.25% in FY2021 and FY2022.

Conclusion

Our journey has progressed to a very interesting place. We are engaged in a multi-dimensional effort to transform our community through a focus on racial equity, reducing disparities and addressing affordable housing while at the same time maintaining our commitment to sustainable asset management and financial strength. They each are intertwined and our long-term financial security is dependent on ensuring that we provide our services equitably, that we work with the private and nonprofit sectors to provide affordable housing for our residents, and that we equalize the economic disparities that exist in our community that prevent many Grand Rapids residents from achieving their full potential. As a corporation, I believe that we have never in our history been stronger, leaner, or more sustainable, but today, the issues facing our community are limiting our opportunities to become a City that is distinguished as being compassionate and responsible, progressive and financially responsible, and a place where everyone can flourish. It is imperative that we continue to ensure our long-term corporate financial health so that we may tackle these complex social issues that prevents us from becoming our best.

I must recognize the work of a committed and effective Budget Office staff, including Scott Saindon, Keith Heyboer, Karen Mendez, and Molly Eastman. They provide a solid foundation for fiscal planning with creativity, skill, and grace. 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. Every department continues to contribute and I thank all involved. My Top Management team, Executive

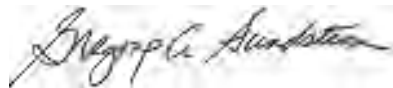
Team, and Cabinet contribute mightily and deserve acknowledgment for their contributions to the Fiscal Plan and guidance through years of transformation.

Finally I thank Deputy City Managers Eric DeLong and Scott Buhner, Chief Financial Officer Jeff Dood, and Managing Director for Public Services Tom Almonte for working side by side with me through it all.

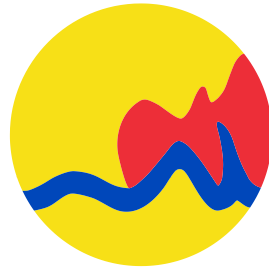
The outcomes of our continued transformation have been led by the national level leadership of our Mayor and City Commission, the national level talent of our staff and the amazing talents of our community. Together we are a team that seeks to understand and address issues that other communities fail to recognize or avoid. This uniquely Grand Rapids combination of abilities pulled us through transformation and positions us to find essential solutions to the critical work we will undertake in FY2018.

Finally, it is with sadness, shared joy, and some personal jealousy that I recognize this is the last Fiscal Plan Mr. Buhner will guide for Grand Rapids. Mr. Buhner's contribution to our transformation and our solid financial future will become legend. For now, let me thank him for his contributions, his courage, his innovation, and his friendship. He has been one of our national level talents and we will miss him.

Sincerely,

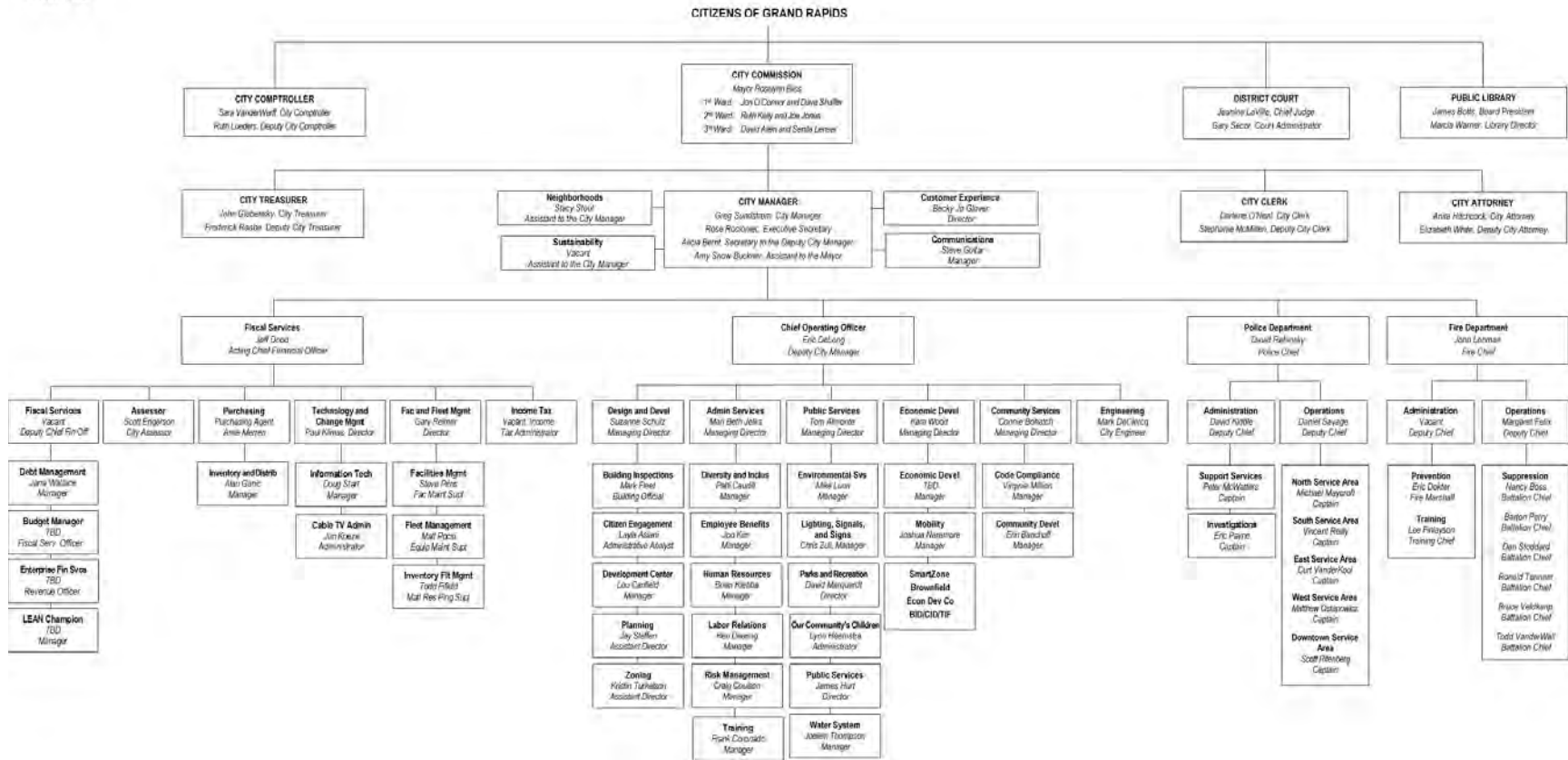
A handwritten signature in cursive script, appearing to read "Gregory A. Sundstrom". The signature is written in dark ink on a light background.

Gregory A. Sundstrom
City Manager



CITY OF
GRAND
RAPIDS
MICHIGAN
WWW.GRCITY.US

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CITY OF GRAND RAPIDS MICHIGAN MISSION STATEMENT

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

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

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

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

ABOUT THE CITY

INTRODUCTION

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

According to the 2010 Census, the City's population is 188,040 and the Grand Rapids Combined Statistical Area (CSA) population 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 2016 (FY2017) Taxable Value for industrial, commercial, utility

and residential properties is nearly \$4.5 billion; a 0.08% increase over FY2016. Industrial property accounts for 6.03% of total taxable value, commercial property accounts for 32.12% and utility-related property for 2.25%. The 59.60% 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.

TOP TEN EMPLOYERS IN THE GRAND RAPIDS MSA		
Company	Product or Service	Number of Employees
Spectrum Health	Hospitals, clinics, and medical services	22,000
Meijer, Inc.	Retailer – groceries and general merchandise	10,343
Mercy Health / St. Mary’s	Hospitals, clinics, and medical services	6,500
Amway Corporation	Hotels; health, beauty, & home product manufacturing	4,000
Gentex Corporation	Glass product manufacturing	3,900
Perrigo Company	Generic & over-the-counter pharmaceuticals	3,800
Herman Miller, Inc.	Office, commercial, & health industry furniture design and manufacturing	3,621
Steelcase, Inc	Office, commercial, & health industry furniture design and manufacturing	3,500
Grand Valley State University	Public university	3,306
Lacks Enterprises, Inc.	Plastic trim parts – automotive, telecom, & electronics	2,900
Source: The Right Place, Inc. - “2016 Top West Michigan Employers”		

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.

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.

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.

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 48th annual Festival of the Arts will be held downtown in June, 2017. "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, 1,453 entries from many countries and most U.S. states

competed for \$500,000 in prize money. More than 400,000 people visited 170 venues and submitted 380,119 votes for their favorite works.

ENTERTAINMENT

The 12,000 seat, multi-purpose Van Andel Arena in downtown Grand Rapids opened in 1996. The Arena annually draws thousands of local and regional visitors to its concert, sporting, and community events. The 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.

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 2016 Summer Games brought to Grand Rapids and West Michigan 7,943 athletes from all over Michigan competing in 43 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.

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

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

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

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

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

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

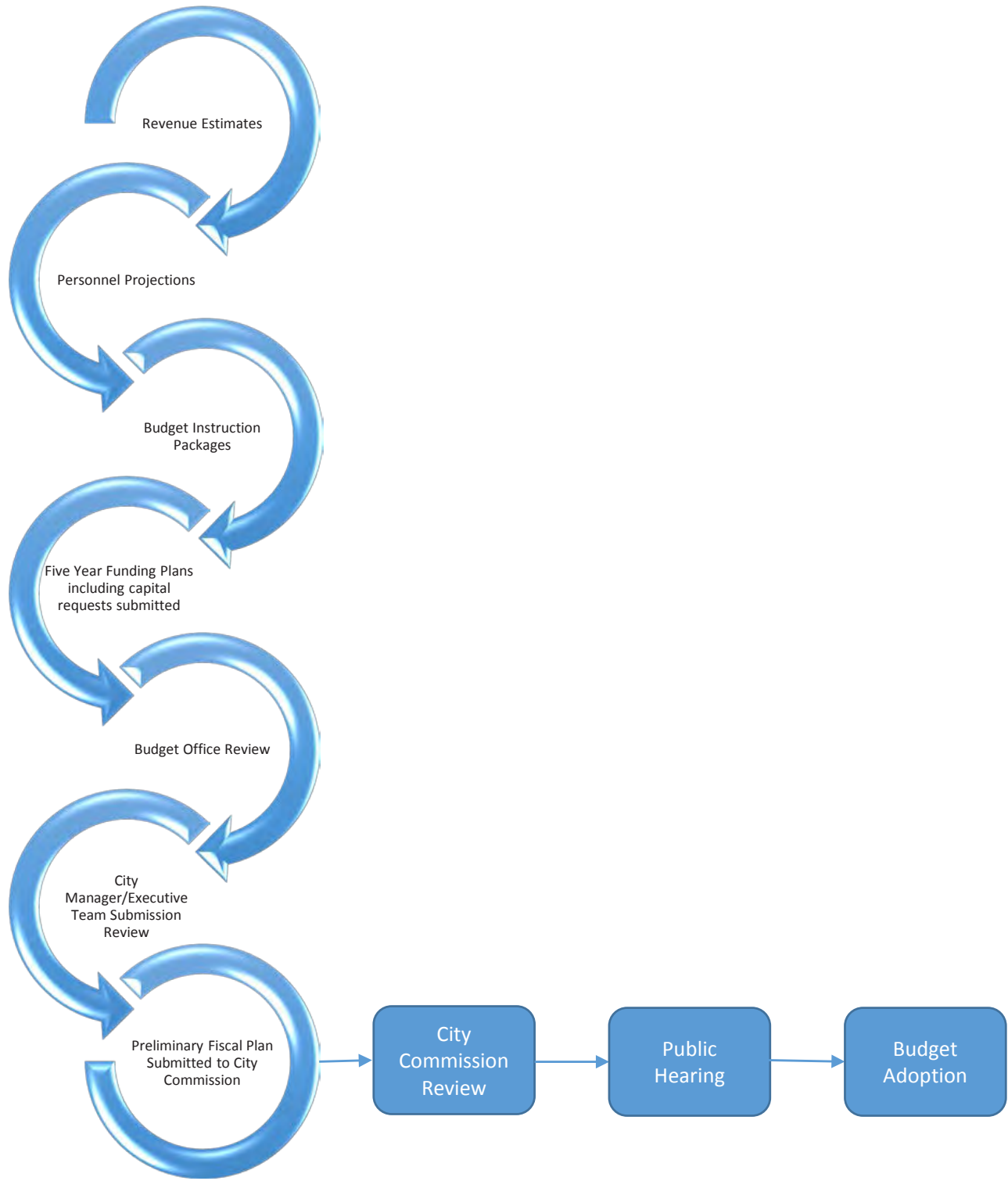
Data entered into the budgeting system by the departments and adjusted by the Budget Office, as approved by City Commission, will be interfaced with the City's accounting system (after the budget is adopted), and become the current budget on July 1st.

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

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

BUDGET AMENDMENTS

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



**BUDGET TIMELINE
FY2018 – 2022 BUDGET PROCESS**

INTERNAL SERVICE FUNDS BUDGETS

Monday, Oct 3	Budget Office Distributes Instructions and Current Rosters for Personnel Budgeting to ISF Departments.
Friday, Oct 14	Internal Service Department Personnel changes due in SharePoint
Monday, Oct 24	Training in the new PB Budget System begins for ISF Departments, incorporating the personnel data provided through SharePoint.
Monday, Oct 31	PB is opened for ISF Department personnel who have completed training.
Friday, Nov 25	ISF Budgets Due.

OPERATING DEPARTMENT BUDGETS

Monday, Nov 21	Budget Office Distributes Instructions and Current Rosters for Personnel Budgeting to Operating Departments.
Monday, Dec 5	Operating Department Personnel changes due in SharePoint.
Week of Dec 12	Training in the new PB Budget System begins for Operating Departments, incorporating the personnel data provided through SharePoint.
Monday, Jan 9	PB is opened for Operating Department personnel who have completed training.
Friday, Jan 27	Operating Budgets Due.

CAPITAL BUDGET REQUESTS

Monday, Jan 9	Capital project instructions distributed.
Friday, Jan 27	Capital project requests due.
Monday, Jan 30	Budget Office begins review of Capital project requests.
Tuesday, Feb 21	City Manager begins review of Capital project requests

FY2018 FEE OMNIBUS

Mon Jan 9	Fee instructions distributed.
Friday, Jan 27	Fee information due.
Tuesday, May 9	Set Public Hearing for consideration of FY18 Fee Omnibus.
Tuesday, May 23	Hold Public Hearing for proposed FY18 Fee Omnibus.
Tuesday, Jun 6	Resolution to Adopt FY18 Fee Omnibus.

BUDGET OFFICE & CITY MANAGER REVIEW PROCESS

Monday, Nov 28 to Friday, Dec 9	Budget Office Reviews ISF Submittals.
Monday, Dec 12	City Manager Reviews ISF Submittals.
Monday, Jan 30 to Friday, Feb 19	Budget Office Reviews Operating Department Submittals.
Wednesday, Feb 22 to Thursday, Mar 16	City Manager Reviews Operating Department Submittals.
Friday, Mar 17 to Friday April 7	Budget Office preps Prelim Fiscal Plan for printing
Tuesday, Apr 25	City Manager presents FY18 Prelim Fiscal Plan to City Commission

CITY COMMISSION REVIEW & ADOPTION PROCESS

Tuesday, April 25 to Tuesday, Jun 13	City Commission Reviews Budget Submittals.
Tuesday, May 23	Set Public Hearing for consideration of FY18 Millage and Budget.
Tuesday, Jun 6	Hold Public Hearing for proposed FY18 Millage and Budget.
Tuesday, Jun 13	Resolution to Adopt FY18 Millage and Budget
Saturday, July 1	2018 Fiscal Year begins.

BUDGET GUIDELINES

INTRODUCTION

The City of Grand Rapids is accountable to its citizens for the use of public dollars. Resources must be used wisely to ensure adequate funding for the services, public facilities and infrastructure necessary to meet the community's present and future needs. Financial policies create a framework for a strategic, long-term approach to financial management. Financial management policies serve as the blueprint for the stewardship over financial resources and practices. The clear expression of policies governing the City's budget process can be a difficult task. Some of these principles may appear to be little more than common sense, barely worthy of the effort necessary to set them forth. On the other hand, they are principles that influence the decision as to whether or not specific requests, no matter how meritorious, ever achieve the City Manager's recommended budget, and further, whether the City Commission approves the request. When a department seeks the financial support of the City Manager and the City Commissioners, it is best for all concerned that the framework for making decisions be clearly understood.

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

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

background information and rationale for each set of the guidelines.

The FY2018 budget process is well underway. We continue to provide the budget forecasts within the context of our five-year plan. The projections are not intended to be a prediction of future budgetary results; rather, they serve as a financial "base case" or "benchmark" that the City Commission and others can use to assess the potential effects of policy decisions.

GUIDELINE 1 - BALANCING THE BUDGET

BACKGROUND

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

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

the term Unrestricted Cash as the measure of reserves that are available to be appropriated and spent in future years.

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

RATIONALE

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

FIVE-YEAR CONTEXT

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

The key assumptions that significantly influence the financial forecast are shown later in this section. If we believe that alternative economic variables regarding future year revenue

growth or labor costs should be used, staff can assess the impact of such alternative assumptions and illustrate the likely impacts. It is extremely important to remain focused on the economic factors that have the highest probability of occurring. Hope cannot replace reason.

SPENDING AUTHORIZATION VS. APPROPRIATIONS

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

Appropriation lapse is influenced by the length of time it takes for vacant positions to be filled. 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 FY2018 Fiscal Plan contains an assumed lapse of \$3.5 million in the General Operating Fund. The appropriation lapse guidelines in other funds is as follows however actual budgeted lapse may vary depending on specific circumstances in each Fund:

<u>FUND/DEPARTMENT</u>	<u>LAPSE %</u>
District Court	3.00%
Parking	1.00%
Sewer	1.00%
Water	1.00%
IT Department	1.00%
Facilities & Fleet Mgt.	1.00%
All Other Funds	0.00%

BALANCED BUDGET

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

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

FY2018 PLANNING ISSUES

The FY2018 Fiscal Plan includes \$1,500,000 for the Contingent Account appropriation in the GOF for each year of the five year forecast.

FUND BALANCE & UNRESTRICTED CASH

BACKGROUND

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.

FY2018 PLANNING ISSUES

FY2018 City wide income tax revenues are budgeted to increase 4.5% over FY2017’s estimate, followed by 3.0% growth in FY2019, and then 2.5% over the next several years. If the forecasts hold, the FY2018 Fiscal Plan reflects at least a 15% unappropriated / unreserved / unassigned fund balance of the General Operating Fund for each of the next five years.

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 maintain an unassigned General Operating Fund and Budget Stabilization Fund balance to policy guidelines. Of course, we must continue to implement the Transformation Investment Plan and maintain our continuous improvement mindset. Fiscal Year 2013 saw the first deposit into the Budget Stabilization Fund of \$3,683,466 or 3.1% of General Operating Fund expenditures. In FY2016, the GOF and Budget Stabilization Funds were fully funded to the 15% and 10% guideline level respectively.

GUIDELINE 3 - CAPITAL IMPROVEMENT EXPENDITURE PROGRAM

BACKGROUND

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

RATIONALE

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.

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

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

The FY2015 budget established the framework for the Public Assets pillar aimed at long-term sustainability of public capital assets. Half of the City, Village, and Township Revenue

Sharing Program (CVTRS) revenues are now pledged toward capital asset management, and the City Commission also authorized increasing the income tax set-aside by 1% (to 5%) in FY2015. The set-aside was reduced to 4.5% in FY2018-FY2020 and further reduced to 4.25% in FY2021 and FY2022. 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.

FY2018 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.

FY2018 PLANNING ISSUES

The Sustainable Streets Task Force had been meeting since early 2012. They concluded that the condition of major and local streets was deteriorating and additional ongoing revenues were necessary to reverse the trend. This prompted the decision to ask voters for a 15 year extension to the

temporary income tax rate approved by voters in 2010 which would be dedicated to Vital Streets. Following voter approval of a ballot measure to extend the .2% increase in the income tax rate for 15 years, the Vital Streets Oversight Commission was formed and began meeting monthly.

The Vital Streets Capital Plan requires investment of \$22 million annually for 15 years, to bring streets into 70% good and fair condition by the end of the 15 year extension of the income tax rate increase. Included in the \$22+ million, the City committed to provide a "maintenance of effort" of approximately \$3.5 million from gas and weight tax revenues and \$13 million of GOF support. Another \$10 million 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. The FY2018 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.

FY2018 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 FY2018 Fiscal Plan calls for the end of the Transformation Fund by the end of FY2019. In FY2016, sufficient revenues were 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 FY2019.

BUDGET OVERVIEW

BUILDING TOWARD THE SUSTAINABLE CITY PLATFORM IN FY2018

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 and the FY2018 Fiscal Plan maintains this goal throughout all five years of the Plan. The plan continues to focus 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 FY2018.

Services provided by the City can be grouped into four categories: Police, Fire, General Operating Fund Non-Public Safety, and Non-General Operating Fund/Non-Public Safety. 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. In FY2018, the Department will be adding two additional full time civilian positions and one Police Sergeant as well as two grant funded positions bringing the total sworn positions to 295. During the challenging financial years, the Department reduced the Crime Prevention Coordinator to part

time hours allowing the agency to get through the lean times. Reinstating this position to full time will allow the Department to better support crime prevention efforts in the community by strengthening the neighborhoods, business associations and residents. In a similar manner, the Department reduced its number of Crime Scene Technicians from 9 to 7 during the economic downturn. The addition of one Crime Scene Technician in FY2018 will help reduce overtime and significant delays in crime scene processing that have resulted over the past few years.

The additional Police Sergeant position will help staff the Central Service Area, created in July 2016 to address the development and increased activity in the downtown area. Patrol officers from the existing service areas were used to minimally staff the new patrol area. No additional personnel were added, including supervisors. In order to provide adequate supervision in the Central Service Area, the Department will re-allocate one existing Sergeant and add one Sergeant to its authorized strength.

The final two positions will be grant funded. The Department recently received a 2016 Department of Justice COPS grant for two police officers. The 3 year match to this grant will begin in the FY2018 budget. One position will fund an officer to work directly with the City's Housing Department to address housing code issues which affect quality of life issues for our citizens. The second position will split time between working with the Michigan Department of Corrections on a newly established Female Prisoner Reentry Program and also supervising our Police volunteer Program.

Due to estimated retirements, the Department is expecting to have to replace approximately 20 officers annually over the next 4-5 years resulting in having to run 2 recruit classes per year. The most recent recruit class was opened up to non-certified candidates, which contributed to one of the most diverse hiring classes in the history of the police department.

Continuing in FY2018, the Department will seek to achieve 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 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 were impacted in FY2017 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 increased dispatch costs by nearly \$1 million in FY2017. The FY2018 budget reflects anticipated additional revenues due to the voter-approved 911 surcharge measure during the November election. This increased revenue will help to offset the lost revenue from the City of Wyoming in FY2017. All emergency dispatching is now accomplished by two centers – Grand Rapids and Kent County. Both are professional and high performing centers, and 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 budget is seeing a prudent increase in investment for FY2018 to close the gap on critical

programmatic and response metrics. An A3 problem solving process was instituted by our new fire chief John Lehman after observing the organization for several months. This A3 addressed six separate but interrelated issues that have a direct impact on the positive outcomes produced by our firefighters on a daily basis. All six of the identified issues have been addressed in the most cost effective manner possible, meeting both the financial and operational needs of the City.

Chief Lehman, with the assistance of his command staff and planning division is taking a proactive approach to achieving our adopted response performance goals including 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 organization increased to 199 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 Fire Prevention Captain which was eliminated during the FY2016 budget year is being reinstated. Fire prevention continues to be an area of focus for the organization and this position is critical to serve not only as the assistant fire marshal providing for succession planning and backup fire marshal duties, but will be utilized to develop and implement a risk based inspection cycle (RBIC) for the fire department. A key component of this will be a self-inspection program for occupancies that we have not historically inspected on a consistent manner due to more pressing prevention needs. Constructed with direct oversight by the Captain of Fire Prevention, a key component of this program will be utilizing data analytics to focus our resources on the businesses in greatest need, with the goal of reducing the fire and life safety risk in our City.

In addition, the Captain will also oversee the residential safety program (RSP) director, providing day to day assistance and redundancy for this essential program. The RSP program is now fully funded by the city of Grand Rapids, although the

department continues to pursue private and federal grants to support this vital initiative. To date over 6,563 homes have received a home safety assessment, with over 40,464 smoke alarms installed to protect our citizens - over 15% of the owner occupied homes in Grand Rapids. 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 the smoothing of equipment and apparatus replacement and receive professional assistance with our fire station replacement plan. Given the changing risk profile of our city, an average fire station age of 57.72 years old and identified response performance gaps, work has begun to confirm the need to construct or rebuild several fire stations and clearly define what the community and the fire department expect in a new facility during this process.

Funds have been allocated to purchase personal protective equipment for our firefighters, vital equipment that is utilized on the scenes of all hazard types of emergencies, and investments into our apparatus reset fund. A platform truck will be refurbished during FY2018, 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 a significant savings over purchasing new. These investments will allow the fire department to perform their core functions and remain an ISO class 2 and internationally accredited agency, 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

ASSESSOR

The City Assessor's Office FY2018 budget request is essentially identical to the FY2017 request in terms of positions and resources with the exception of a \$20,000 request to acquire updated oblique aerial imagery which was projected in the multi-year budget submitted last year.

Oblique aerial imagery was first utilized by the City of Grand Rapids in 2007 when the City undertook a City-wide reappraisal. Since that time, Kent County and the majority of local units in the county have embraced the technology to the degree that Kent County has recently committed to partnering with all participating local units in obtaining updated oblique aerial imagery on a three year cycle as opposed to the County's previously held standard of a five year cycle.

Oblique aerial imagery has proven to be an indispensable tool in the City's efforts to comply with the Michigan State Tax Commission's expectation that local unit assessing officers annually review at least 20% of the local unit's parcels. In FY2017, the City Assessor's Office reviewed 15.3% of the City's parcels, and while this was a slight increase over FY2016, it remains 4.7% below the expected level of 20%.

Succession planning is of critical importance for the City Assessor's Office. Three of the City's five Real & Personal Property Appraisers are contemplating retirement within the next three years. These three staff members have a combined experience of 67 years in the City Assessor's Office. Due to the City's past difficulty in attracting experienced certified assessor's, the City Assessor has requested that the City Manager consider a succession plan which would allow the hiring of new employees prior to the retirement of existing employees to allow for shadowing and adequate training.

There are several factors contributing to the City's difficulty in attracting both experienced and entry level certified assessors. The factors believed to be most significant are a lack of supply

of newly certified assessors and a lack of desire on the part of experienced assessors to relocate and change employers. As a countermeasure to the difficulty in attracting certified assessors, the City created a position with the title of Real Property Assessment Aide in FY2016. This position was created as part of a “grow your own” strategy and does not require assessor certification. The first staff member to fill this position recently achieved assessor certification and was promoted to a Real & Personal Property Appraiser I. The City Assessor’s Office intends to build on this success.

ATTORNEY

The new City Attorney was appointed and took office in July 2016. In her first eight months, she undertook the beginning of an aggressive restructuring of the Law Department in order to improve efficiency and accessibility, while improving relationships with all City departments. The Law Department has undergone and will continue internal restructuring throughout FY2017 and into FY2018. As part of the Law Department’s goal to provide exemplary legal services while maintaining a high level of integrity, diversity and awesome customer service throughout FY2017, three Director of Legal Affairs positions were established which has created a more balanced work environment and effective team approach. The Department has made great strides in developing a better organizational structure through case management, project management, leadership development and customer service training.

The Law Department will continue to improve its efficiency of services through focused internal workflow tracking, and growth and development of its staff and aggressive outreach to the departments throughout the organization through FY2018. In 2016 the Law Department handled hundreds of both civil and criminal cases and processed over 500 Freedom of Information Act requests in addition to tackling a multitude of complex general municipal issues. In FY2017 and FY2018 the Department will continue those efforts, as well as efforts related to issues involving complex contracts, tax issues, economic development, affordable housing, and a thorough

overhaul of the City’s Code of Ordinances in order to minimize the Code’s potential disproportionate impact on minorities.

In FY2017 and FY2018 efforts will be made to bring more legal work in house in order to save the City considerable costs. This effort will require some increased staffing but will still result in savings. Throughout FY2017 and FY2018 staff will continue to improve its ability to deliver prompt, ethical and respectful service in the most economical ways possible. Efforts will be made in FY2018 to have in place a strategic plan, succession plan and a greater level of leadership development. The Department will also undertake community outreach efforts.

Through sound advice, skilled advocacy and justice under the law the Law Department will achieve successful outcomes for the City of Grand Rapids and its residents.

BUILDING INSPECTIONS AND THE DEVELOPMENT CENTER

This economic cycle’s construction activity likely crested in 2016 with a \$460 million investment in the City’s built environment. A modest slowdown to a more “normal” level of approximately \$300 million per year is likely going forward. This will not translate into reduced demand for inspection services in the near term, since fees are pre-paid and many large projects will remain under construction well into FY 2018. The City’s Building Inspections Fund, which is highly regulated by State Law, now includes adequate resources to provide services through the completion of these major projects, as well as to buffer the cyclic nature of future construction permit revenues without impacting the General Operating Fund.

The Development Center is focused on service innovation to meet customer expectations and to maintain fiscal sustainability under a wide range of economic scenarios. Inspection scheduling is being centralized to increase customer convenience and inspector productivity. Customers will now be able to schedule online and through the Customer Service Department. Existing electronic applications are being restructured based upon customer feedback, and electronic

building plans will be accepted starting in FY 2018, with a robust set of software tools to increase review accuracy and productivity. A collaborative, multi-departmental effort is underway to improve tracking of development-related data – including outcomes – that will provide a foundation for understanding development impacts upon neighborhoods. Community engagement is being emphasized with enhanced mapping tools to improve community awareness of development activities and a new partnership between the Development Center and the Community Engagement Division. The partnership will focus on communications and media, education, and collaboration with community stakeholders.

CABLE TV

Cable TV will enter a transitional phase with the retirement of its long-time director, Jon Koeze. Funds were included in the budget for a temporary employee that will be taught the ins and outs of the operations. Social media connections continue to see increased usage as the office has focused on integrating operations across all media fronts. Our partnership with La Mejor Radio Station to produce a Platica con la Ciudad as well as with the Hispanic Center and the Hispanic Chamber to produce “La Ciudad Habla con Manuel Medina”. The live interpretation of the City Commission meeting has allowed the City of Grand Rapids to exceed the transformational goals for alternative language programming. In FY2018 we will complete upgrading the television studio with digital equipment.

CLERK

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 FY2018, best practices will continue to be implemented in the Voter Registration/Elections Division as we prepare staff, election workers, and the community for the 2017 series of Special and Municipal Elections.

There is continued growth in the Passport Services operation, which has experienced increased revenue over the past 2 years. The Business Licensing and Boards and Commission operations will undergo a mixture of policy and technology enhancements to provide more information to the public and to create a user-friendly, self-service environment.

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

COMPTROLLER

The Comptroller Department has partnered in the implementation of a new financial management system with the help of financial personnel across the City and the Michigan Municipal Services Authority (MMSA). The Financial module went live May 1, 2016 and the HR/Payroll module went live April, 2017.

The Comptroller Department actively seeks ways to improve service delivery and transform the Office. These efforts include continuing development, training, and reporting information from the new financial system, improving the audit function and publishing the Comprehensive Annual Financial Report (CAFR) and Citizen Guide/Popular Financial Annual Report (PAFR, easy to read financial document) on the City's web site.

COMMUNITY DEVELOPMENT

The Community Development Department is comprised of Grants Management, and Housing Rehabilitation and Code Compliance. The Department will continue to focus on streamlining operations, enhancing online access to programs and services, and improving customer service.

Customer service will be of particular focus in Code Compliance, with refinement of policies and procedures for improved consistency in inspection work, and enhanced staff training.

COMMUNITY RELATIONS COMMISSION

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

61ST DISTRICT COURT

The 61st District Court budget is used to account for the revenues and expenditures related to the operations of the local court division of the Michigan Trial Court system. The 61st District Court has eighty-two employees, six judges and one full time attorney magistrate. The 61st District Court is a court of limited jurisdiction, handling civil, criminal, and traffic cases with jurisdiction over civil cases up to \$25,000, small claims and landlord-tenant issues, misdemeanor criminal cases, and felony cases until preliminary examination.

It is one of six third class District Courts located in large urban communities in Michigan and is one of several third class courts across the State. Typically urban third class District

Courts need additional funds from their local funding units to perform mandatory statutory functions and operations. The appropriation from the General Fund to support the Court in FY2018 is \$5,110,000. This subsidy is up \$10,000 from in FY2017. The court just recently implemented a new case management system which has electronic filing and imaging capabilities. It has also made available an On-Line Traffic Citation Resolution program. Work will continue on reducing the operating subsidy required to support Court operations.

ECONOMIC DEVELOPMENT

Phase III of our Transformation Plan continues Economic Development's increased focus on sustainable, vibrant and diverse neighborhood business districts through administrative support of Corridor Improvement Districts (CIDs) and Business Improvement Districts. Supplemental grant funds for CIDs are requested for FY 2018, and are expected to be utilized, along with the FY 2017 appropriations, to allow the newest CIDs to begin implementing their plans. In addition, this budget continues the work of supporting multicultural entrepreneurship and innovation along with economic gardening over the next year. We continue to leverage partnerships and outside expertise to maximize the City's investment in these efforts.

In FY2018, Economic Development requests support for the Local First Good for Grand Rapids Campaign which will deliver outcomes directly related to Transformation Plan targets. In the Property Management Fund, tax foreclosures are expected to stabilize or decline, further reducing the revenues and expenditures associated with the partnership with the Kent County Land Bank Authority. In addition, work on the disposition of the 201 Market facility will continue in FY2018.

Economic Development is managed using performance metrics that have enabled us to understand how to achieve great outcomes for the City. We are 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 FY2018 budget will allow us to continue to produce returns on City investments made strategically in economic development initiatives; however, the fund statement shows that additional investment from the General Operating Fund will be necessary in future years in order to continue this work over the long term.

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 FY2018 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. Renewed focus on affordable housing will be a priority with additional funding included in FY2017 and FY2018 for the creation of an Affordable Housing Community Fund. Strategic positions approved in FY2017 are also in the process of being filled which will provide additional resources for legislative work and sustainability.

CUSTOMER SERVICE FUND

GR311 launched in July 2013; handling over 929,756 interactions since the center opened. The Customer Service Department continues to be the central hub for City inquiries, reports and in-person payments. Customer service excellence and support to our community remain the mission of the organization. The transformation that resulted from the Customer Service implementation has yielded business process improvements and efficiencies for our community and departments. Standardization of information and reporting have enhanced the service delivery to our customers; the Customer Service Department knowledge base provides consistent answers by the City staff. The performance metrics of the Customer Service Department continue to show that the

center's operation has positively affected our customer's interactions with the City. That transformation will continue in FY2018.

The Customer Service Department has collected data on each interaction since the inception of the service center. Using the dashboard tool PowerBI, the City has begun to visualize and analyze departmental data down to the neighborhood level.

FACILITIES MANAGEMENT

Facilities Management will continue to focus on operating and maintaining sustainable facilities to comply with the organizations commitment to total asset management. All public facilities are managed by a comprehensive plan to ensure efficient operations and long-term sustainability. Efforts will continue to be made to explore and expand our use of alternative energy sources as opportunities present themselves.

FISCAL SERVICES/BUDGET OFFICE

The Fiscal Services budget increased in FY2018 primarily related to a reorganization related to System Administrators as a result of the new Financial Management System (FMS) conversion. A budget substitution is also included adding a Lean Champion in place of the Performance and Management Reporting Specialist. This change will allow the department to focus on lean operational management for the City as continue to transform. The Budget Office is now fully staffed and is working to perfect the Performance Budgeting module of the new FMS system.

FLEET MANAGEMENT

Fleet Management will continue to focus on implementing 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 integrated the City Works software as their computerized asset

management solution. Their fleet replacement program remains fully funded as needed to ensure we are maintaining a safe, reliable and cost effective motorized fleet for our daily operations.

FINANCIAL MANAGEMENT SYSTEM

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

Project FMS is a collaboration of local government partners coordinated through the Michigan Municipal Services Authority (MMSA). This collaborative effort resulted in \$8.6 million in grant funding through the State of Michigan to 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, Finance and Human Resources/Payroll/Timekeeping (HRM). The SaaS solution provides the best long-term investment as the Vendor hosts all the hardware and infrastructure and provides all support services. The MMSA also negotiated an initial five year fixed pricing structure, with an additional fixed price five-year term with a cost of living increase built in. The pricing

structure is set so as new members join, the annual SaaS fees automatically decrease.

HUMAN RESOURCES

As part of the City's ongoing commitment to Phase III of the Transformation Initiative, the Human Resources Department has completed the citywide classification and compensation study. In addition to providing guidance on future job classification options for transformation initiatives, the primary purpose of the study was to evaluate job description accuracy and provide benchmark alignment with the salary ranges. Using LEAN methodologies, the department has also worked on improving administrative efficiencies through the use of technology in recruitment and application processes for internal and external customer. That work will continue in FY2018.

Additionally, the department has made significant progress on implementation of recommendations from the HR Review Citizen's Report that was presented in 2016. Several key performance outputs that are already yielding results include the expansion of community outreach programs into the City's neighborhoods with more strategic community job fairs and three major Human Resources recruitment symposiums that were attended by 900+ area residents. Two other recommendations implemented included distribution of Police Officer and Firefighter exam study guides in the Grand Rapids Public Library as well as further diversification of City interview panels.

Under the Human Resources Department's "Grow Our Own" initiative that was launched three years ago, an internal organization called Govern:GR was created for internal mentorship and professional development programs of leadership talent. Supporting this group helps the City attract, retain and develop the next generation of employees. The initiative also includes strengthening career pipeline partnerships with other area entities like colleges and Grand Rapids Public School Security and Leadership ROTC programs. The Athletes to Public Safety pipeline initiative that

the department started last year will continue to be promoted along with a pilot program of “Veterans for Skilled Trades” initiative. For FY2018, the Human Resources Department will continue to implement these and other innovative solutions to address the City’s succession planning issues. Work will continue to build on recent successes in Police and Fire recruiting.

INCOME TAX

The Income Tax Department has focused on improving operational efficiencies and improving the customer experience throughout FY2017 and these efforts will continue moving into FY2018. Income tax return processing was brought back in-house which has significantly improved processing times. A new “1040 EZ” form was introduced for the FY2016 income tax year for city residents and staff is working on rolling out additional EZ type forms for the FY2017 income tax cycle. Efforts have also been focused on compliance activities which will bring additional revenues to the department. Staff is also working on imaging improvements, customer service enhancements (like Saturday hours) and other process improvements to ensure working with the Income Tax Department is a positive experience for our taxpayers.

PARK AND RECREATIONAL PROJECTS AND PROGRAMMING

Park and Recreational Projects and Programming for FY 2018 will continue to make solid advancements with the voter approved park millage from November 2013. There is now considerable stability in the department with additional Parks staff in place and millage projects continuing. The third round of millage park improvements will begin with construction at Aberdeen, Alexander, Ball Perkins, and Huff Parks. Initial design for Bike, Cambridge, Cheseboro, Mooney, Plaster Creek, Ottawa Hills and Coit Parks will also be completed during FY2018. Park maintenance and improvements include new restrooms, new splash pads, improved playgrounds, improved walkways and site furnishings. Design for additional

park improvements will again focus on critical needs identified through the City’s asset management planning through priorities developed with citizens and supporting organizations. Pools are again funded to be open for the full summer season with planned special events at a few various times throughout the summer. The Parks and Recreation Master Plan brought forward many new opportunities for park improvements and future park programming through extensive community outreach and community conversation. Boulder walls, environmental education classes in parks, tributary trail connections to our neighborhoods and neighborhood parks, river canoe and kayak lessons and recreation, and indoor fitness spaces are some of the incredible ideas rising to the top through valued community voice. The Parks and Recreation Department will be prioritizing implementation with the community over the course of the next year

Indian Trails Golf Course is a positive force in the West Michigan community. In 2018, we again renew that commitment to the community by introducing new golfers to the game. A new era of golf in Grand Rapids began Saturday, June 10, as the City of Grand Rapids unveiled its challenging \$3 million redesigned course, along with a full-service practice and teaching facility. This event helped raise charitable funds to provide youth the opportunity to be healthy and thrive through the Parks and Recreation Scholarship Program. The ribbon cutting ceremony and media day took place at 9:30am on Friday, June 9.

In 2014, two local professional engineering firms conducted asset inventory and condition assessments of the City’s six cemeteries. The firms considered the condition of the existing cemetery facilities based upon asset management principles, professional engineering recommendations, bid tabulations from recent projects, input from City Parks and Recreation staff, and existing reports to determine the probable investments necessary to render the cemeteries in a state of good repair. The City has committed a \$3.6 million investment to bring the overall condition of the cemetery system to this state of good repair which will provide a platform for ongoing asset management.

For several years, Our Community's Children has successfully operated the LEAD program providing youth ages 15-24 summer employment and job training opportunities. The addition of \$50,000 will be provided to support 30 youth to work specifically in City departments. The enhanced program will allow exposure to the broad range of careers that exist in municipal government, as well as create career pathways within the organization that will increase diversity and support succession planning.

PLANNING AND COMMUNITY ENGAGEMENT

Planning will continue its lead role in multiple community visioning and implementation processes in FY2018. The South Division Equitable Development Plan will transcend planning's traditional land use emphasis by broadening the focus to include participatory strategies, affordable housing, health, community education, economic development, and transit-oriented development. An advisory group of residents, business owners, and other key equity stakeholders will provide guidance related to community engagement and community facilitator training. A related process for Southtown to create an Area Specific Plan in support of the Southtown CID is also planned.

The Heartside Quality of Life Study will develop actionable items to increase livability using community feedback to inform physical and social infrastructure improvements. GR Forward activities and coordination with Grand Rapids Whitewater for the restoration of the Grand River will continue to the design development phase. Design development will include additional stakeholder engagement, a higher level of detail, and refined cost estimates for use in funding strategies and implementation phases. Other planning efforts including Age-Friendly Communities, the Housing Advisory Committee, amendments to policies and ordinances for Vital Streets, coordination with Medical Mile stakeholders, and Laker Line BRT coordination will be ongoing.

In partnership with the Engineering Department, Community Engagement will continue to engage the public and create

consensus on road and sidewalk construction projects resulting from the 2014 voter-approved Vital Streets income tax extension. Community Engagement will begin a new partnership with the Development Center to build community capacity related to the development process, offer new services to enhance development-specific engagement, and assist with customer communications, public outreach, and social media.

PURCHASING DEPARTMENT:

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

CITY TREASURER

The City Treasurer has worked to help launch several new initiatives geared at transforming the City's website including a new internet/mobile app payment processing solution. A new vendor has been selected to partner with the City on this journey. The City's "Digital First" initiative focuses on citizen engagement to conduct business with the City at their convenience. We recognize the power of smartphones and conducting business using a mobile app. A top priority is having a single sign on per user with the ability to register and pay multiple bills in one transaction. This will allow citizens to pay water, refuse, property taxes, and other bills with one payment versus four separate payments. An additional priority is to notify customers when new bills are generated and when due dates are approaching. The hope is for citizens to pay bills on time and avoid late fees or penalties, which in turn increases the City's collection rates. The internet/mobile app payment solution will also generate lower costs and improve customer convenience.

TRANSFORMATION IN NON-GENERAL OPERATING FUND

Non-General Operating Fund segments of the City's operation make up about 65% of the total FY2018 appropriation for all funds. These critical operations include water, sewer, refuse collection, street repair and maintenance, building operations, fleet, engineering, information technology, customer service, and risk management. Managers in these operations have accepted or created aggressive transformation targets that are helping to control or lower costs while maintaining similar outcomes. In FY2018, continued transformation will be accomplished through:

CAPITAL IMPROVEMENT INVESTMENTS

FY2018 continues the work of a strong asset management plan that focuses on investments for major asset classes in the City's Capital Reserve and Capital Improvement Funds. The Capital Reserve Fund gathers resources for bond payments and approved investments in capital expenditures. Approved capital items are then transferred into the Capital Improvement Fund for implementation. Major projects include achieving the next step of investment required to achieve Stormwater Level C by 2020, significant investment in city and cemetery facilities as well as traditional annual investments in police, fire and traffic safety. In FY2018, the Capital Reserve Fund will begin paying debt service on a \$3.6 million bond issue to catch up deferred maintenance and capital improvements to the city's six cemeteries. In FY2017, funds were appropriated in the Transformation Fund to match a \$7.5 million Michigan Natural Resources Trust Fund Grant for acquisition of the Monroe North properties that will support river restoration and access to the Grand River. That investment will be supplemented this year by a recommended appropriation in the Capital Reserve Fund of \$400,000 in FY2018, \$300,000 in FY2019-FY2020, and \$400,000 in FY2021 and FY2022. This investment will be used to match grants or make direct investments in this project and

complements direct in-kind support by senior staff working on the project.

Future debt service capacity has been identified for future flood control and mitigation investments in conjunction with river restoration investments.

ENERGY AND SUSTAINABILITY

Energy and Sustainability will continue to focus on planning, designing, and implementation of sustainable energy solutions for the organization. The department will begin FY2018 in a transition phase as the executive office works to replace the sustainability manager due to a staffing transition. Expect a continued focus on a transition to solar power where possible.

ENGINEERING DEPARTMENT

The Engineering Department continues to help support asset management strategies throughout the organization and Phase III of the Transformation Improvement Plan. Asset management plans have been developed for several City infrastructures which are providing well-informed capital improvement recommendations that reach across multiple asset classes. Forthcoming will be administrative policies for City-Wide Asset Management Policy and Geographic Information System (GIS).

Engineering is managing or assisting on a number of special projects that are complex in nature, including multiple stakeholders at various levels of government, and involving specialized project development and delivery. Examples are the FEMA mandated Grand River Flood Protection System improvements including Emergency Action Plan/Manual/Annual Asset Management Strategy, River Restoration permitting, Grand River Corridor Implementation Plan and Design Guidelines Manual, 201 Market Avenue property disposal and relocation, Keeler Building areaway, City-wide Asset Management, Bio Digestion/Cogeneration

renewable energy, Market Avenue Settlement, and continued implementation of the Vital Streets and Sidewalk program.

It is anticipated that staff will design and manage the construction of approximately \$21.7 million in Vital Streets investment and related grants in FY2018 as we work towards the goal of 70% of our streets in good and fair condition by FY2030.

New innovations include deployment of Microsoft Project Professional as the department's project management tool, a complete update to the Standard Construction Specifications, electronic bidding, and further integration of CityWorks and GIS into City-wide asset management. Implementation of these systems will support better communication with our clients, further implementation of Lean business practices, and improved opportunities for Micro-Local Business Enterprise firms.

In its fourteenth year of sustainable operations outside of the General Operating Fund, Engineering will analyze the current billing model for opportunities to improve upon its structure.

INFORMATION TECHNOLOGY

The Department of Information Technology FY2018 budget request meets the target reductions. Rates allocated to departments reflect enhanced allocation with current use metrics. Capital management to sustain current technology architectures continue to be a part of the overall IT budgeting process – replacement of production server and storage farms are anticipated in FY2018; estimated at \$795,664.

Future year operational costs are estimated at current capability and capacity, with Capital management replacement estimates based on initial equipment purchase expenses. Future year capital replacement costs may fluctuate in model or even technology frameworks.

MAJOR AND LOCAL STREETS FUNDS

Major/Local Streets – Intelligent Transportation System and Communications Division

For more than a decade, the Lighting, Signals, and Signs department has engineered, installed, and maintained critical Intelligent Traffic Systems (ITS) devices. These devices are broad in scope, and range from traffic cameras, digital message signs, traffic counters, communications equipment, and fiber optic cabling. The duties related to this infrastructure have typically fallen upon traffic signal electronics technicians, who are also responsible for the maintenance of traffic signal equipment. This bifurcated approach has not allowed sufficient focus on our vast array of ever growing communications and network infrastructure. Further complicating this work is that our current ITS business model does not include a lead engineer to supervise, plan, or design these evolving technologies and systems. It also fails to position us for innovation on transportation. To better serve the future needs of our partner communities and the traveling public, the FY2018 Preliminary Fiscal Plan includes creation of a new ITS business unit.

MOBILE GR AND PARKING SERVICES

The Mobile GR & Parking Department continues to support the City's economic and quality of life goals by managing and supporting a variety of transportation choices that are affordable, convenient and attractive to all residents, employers and employees. Parking is a key part of the overall mobility solution that is necessary to serve the future of the City. The current roles and responsibilities of the Department continue to evolve to meet the growth in demand for on and off-street parking. Phase III of our Transformation Plan focuses on increasing parking supply across the system through better use of technology, expansion of remote park and ride options and public-private partnerships to provide more structured parking.

In FY2018, the Department continues to budget capital resources to expand parking, maintain existing parking assets and continue modernizing the parking system. Expansion of the parking supply began in the spring of 2017 and additional projects are expected to be announced through the balance of the year. To assist operations, the Department is requesting to move the expense of the Parking Violations staff from the General Operating Fund (GOF) to the Parking Fund. Over the last ten years, the on-street parking system has doubled and enforcement staffing has not kept pace with this growth. Moving the staffing costs to the Parking Fund better aligns these costs with actual on-street operations. The Department is also requesting to add two new additional Parking Violations positions to maintain balanced with the growing on-street parking system.

The FY2018 budget also presents an opportunity to provide funding support for other mobility solutions to better manage demand for parking. Funding is needed to explore and jumpstart support for efforts like individualized marketing and employer outreach for programs like parking cash out, transit pass support, car sharing and carpooling. The Department is requesting \$600,000 over three years (\$200,000/year) to provide the funding for a smart trips and travel demand management program aimed at managing demand for parking. 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.

PUBLIC SERVICES

The Public Services Department provides important services to Vital Streets through street paving, crack sealing and spray patching. The proposed FY2018 budget continues this work in the quest to reach 70% of our streets in good and fair condition. Collaboration with the Water/Sewer Departments to complete their trench repairs will continue and be enhanced in the coming year. Winter operations expands the use of liquids for anti-icing and pre-treatment of salt – resulting in greater efficiencies and lower salt usage. Additionally, the proposed

budget increases snow plowing service levels by additional personnel to service lower priority locations such as dead end streets and cul-de-sacs concurrently with local streets. As part of our commitment to shared staffing solutions, the additional personnel will be assigned to the Trash Reduction Program (TRP). This is a proactive program to nuisance enforcement during the spring, summer, and fall.

REFUSE FUND

Services provided through the Refuse Fund include the Pay As You Throw (PAYT) refuse collection, recycling and yard waste collection, yard waste drop off site, neighborhood cleanups, street sweeping, Trash Reduction Program, and graffiti abatement. After experiencing a fund deficit condition in FY2013, the Public Services Department implemented several steps to address the deficit that included a multi-year strategy, lean business process improvements, strict expenditure control, self-examination, and standardized work. The deficit was scheduled to be eliminated by 2019 but through the incredible work by the Department, the deficit was eliminated in 2015 thereby allowing the fund to begin establishing a reserve balance and financial stability. The FY2018 proposed budget continues this important work and expands on recycling for Special Events and furthers the feasibility of organics collection. Additionally, the proposed budget includes repayment for the transformation loan beginning in 2019.

SIDEWALKS

The sidewalk program will continue with repair contracts to complete the current backlog of owner requests and address new owner requests as they are received. It is expected that the majority of owner repair requests will be addressed during FY2018 allowing the systematic sidewalk inspection and repair to resume in FY2019. Payment on the 2014 bond series issued to advance repairs will be paid in full during FY2018.

STREET LIGHTING, SIGNALS AND SIGNS

Proper asset management continues to be a major focus for the City's street lighting system. Significant research and evaluation has led to several different proposals to modernize our infrastructure with LED and technology improvements. Additionally recommendations for significantly increased capital investment have been reviewed to work towards a state of good repair for the street lighting system as a whole. Funding strategies for both objectives, modernization and asset management, are being developed for future consideration.

Given the growth and development within the City, demands of the LSS Department are expanding. This is not only an increase in services, but also an increase in assets. Proper maintenance of the system is necessary, and has been neglected in the past due to tight fiscal restrictions and limited funds within the General Fund and Street Fund. The FY2018 budget allows for the opportunity to meet both the exceptional City growth with the sustainability of a large infrastructure at a level that would meet the needs of the public, as well as City departments and partnering entities. These needs are not anticipated to disappear in the near future, rather, it is expected that they will become an integral part of supporting the City's goals towards becoming an equitable and sustainable city of innovation.

TRANSFORMATION FUND

The FY2017 Fiscal Plan called for the closing of the Transformation Fund in FY2018. The FY2018 Preliminary Fiscal Plan instead extends that timeframe by one year to FY2019. This will allow the City to continue to ensure revenues exceed expenditures in the GOF for the foreseeable future and sustain projects currently appropriated in the fund. The remaining balances in the Transformation Fund are currently earmarked for other projects including the River Restoration. It could be argued that the Transformation Fund was the single most important tool used by the city during its continuing transformation process.

VEHICLE STORAGE FACILITY

Vehicle Storage Services has continued to maintain a sustainable operation. The amount of impounds being processed by the operation has continued to increase on an annual basis over the preceding year. This has been in part attributable to the commitment of the city to ensure that the neighborhoods have been rid of abandoned vehicles. Successful implementation of license plate recognition cameras in our police patrol vehicles has helped to more efficiently identify and process vehicles that have been abandoned or where the owners have outstanding violations.

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.

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

By utilizing excellent interest rates for shorter term bonds, the City was able to invest \$50 million in the years 2014-2016, which preserved the investment in our streets and took advantage of stable construction pricing. This also helped us make significant progress toward the 70% goal.

The FY2018 – FY2022 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. At the end of the 2016 construction season we had achieved 58% 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 FY2018. 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, and 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 Water System budget aligns with its mission to maintain excellent drinking water quality, a high level of customer service, and good stewardship of the infrastructure. The FY 18 request represents efforts to continue to find ways to transform operations, reduce costs incrementally where possible, maintain/improve Bond Coverage Ratio, and continue to meet Bond Covenant requirements. Integrated Connection Fee Revenue decrease is anticipated to take place in calendar year 2018, however as the analysis is still underway the impact of this change cannot be projected at this time. Expenditure

increases for supplies are due to a \$147,000 increase in chemical costs for the Lake Plant and \$328,500 increase in supplies for Field Operations resulting from increased productivity, abating lead service lines and distribution valve replacements. Travel and Training includes an increase nearly doubling the current budget of \$50,000 to \$95,000 for additional staff training looking ahead to the Public Services organizational competitive assessment.

Several significant initiatives being supported by the proposed budget:

- To improve the current state of customer service being provided, the Utility Business Office budget for FY18 and beyond includes \$400,000 for the Automated Meter Reading (AMR) project; \$50,000 for Cayenta/Cityworks integration, \$20,000 for support for the City wide automated on line payment project, and \$20,000 for the billing data extract project which will allow for bill redesign and improved presentment of information to the customer.
- Engineering staff is working to “scrub” records to develop an accurate inventory of lead service lines to support projects which will perform full service line replacement including the private portion. The increase in cost to accomplish this private side replacement in 2018 is estimated at \$1,210,000 of which \$910,000 will be capitalized with the remaining \$300,000 under the Field Operations group budget for those replacements not associated with a construction project.
- In an effort to become more efficient and more sustainable, the Water System will be investing over \$7 Million in FY2018 in the following projects to improve operations:

New variable frequency drive and motor – LMFP #6
\$3,700,000

New variable frequency drive and motor – LMFP #5
2,500,000

Electrical improvements at Booster D pump station
400,000

SCADA and control/communications upgrades
300,000

Decommissioning of Leffingwell booster station
200,000

Other as-needed efficiency/sustainability improvements
200,000

Pressure reducing valve replacements
100,000

concentrated waste treatment, digestion with combined heat and power, phosphorus recovery and the refreshing of the administration building. 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, provides guidance and submits an annual report to the City Commission.

There are significant savings in coordinating work on construction projects, and the Water System is budgeting over \$21,000,000 over the next 5 years to replace water main infrastructure in conjunction with Vital Streets.

ENVIRONMENTAL SERVICES

In December 2015, the Wastewater Treatment Plant was renamed Water Resource Recovery Facility and has since been recognized as a “Utility of the Future Today” by the Water Environment Federation (WEF; Alexandria, Va.), Water Environment Research Foundation (Alexandria, Va.), National Association of Clean Water Agencies (Washington, D.C.), and WaterReuse (Alexandria, Va.), with support from the U.S. Environmental Protection Agency. There were a total 61 agencies recognized by these international organizations. The recognition was based mainly on the City’s leadership in watershed stewardship, beneficial biosolids reuse, community engagement, innovation and energy efficiency.

The requested Sewage Disposal System Operation and Maintenance Budget continues to maintain stable rates. The budget also includes capital requests to for asset management,

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 FY2018 FISCAL PLAN DOES NOT INCLUDE FUNDING FOR ANY NEW PROGRAMS OR PROJECTS THAT MEET THE CRITERIA AND DEFINITION OF POLICY NUMBER 15-03.

**2018 Budget Input
Payroll Rate sheet**

Category	2018	2019	2020	2021	2022
Cleaning Allowance					
CLEANING (Cleaning Allowance)	0.00	0.00	0.00	0.00	0.00
Clothing Allowance					
CLOTHING (Clothing Allowance)	1080.00	1080.00	1080.00	1080.00	1080.00
Education					
EDUCATION 1000 (Education \$1000)	1000.00	0.00	0.00	0.00	0.00
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 750 (Education \$750)	750.00	750.00	750.00	750.00	750.00
Health Insurance					
HEALTH (HEALTH)	12334.00	13982.00	15810.00	17392.00	18991.00
HEALTH LIBRARY (HEALTH LIBRARY)	10925.00	11471.00	12045.00	12647.00	13279.00
Lump Sum					
LUMP SUM (Lump Sum)	0.75%	1.00%	0.00%	0.00%	0.00%
LUMP SUM FIRE (Lump Sum Fire)	0.00%	0.00%	0.00%	0.00%	0.00%
LUMP SUM POLC (Lump Sum Police)	0.00%	0.00%	0.00%	0.00%	0.00%
Pension and MedSup					
MEDSUP FIRE (MEDSUP FIRE)	0.80%	0.80%	0.80%	0.80%	0.80%
MEDSUP GENERAL (MEDSUP GENERAL)	0.70%	0.70%	0.70%	0.70%	0.70%
MEDSUP POLC COMMAND (MEDSUP POLICE COMMAND)	0.70%	0.70%	0.70%	0.70%	0.70%
MEDSUP POLC OFCSGTS (MEDSUP POLICE OFFICERS AND SERGEANTS)	0.50%	0.50%	0.50%	0.50%	0.50%
PENSION FIRE (PENSION FIRE)	23.59%	23.71%	24.78%	25.90%	25.96%
PENSION GENERAL (PENSION GENERAL)	23.89%	24.78%	25.08%	24.49%	23.90%
PENSION POLC COMMAND (PENSION POLICE COMMAND)	23.59%	23.71%	24.78%	25.90%	25.96%
PENSION POLC OFCSGTS (PENSION POLICE OFFICERS AND SERGEANTS)	23.59%	23.71%	24.78%	25.90%	25.96%
Retiree Health					
RET HLTH ECO (RETIREE HEALTH ECO)	9.65%	9.98%	9.90%	9.82%	9.56%
RET HLTH FIRE (RETIREE HEALTH FIRE)	19.77%	19.28%	18.72%	18.31%	17.94%
RET HLTH GENERAL (RETIREE HEALTH GENERAL)	12.59%	12.46%	12.35%	12.24%	11.91%

**2018 Budget Input
Payroll Rate sheet**

Category	2018	2019	2020	2021	2022
RET HLTH LIBRARY (RETIREE HEALTH LIBRARY)	4.54%	4.54%	4.54%	4.54%	4.54%
RET HLTH POLICE (RETIREE HEALTH POLICE)	18.21%	17.76%	17.24%	16.65%	15.97%
Employer FICA					
MEDICARE (Medicare Only)	1.45%	1.45%	1.45%	1.45%	1.45%
SOCSEC (Social Security & Medicare)	6.20%	6.20%	6.20%	6.20%	6.20%
TOTAL (Total)	7.65%	7.65%	7.65%	7.65%	7.65%
SOCSEC (OASDI Limit)	127200.00	127200.00	127200.00	127200.00	127200.00
Fiscal Wage Increase Factor					
SALARY 61ST ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY 61STHR ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY APACITY ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY APACOURT ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY APPOINTED ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY CITY ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY CITYMNGR ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY COMMSUPV ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY COURT ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY COURTPT ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY EXECPLAN ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY IAFF ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY LIBRMGT ()	1.00%	0.00%	0.00%	0.00%	0.00%
SALARY LIBRPT ()	1.00%	0.00%	0.00%	0.00%	0.00%
SALARY LIBRRF ()	1.00%	0.00%	0.00%	0.00%	0.00%
SALARY LIBRSUPV ()	1.00%	0.00%	0.00%	0.00%	0.00%
SALARY MGTNON ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY POLC1 ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY POLC2 ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY POLC4 ()	2.25%	2.00%	0.00%	0.00%	0.00%
SALARY POLC5 ()	2.25%	2.00%	0.00%	0.00%	0.00%
Unemployment Compensation					
UNE_FT (Unemployment FT)	0.14%	0.14%	0.14%	0.14%	0.14%
UNE_PPT (Unemployment PPT)	0.14%	0.14%	0.14%	0.14%	0.14%
UNE_PT (Unemployment PT)	3.79%	3.79%	3.79%	3.79%	3.79%

2018 Budget Input

Payroll Rate sheet

Category	2018	2019	2020	2021	2022
Monthly Parking Rates					
Government Center Ramp	163.00	167.00	172.00	177.16	177.16
GREIU Parking Rates	37.14	38.26	39.40	40.59	40.59
Mileage Rates	0.37	0.37	0.37	0.37	0.37
Recommended Appropriation Lapse (9959)					
General Fund (CBO will apply)	2.00%	2.00%	2.00%	2.00%	2.00%
District Court (Dept to apply lapse)	3.00%	3.00%	3.00%	3.00%	3.00%
Parking (Dept to apply lapse)	1.00%	1.00%	1.00%	1.00%	1.00%
Sewer (Dept to apply lapse)	1.00%	1.00%	1.00%	1.00%	1.00%
Water (Dept to apply lapse)	1.00%	1.00%	1.00%	1.00%	1.00%
IT Department (Dept to apply lapse)	1.00%	1.00%	1.00%	1.00%	1.00%
Facilities & Fleet Mgt. (Dept to apply lapse)	1.00%	1.00%	1.00%	1.00%	1.00%
All other Departments	0.00%	0.00%	0.00%	0.00%	0.00%

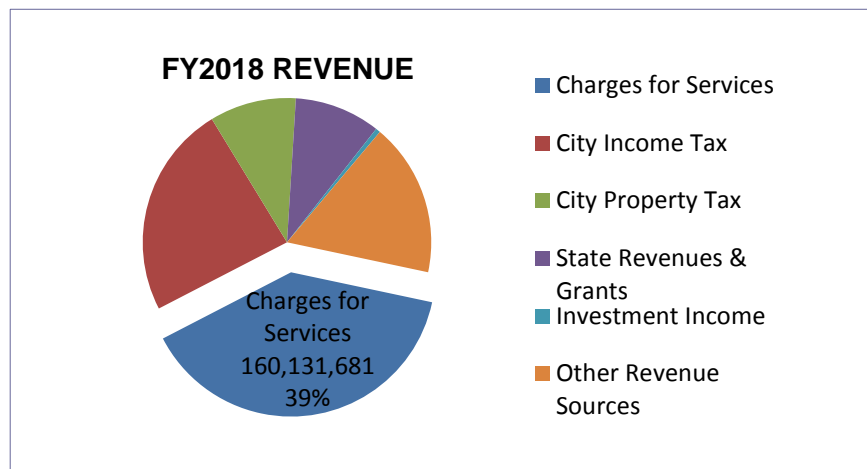
REVENUE OVERVIEW

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

The General Operating Fund (GOF) is where the City accounts for most tax supported activities. Several years ago City income tax and property tax revenues were 38.6% and 16.9% of total GOF revenues respectively, but more recently the proportionate shares were projected to be 58.7% and 10.1%. The shift to the more economically volatile Income Tax as the primary GOF revenue source has contributed, in part, to the ongoing GOF budget constraints. Also contributing to the City's economic challenges is the reduction in statutory revenue sharing program which has never fully recovered from earlier highs.

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

Group 1 - Charges for Services



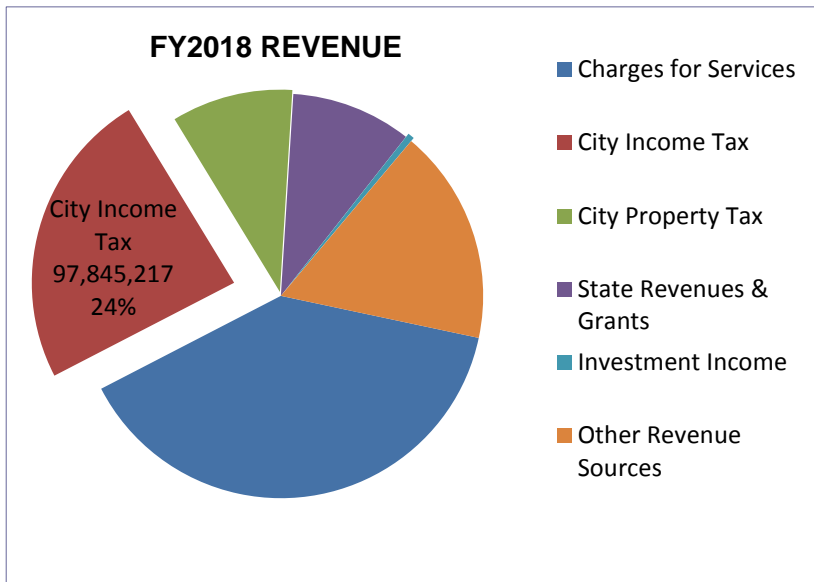
Charges for Services consist of revenues derived from charging the recipient for the product or service provided by the City. The majority of revenue from user charges is from the Enterprise Funds; Water Supply System, Sewage Disposal System, and Parking System. These systems are large operations serving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

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

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

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

Group 2 - City Income Taxes



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

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

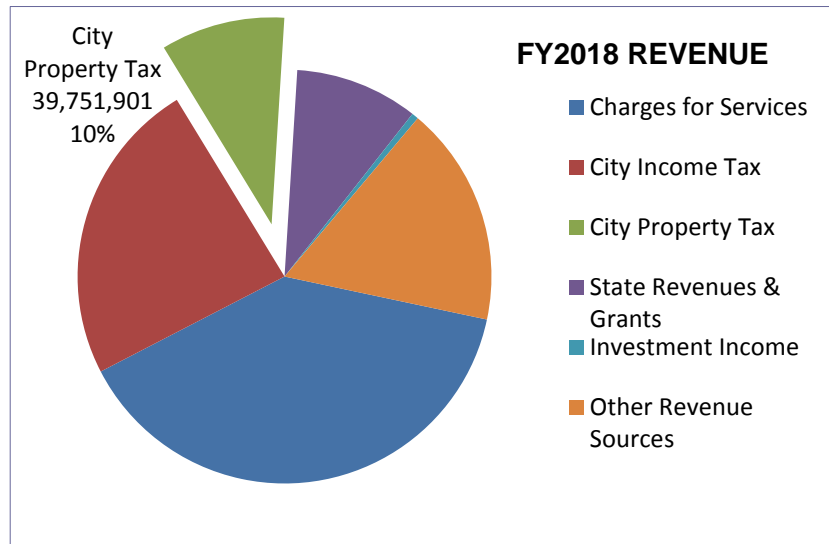
In 1995, the City's voters authorized an increase in the income tax from 1.0 % to 1.3% for residents and from 0.5% to 0.65% for non-residents effective January 1, 1996. In May, 2010 the City's electorate authorized a temporary increase in the income tax from 1.3% to 1.5% for residents and from 0.65%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

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

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

FY2016 year-end income tax revenues trended strongly above FY2015 revenues and that trend has continued into FY2017. Staff remain optimistic and confident that FY2017 will end the year up 6% over FY2016 results. Staff monitor actual income tax receipts weekly and also pay close attention to key economic indicators while making income tax receipt projections for future year Fiscal Plans.

Group 3 - City Property Taxes



Real Property Tax

Property taxes, currently the City's 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. Unfortunately, it can also allow property values to fall without a corresponding decrease in taxes. It should also be noted that new construction and transfers of ownership are exceptions to the cap.

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

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

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

City Property Taxes are generated by applying the approved millage rates to the taxable value of a property. One mill equals \$1.00 per \$1,000 of taxable property value. The taxable value of property may be less than or equal to but cannot exceed the property's SEV. Property tax revenues are deposited into the General Operating, Library, Capital

Reserve, Refuse Collection and Disposal, and Parks Millage funds.

Leading up to the 2007/2008 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. Since 2015, the City's taxable value has turned positive as the real estate market continues to improve, however Proposal A will continue to limit growth in property tax revenue.

Personal Property

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

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

The "Eligible Manufacturing Personal Property" exemption eliminates personal property taxes on personal property which is used either for industrial processing, or direct integrated

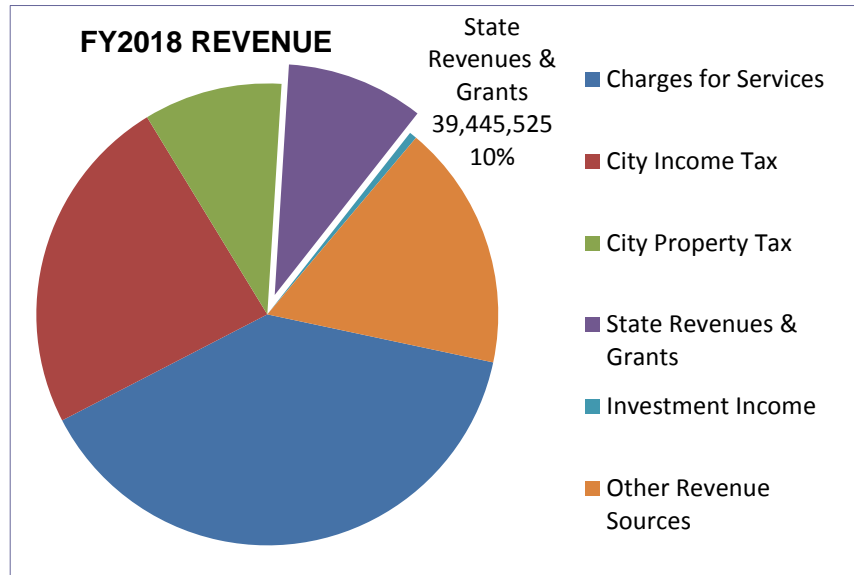
support of industrial processing. The exemption is phased in over several years beginning in 2016. By 2023, all eligible manufacturing personal property will be exempt in the State of Michigan.

Other features of the bills include a proportion of "Use Tax" revenues be redirected to local units of government to offset revenue losses caused by the exemptions; establishment of a "State Essential Services Assessment" which was levied against exempt personal property in 2016 with the revenue going to the State's general fund; and creation of the "Local Community Stabilization Authority" which will receive and disburse the local communities share of the State "Use Tax." Each municipality's percentage of general operating millage used to fund the cost of essential services (police, fire ambulance or jails) in the municipality's fiscal year ending in 2012 will be used in the calculation of each municipality's Local Community Stabilization Share Revenue Essential Services Distribution starting in 2016. The total amount projected to be received by the City for FY2018 for Essential Services is \$424,727.

City Property Tax Conclusion

The effects of the recovering real property market, combined with the expectation of 100% reimbursement for personal property exemption losses, are expected to result in slow and steady property tax revenue increases of slightly under 1%. Property taxes are also a key source of funding for most of the City's component units, including the Downtown Development Authority, the Monroe North Tax Increment Financing Authority, the Smart Zone Local Development Financing Authority, the Brownfield Redevelopment Authority, and the various corridor improvement districts.

Group 4 - State Revenues and Grants



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

State Grants

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

State Shared Revenues

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

Overall, State Revenue Sharing distributions are well below the highs received in 2002, primarily due to cuts in the statutory (now CVTRS) component of the revenue. The last several years have shown small increases in the Constitutional revenue sharing distributions while the CVTRS payments have remained constant over the last several years. Constitutional Revenue Sharing revenues are deposited to the General Administration Account and CVTRS revenues are split evenly between the General Fund and Capital Reserve Fund.

State Gas and Weight Taxes

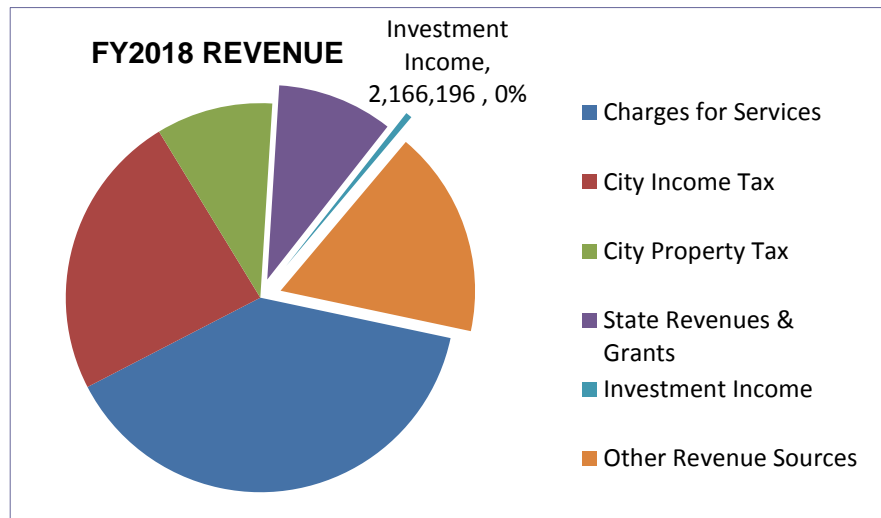
The Michigan Constitution provides that certain proceeds of taxes levied by the State on motor vehicle fuels and registered motor vehicles be deposited into the Michigan Transportation Fund. Revenues deposited into the Fund are allocated by a formula established under Public Act 51 of 1951, and transferred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

These funds (known as "Gas and Weight Taxes") are distributed to cities and villages, after certain deductions by the State, on the basis of population and mileage for the type of street when compared to the total for the State.

The City anticipates base Gas and Weight taxes to increase by 1% in FY2018. In addition the State of Michigan took action in 2016 (City's FY2017 and beyond) and passed legislation that increased gas and weight taxes, as well as registration and other fees which will provide increased revenues to municipalities across the state. Current estimates call for a phased in approach over the next 6 years which will increase revenues by approximately \$9 million annually to the City. The first \$6 million of the increased revenue will be allocated to Vital Streets as promised in the Investment Guidelines and any amounts exceeding \$6 million will be allocated between Capital and Operations proportionately.

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

Group 5 - Investment Earnings



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

- Bonds, securities, and other obligations of the United States or an agency or instrumentality of the United States.
- Certificates of deposit, savings accounts, deposit accounts, or depository receipts of a financial institution, subject to a variety of criteria.
- Commercial paper rated at the time of purchase within the two highest classifications established by not less than two of the standard ratings services and that matures not more than 270 days after date of purchase.
- United States or federal agency or instrumentality obligation repurchase agreements.
- Bankers' acceptances of United States Banks.
- Obligations of Michigan or any of its political subdivisions that at the time of purchase are rated as investment grade by not less than one standard rating service.
- Mutual funds registered under the federal Investment Company Act of 1940 (title I of chapter 686, 54 Stat. 789, 15 USC 80a-1 to 80a-3 and 80a-4 to 80a-64) composed of investment vehicles which are legal for

direct investment by local units of government in Michigan. These investments are also subject to a variety of criteria.

- Investment pools organized under the Local Government Investment Pools Act (Michigan Public Act 121 of 1985,) as amended, and/or organized under the Surplus Funds Investment Pool Act (Michigan Public Act 367 of 1982.) subject to a variety of criteria.

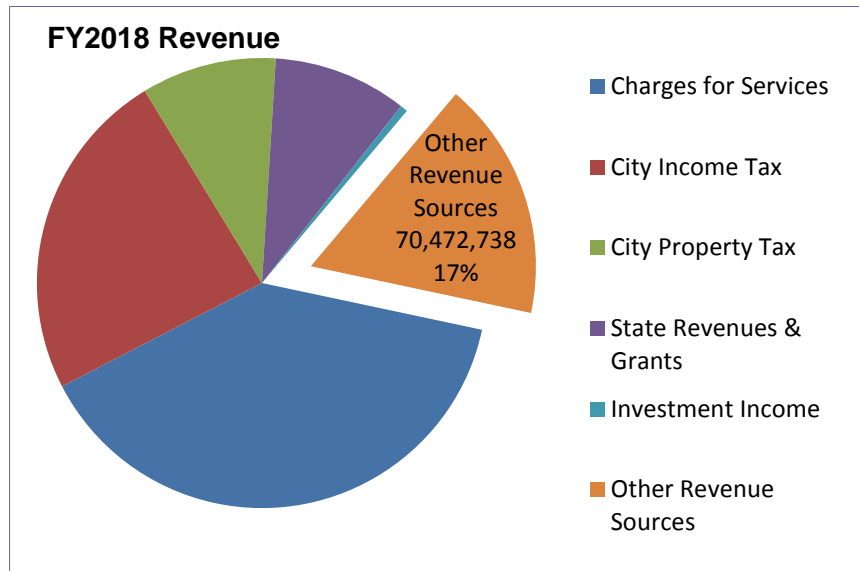
The above investment instruments and the cash balances in the City's checking accounts are subject to certain risks, as are all investment instruments. By restricting the investment options the City Treasurer has to the investment instruments listed above, State law and City code have greatly reduced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

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

other words, the City Treasurer may not place all of the City's "eggs" in one basket.

Over the last 18 months, the City took a different approach to investing excess cash balances. The City contracted with three third-party money managers and has been aggressively placing excess funds for more active management by these professional managers. This approach has been paying off with increased overall yields and the budget reflects those increased returns over the next several years.

Group 6 - Other Sources



A-87 Cost Allocation

Other sources of revenue include a multitude of minor items including funds transferred from non-General Operating Funds to the General Operating Fund for centralized support services

like human resources and accounting. The amounts are determined by the City's Cost Allocation Plan which is prepared in compliance with the requirements of 2 CFR Part 200, "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards."

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

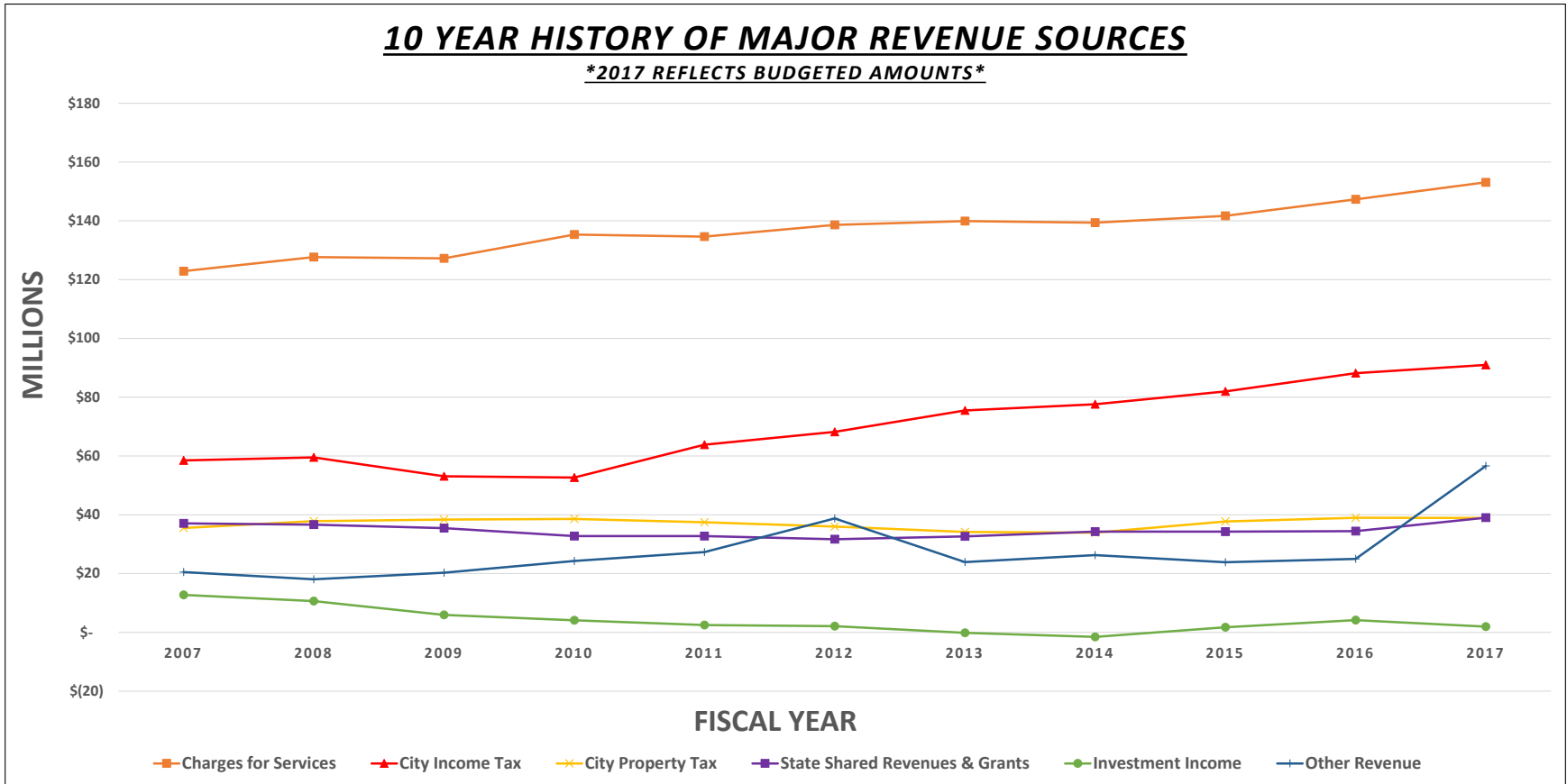
Grants

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

Fiduciary Funds

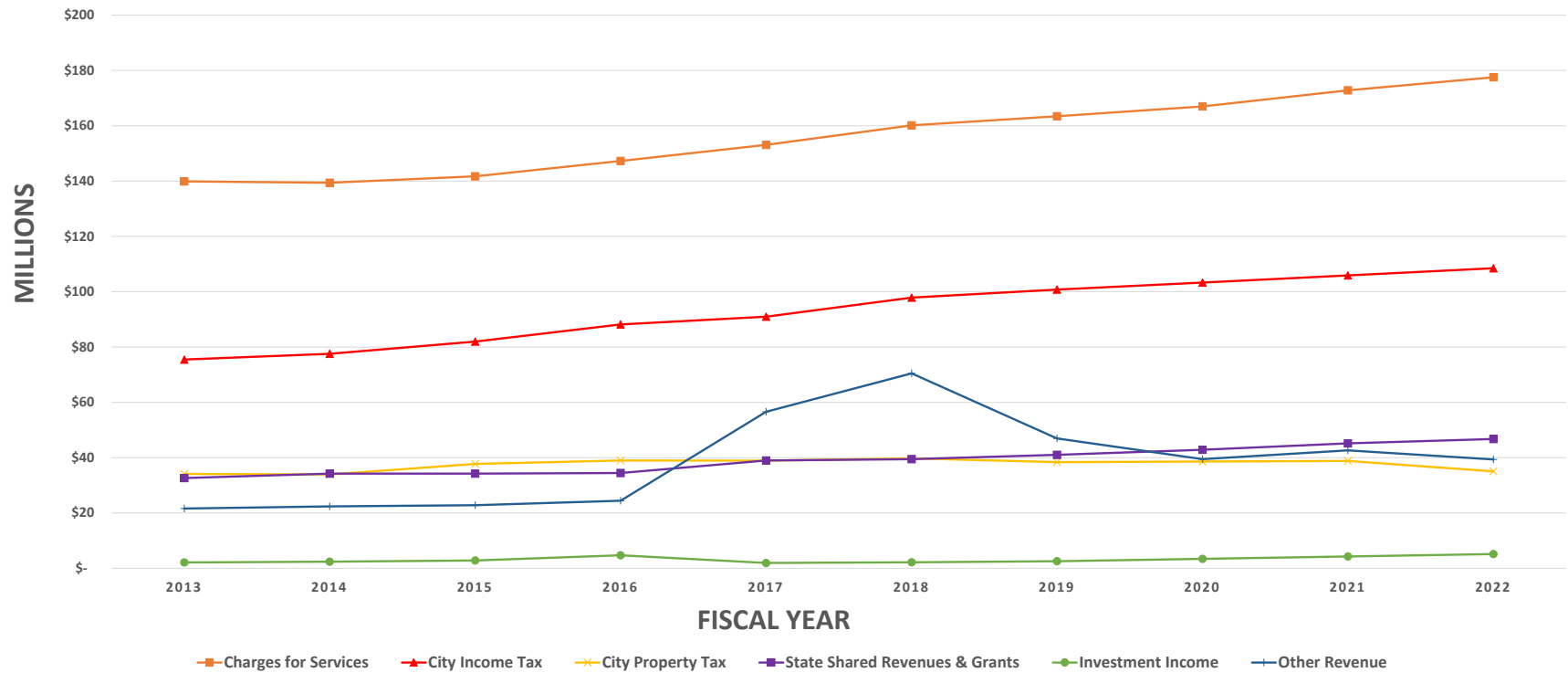
The total revenues of the City's budgeted funds include fiduciary funds. These funds are used to account for assets held in trust by the City for the benefit of individuals or other entities.

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



5 YEAR HISTORY AND 5 YEAR PROJECTION OF MAJOR REVENUE SOURCES

2017 REFLECTS BUDGETED AMOUNTS





CITY OF
GRAND
RAPIDS
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INTRODUCTION TO FUND SUMMARIES

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

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

GOVERNMENTAL FUND TYPES

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

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

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

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

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

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

PROPRIETARY FUND TYPES

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

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

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

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

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

Modified Accrual Basis of Budgeting and Accounting



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

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

Modified Accrual Basis

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

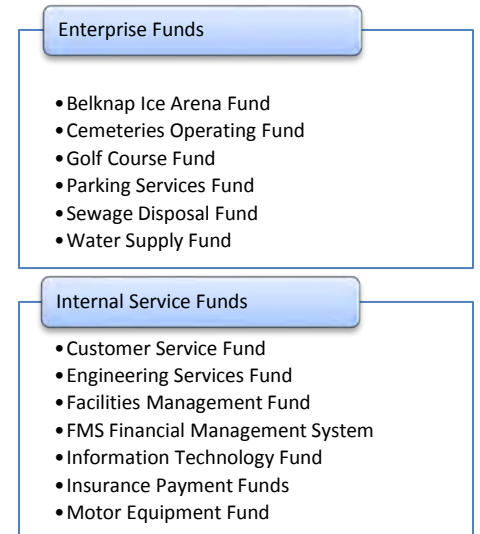
Accrual Basis

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

Difference between the City’s Budgetary Basis and Accounting Basis

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

Accrual Basis of Budgeting and Accounting



APPROVED APPROPRIATIONS BY SERVICE GROUP – JULY 1, 2017

TOTAL
\$528,907,424*

ADMINISTRATIVE SERVICES		\$ 35,505,972
• Administrative Services		\$ 2,727,740
• Human Resources		\$ 32,778,232
COMMUNITY SERVICES		\$ 82,645,486
• Community Development		\$ 19,949,792
• Public Services		\$ 62,695,694
DESIGN/DEVELOPMENT & ENTERPRISE SERVICES		\$193,293,737
• Design, Development & Community Engagement		\$ 11,516,650
• Engineering		\$ 9,421,669
• Enterprise Services		\$172,355,418
FISCAL SERVICES		\$ 70,339,144
• Facilities & Fleet Mangement		\$ 24,843,092
• Fiscal Services		\$ 31,226,080
• Technology & Change Management		\$ 8,047,672
• Treasury		\$ 3,497,430
• Comptroller's Office		\$ 2,724,870
PUBLIC SAFETY SERVICES		\$105,637,448
• Police		\$ 58,557,069
• Fire		\$ 30,793,985
• District Court		\$ 13,608,059
• City Attorney		\$ 2,678,335
OTHER SERVICES		\$ 29,471,542
• Public Library		\$ 12,612,675
• City Clerk		\$ 2,003,425
• Executive Office		\$ 14,855,442

Includes Fiduciary \$12,008,695
 Includes Other Activities \$5,400

CITY FUNDS BY CLASSIFICATION WITH APPROVED APPROPRIATIONS
JULY 1, 2017

GENERAL OPERATING	
General Operating Fund	\$ 137,112,916

SPECIAL REVENUE	
Affordable Housing	\$ 750,000
Budget Stabilization	-
Building Inspection	4,075,628
Community Dispatch	5,496,429
61st District Court	13,608,059
Drug Law Enforcement	564,778
Historical Commission	5,400
Metropolitan Enforcement Team (MET)	310,668
Federal Forfeitures - Department of Justice	66,000
Federal Forfeitures - Treasury Department	10,000
Economic Development Corporation (EDC)	587,332
Local Streets	6,304,895
Major Streets	19,567,053
Michigan Justice Training	55,000
Parks and Recreation	6,907,527
Parks Millage	3,988,521
Property Management	565,575
Public Library	12,559,643
Receivership Subfund	15,000
Refuse Collection	12,435,348
Sidewalk Repair	3,277,446
Transformation Fund	1,671,628
CRC-Rosa Activities	225,000
Vehicle Storage Facility	807,807
Vital Streets Local	893,229
Vital Streets Operating	25,790,428
	<u>\$ 120,538,394</u>

INTERNAL SERVICE	
Engineering Services	\$ 5,744,223
Facilities Operating	4,933,177
Facilities Capital	2,757,966
FMS Fund	602,500
Information Technology Operating	5,682,575
Information Technology Capital	990,664
3-1-1 Program	1,618,495
Insurance Health Subfund	25,528,024
Insurance Risk Management Subfund	4,312,747
Motor Equipment Operating	7,570,687
Motor Equipment Capital	5,434,571
	<u>\$ 65,175,629</u>

ENTERPRISE	
Auto Parking	\$ 29,894,874
Belknap Ice Arena	323,500
Cemetery Operating	1,295,688
Cemetery Golf Course	655,000
Sewage Disposal System	80,562,052
Water Supply System	49,827,840
	<u>\$ 162,558,954</u>

GRANTS	
Community Development Block Grant	\$ 4,560,210
Home Investment Partnership Program	1,165,829
Other Grants	126,457
Police Grants	1,038,819
	<u>\$ 6,891,315</u>

CAPITAL IMPROVEMENT	
Capital Reserve	\$ 12,718,858
Capital Improvement	6,714,649
Vital Streets Capital	5,092,619
	<u>\$ 24,526,126</u>

PERMANENT	
Cemetery Perpetual Care	\$ 42,363

FIDUCIARY (INFORMATIONAL)	
General Retiree Health Care	\$ 6,591,609
Police Officer Retiree Health Care	2,740,813
Firefighter Retiree Health Care	2,597,773
Library Retiree Health Care	131,532
	<u>\$ 12,061,727</u>

**CITY OF GRAND RAPIDS, MICHIGAN
COMBINED BUDGETED FUNDS
FISCAL YEAR 2018**

**STATEMENT OF REVENUES AND APPROPRIATIONS
July 1, 2017**

	GENERAL OPERATING	SPECIAL REVENUE	DEBT SERVICE	CAPITAL IMPROVEMENT	PERMANENT	FIDUCIARY	ENTERPRISE	INTER-FUND ELIMINATIONS	TOTAL ALL FUNDS	MEMORANDUM ONLY INTERNAL SERVICE FUNDS
REVENUES:										
401 Taxes	\$94,692,103	\$33,945,699	\$ -	\$8,974,316	\$ -	\$ -	\$ -	\$ -	\$137,612,118	\$ -
450 Licenses and Permits	2,905,809	3,291,338	-	-	-	-	89,360	-	6,286,507	96,500
500 Intergovernmental Revenues	18,054,110	26,923,177	-	2,644,539	-	-	-	-	47,621,826	1,108,596
600 Charges for Services	9,762,032	17,487,261	-	-	17,323	14,543,048	118,322,017	-	160,131,681	43,019,905
655 Fines and Forfeitures	2,157,000	513,000	-	-	-	-	1,287,733	-	3,957,733	-
664 Interest and Rents	617,716	620,826	-	25,747	43,433	2,652,689	1,761,548	-	5,721,959	12,255,937
671 Other Revenue	1,059,970	1,684,719	-	548,000	-	-	3,251,263	-	6,543,952	5,782,669
695 Other Financing Sources	8,272,780	26,557,669	-	11,298,337	108,917	-	62,822,352	(\$66,115,562)	42,944,493	-
From (To) Fund Balance	(408,604)	16,406,020	-	1,035,187	(127,310)	(5,134,010)	(24,975,319)	-	(13,204,036)	2,912,022
TOTAL REVENUES	\$137,112,916	\$127,429,709	\$0	24,526,126	\$42,363	\$12,061,727	\$162,558,954	(\$66,115,562)	\$397,616,233	\$65,175,629
APPROPRIATIONS:										
A110 Public Library	\$ -	\$12,559,643	\$ -	\$ -	\$ -	\$ 53,032	\$ -	(\$503,854)	\$12,108,821	\$ -
A120 Clerk's Office	2,003,425	-	-	-	-	-	-	-	2,003,425	-
A130 Executive Office	2,136,584	-	-	12,718,858	-	-	-	(7,025,666)	7,829,776	-
B210 Community Services	134,697	17,498,544	-	-	42,363	-	2,274,188	(2,280,206)	17,669,586	-
B220 Public Services	-	57,603,075	-	5,092,619	-	-	-	(10,435,516)	52,260,178	-
B230 Parks Operations	-	-	-	-	-	-	-	-	-	-
C310 Design Devt & Community Engag	5,759,501	5,757,149	-	-	-	-	-	(910,927)	10,605,723	-
C315 Economic Development	-	-	-	-	-	-	-	-	-	-
C320 Engineering	-	3,277,446	-	400,000	-	-	-	(1,281,564)	2,395,882	5,744,223
C330 Enterprise Services	5,307,065	6,596,455	-	1,269,712	-	-	159,182,186	(23,124,800)	149,230,618	-
D410 Human Resources	2,937,461	-	-	-	-	-	-	-	2,937,461	29,840,771
D420 Administrative Services	884,245	225,000	-	-	-	-	-	-	1,109,245	1,618,495
E510 Police	50,787,375	7,541,694	-	228,000	-	-	-	(338,742)	58,218,327	-
E520 Fire	29,863,932	-	-	930,053	-	-	-	(655,742)	30,138,243	-
E530 District Court	-	13,608,059	-	-	-	-	-	(345,643)	13,262,416	-
E540 Attorney's Office	2,678,335	-	-	-	-	-	-	-	2,678,335	-
F610 Facilities & Fleet Management	-	807,807	-	3,338,884	-	-	-	(182,810)	3,963,881	20,696,401
F620 Fiscal Services	29,554,452	1,671,628	-	-	-	-	-	(19,030,092)	12,195,988	-
F630 Technology & Change Mgmt	223,933	-	-	548,000	-	-	-	-	771,933	7,275,739
F640 Treasury	2,117,041	277,809	-	-	-	-	1,102,580	-	3,497,430	-
F650 Comptroller's Office	2,724,870	-	-	-	-	-	-	-	2,724,870	-
G110 Retirement Activities	-	-	-	-	-	12,008,695	-	-	12,008,695	-
G310 Other Activities	-	5,400	-	-	-	-	-	-	5,400	-
TOTAL APPROPRIATIONS	\$137,112,916	\$127,429,709	\$0	\$24,526,126	\$42,363	\$12,061,727	\$162,558,954	(\$66,115,562)	\$397,616,233	\$65,175,629

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2016 - 2018
JULY 1, 2017**

	GENERAL FUND			SPECIAL REVENUE FUNDS		
	2016 Actual	2017 Estimated	2018 Budget	2016 Actual	2017 Estimated	2018 Budget
FINANCIAL SOURCES:						
401 Taxes	\$ 85,985,531	\$ 90,390,191	\$ 94,692,103	\$ 32,250,893	\$ 33,063,611	\$ 33,945,699
450 Licenses and Permits	2,839,981	2,798,435	2,905,809	4,859,269	4,280,743	3,291,338
500 Intergovernmental Revenues	17,639,033	17,804,709	18,054,110	28,974,071	27,628,160	26,923,178
600 Charges for Services	9,859,593	9,448,925	9,762,032	16,385,667	16,568,326	17,487,261
655 Fines and Forfeitures	2,115,302	2,056,795	2,157,000	1,074,150	600,000	513,000
664 Interest and Rents	633,743	498,397	617,716	1,023,105	729,827	620,826
671 Other Revenue	994,870	850,410	1,059,970	2,318,293	2,832,995	1,684,718
695 Other Financing Sources	18,916,595	10,785,401	8,272,780	36,927,060	25,139,266	26,557,669
TOTAL SOURCES	\$ 138,984,648	\$ 134,633,263	\$ 137,521,520	\$ 123,812,508	\$ 110,842,928	\$ 111,023,689
EXPENDITURES:						
A110 Public Library	\$ -	\$ -	\$ -	\$ 11,082,736	\$ 11,961,463	\$ 12,559,643
A120 Clerk's Office	1,895,396	2,128,738	2,003,425	18,865	-	\$ -
A130 Executive Office	1,478,112	2,253,443	2,136,584	160	-	\$ -
B210 Community Services	171,608	129,773	134,697	16,514,415	18,193,697	\$ 17,498,544
B220 Public Services	-	-	-	34,446,454	38,844,521	\$ 57,603,075
B230 Parks Operations	-	-	-	-	-	\$ -
C310 Design Devt & Community Engagement	5,370,549	5,484,560	5,759,501	5,590,760	6,390,065	\$ 5,757,149
C315 Economic Development	-	-	-	-	-	\$ -
C320 Engineering	-	-	-	1,872,823	1,557,489	\$ 3,277,446
C330 Enterprise Services	5,060,053	5,901,268	5,307,065	5,708,106	5,927,790	\$ 6,596,455
D410 Human Resources	2,066,941	3,114,230	2,937,461	-	-	\$ -
D420 Administrative Services	596,804	742,129	884,245	2,585	-	\$ 225,000
E510 Police	47,523,319	49,397,721	50,787,375	8,126,999	8,687,018	\$ 7,541,694
E520 Fire	27,919,634	29,575,322	29,863,932	1,156,233	-	\$ -
E530 District Court	-	-	-	14,003,357	14,260,964	\$ 13,608,059
E540 Attorney's Office	2,531,862	2,489,948	2,678,335	-	-	\$ -
F610 Facilities & Fleet Management	-	-	-	620,218	691,322	\$ 807,807
F620 Fiscal Services	33,403,852	29,290,102	29,554,452	14,700,884	2,476,645	\$ 1,671,628
F630 Technology & Change Management	192,210	202,373	223,933	-	-	\$ -
F640 Treasury	1,929,378	2,152,922	2,117,041	59,286	191,801	\$ 277,809
F650 Comptroller's Office	2,437,361	2,927,558	2,724,870	-	-	\$ -
G310 Other Activities	-	-	-	1,302	5,400	\$ 5,400
TOTAL USES	\$ 132,577,079	\$ 135,790,087	\$ 137,112,916	\$ 113,905,183	\$ 109,188,175	\$ 127,429,709
Net Increase (Decrease) in Fund Balance	\$ 6,407,569	\$ (1,156,824)	\$ 408,604	\$ 9,907,325	\$ 1,654,753	\$ (16,406,020)
General Contingencies and Reserves	878,962	-	-	-	-	-
Fund Balance - July 1	15,101,671	22,388,202	21,231,378	55,475,057	65,382,382	67,037,135
Fund Balance - June 30	\$ 22,388,202	\$ 21,231,378	\$ 21,639,982	\$ 65,382,382	\$ 67,037,135	\$ 50,631,115

CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2016 - 2018
JULY 1, 2017

	DEBT SERVICE			CAPITAL IMPROVEMENT		
	2016 Actual	2017 Estimated	2018 Budget	2016 Actual	2017 Estimated	2018 Budget
FINANCIAL SOURCES:						
401 Taxes	\$ -	\$ -	\$ -	\$ 8,928,314	\$ 9,246,705	\$ 8,974,316
450 Licenses and Permits	-	-	-	-	-	-
500 Intergovernmental Revenues	-	-	-	3,267,893	5,703,487	2,644,539
600 Charges for Services	-	-	-	62,610	70,673	-
655 Fines and Forfeitures	-	-	-	-	-	-
664 Interest and Rents	-	-	-	247,343	19,356	25,747
671 Other Revenue	-	-	-	1,042,593	860,432	548,000
695 Other Financing Sources	-	-	-	40,659,888	18,866,284	11,298,337
TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 54,208,641	\$ 34,766,937	\$ 23,490,939
EXPENDITURES:						
A110 Public Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A120 Clerk's Office	-	-	-	75,000	-	-
A130 Executive Office	-	-	-	13,053,249	12,012,920	12,718,858
B210 Community Services	-	-	-	107,139	528,284	-
B220 Public Services	-	-	-	25,323,671	21,304,395	5,092,619
B230 Parks Operations	-	-	-	-	-	-
C310 Design Devt & Community Engagement	-	-	-	-	-	-
C315 Economic Development	-	-	-	-	-	-
C320 Engineering	-	-	-	1,003,545	567,062	400,000
C330 Enterprise Services	-	-	-	1,886,321	3,593,626	1,269,712
D410 Human Resources	-	-	-	-	-	-
D420 Administrative Services	-	-	-	-	-	-
E510 Police	-	-	-	919,898	871,119	228,000
E520 Fire	-	-	-	692,744	1,122,539	930,053
E530 District Court	-	-	-	-	-	-
E540 Attorney's Office	-	-	-	-	-	-
F610 Facilities & Fleet Management	-	-	-	1,199,533	2,680,579	3,338,884
F620 Fiscal Services	-	-	-	-	-	-
F630 Technology & Change Management	-	-	-	106,123	525,000	548,000
F640 Treasury	-	-	-	-	-	-
F650 Comptroller's Office	-	-	-	-	-	-
G310 Other Activities	-	-	-	-	-	-
TOTAL USES	\$ -	\$ -	\$ -	\$ 44,367,223	\$ 43,205,524	\$ 24,526,126
Net Increase (Decrease) in Fund Balance	\$ -	\$ -	\$ -	\$ 9,841,418	\$ (8,438,587)	\$ (1,035,187)
General Contingencies and Reserves	-	-	-	-	-	-
Fund Balance - July 1	-	-	-	5,755,056	15,596,474	7,157,887
Fund Balance - June 30	\$ -	\$ -	\$ -	\$ 15,596,474	\$ 7,157,887	\$ 6,122,700

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2016 - 2018
JULY 1, 2017**

	PERMANENT FUNDS			TOTAL GOVERNMENTAL FUNDS		
	2016	2017	2018	2016	2017	2018
	Actual	Estimated	Budget	Actual	Estimated	Budget
FINANCIAL SOURCES:						
401 Taxes	\$ -	\$ -	\$ -	\$ 127,164,738	\$ 132,700,507	\$ 137,612,118
450 Licenses and Permits	-	-	-	7,699,250	7,079,178	6,197,147
500 Intergovernmental Revenues	-	-	-	49,880,997	51,136,356	47,621,827
600 Charges for Services	31,180	17,211	17,323	26,339,050	26,105,135	27,266,616
655 Fines and Forfeitures	-	-	-	3,189,452	2,656,795	2,670,000
664 Interest and Rents	50,503	32,653	43,433	1,954,694	1,280,233	1,307,722
671 Other Revenue	-	-	-	4,355,756	4,543,837	3,292,688
695 Other Financing Sources	105,401	118,319	108,917	96,608,944	54,909,270	46,237,703
TOTAL SOURCES	\$ 187,084	\$ 168,183	\$ 169,673	\$ 317,192,881	\$ 280,411,311	\$ 272,205,821
EXPENDITURES:						
A110 Public Library	\$ -	\$ -	\$ -	\$ 11,082,736	\$ 11,961,463	\$ 12,559,643
A120 Clerk's Office	-	-	-	1,989,261	2,128,738	2,003,425
A130 Executive Office	-	-	-	14,531,521	14,266,363	14,855,442
B210 Community Services	69,018	94,284	42,363	16,862,180	18,946,038	17,675,604
B220 Public Services	-	-	-	59,770,125	60,148,916	62,695,694
B230 Parks Operations	-	-	-	-	-	-
C310 Design Devt & Community Engagement	-	-	-	10,961,309	11,874,625	11,516,650
C315 Economic Development	-	-	-	-	-	-
C320 Engineering	-	-	-	2,876,368	2,124,551	3,677,446
C330 Enterprise Services	-	-	-	12,654,480	15,422,684	13,173,232
D410 Human Resources	-	-	-	2,066,941	3,114,230	2,937,461
D420 Administrative Services	-	-	-	599,389	742,129	1,109,245
E510 Police	-	-	-	56,570,216	58,955,858	58,557,069
E520 Fire	-	-	-	29,768,611	30,697,861	30,793,985
E530 District Court	-	-	-	14,003,357	14,260,964	13,608,059
E540 Attorney's Office	-	-	-	2,531,862	2,489,948	2,678,335
F610 Facilities & Fleet Management	-	-	-	1,819,751	3,371,901	4,146,691
F620 Fiscal Services	-	-	-	48,104,736	31,766,747	31,226,080
F630 Technology & Change Management	-	-	-	298,333	727,373	771,933
F640 Treasury	-	-	-	1,988,664	2,344,723	2,394,850
F650 Comptroller's Office	-	-	-	2,437,361	2,927,558	2,724,870
G310 Other Activities	-	-	-	1,302	5,400	5,400
TOTAL USES	\$ 69,018	\$ 94,284	\$ 42,363	\$ 290,918,503	\$ 288,278,070	\$ 289,111,114
Net Increase (Decrease) in Fund Balance	\$ 118,066	\$ 73,899	\$ 127,310	\$ 26,274,378	\$ (7,866,759)	\$ (16,905,293)
General Contingencies and Reserves	(31,180)	-	-	847,782	-	-
Fund Balance - July 1	941,290	1,028,176	1,102,075	77,273,074	104,395,234	96,528,475
Fund Balance - June 30	\$ 1,028,176	\$ 1,102,075	\$ 1,229,385	\$ 104,395,234	\$ 96,528,475	\$ 79,623,182

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2016 - 2018
JULY 1, 2017**

	ENTERPRISE FUNDS		
	2016 Actual	2017 Estimated	2018 Budget
FINANCIAL SOURCES:			
401 Taxes	\$ -	\$ -	\$ -
450 Licenses and Permits	83,537	88,772	89,360
500 Intergovernmental Revenues	1,051,124	157	-
600 Charges for Services	110,927,435	115,665,423	118,322,017
655 Fines and Forfeitures	1,214,592	1,274,983	1,287,733
664 Interest and Rents	1,662,873	1,612,409	1,761,548
671 Other Revenue	(697,516)	1,073,519	3,251,263
695 Other Financing Sources	21,218,164	36,135,766	62,822,352
TOTAL SOURCES	<u>\$ 135,460,209</u>	<u>\$ 155,851,029</u>	<u>\$ 187,534,273</u>
EXPENDITURES:			
A110 Public Library	\$ -	\$ -	\$ -
A120 Clerk's Office	-	-	-
A130 Executive Office	-	-	-
B210 Community Services	4,653,079	2,642,917	2,274,188
B220 Public Services	-	-	-
B230 Parks Operations	-	-	-
C310 Design Devt & Community Engagement	-	-	-
C315 Economic Development Dept	-	-	-
C320 Engineering	-	-	-
C330 Enterprise Services	122,503,425	119,568,786	159,182,186
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	521,354	902,920	1,102,580
F650 Comptroller's Office	-	-	-
G310 Other Activities	-	-	-
TOTAL USES	<u>\$ 127,677,858</u>	<u>\$ 123,114,623</u>	<u>\$ 162,558,954</u>
Net Increase (Decrease) in Fund Balance	\$ 7,782,351	\$ 32,736,406	\$ 24,975,319
General Contingencies and Reserves	(19,283,500)	(19,901,968)	(20,824,687)
Fund Balance - July 1	102,984,858	91,483,709	104,318,147
Fund Balance - June 30	<u>\$ 91,483,709</u>	<u>\$ 104,318,147</u>	<u>\$ 108,468,779</u>

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2016 - 2018
JULY 1, 2017**

	INTERNAL SERVICE FUNDS		
	2016 Actual	2017 Estimated	2018 Budget
FINANCIAL SOURCES:			
401 Taxes	\$ -	\$ -	\$ -
450 Licenses and Permits	248,800	117,500	96,500
500 Intergovernmental Revenues	1,178,353	500,000	1,108,596
600 Charges for Services	42,922,671	42,569,752	43,019,905
655 Fines and Forfeitures	-	-	-
664 Interest and Rents	13,117,967	12,029,680	12,255,937
671 Other Revenue	5,292,048	5,593,951	5,782,669
695 Other Financing Sources	52,000	625,000	-
TOTAL SOURCES	<u>\$ 62,811,839</u>	<u>\$ 61,435,883</u>	<u>\$ 62,263,607</u>
EXPENDITURES:			
A110 Public Library	\$ -	\$ -	\$ -
A120 Clerk's Office	-	-	-
A130 Executive Office	-	-	-
B210 Community Services	-	-	-
B220 Public Services	-	-	-
B230 Parks Operations	-	-	-
C310 Design Devt & Community Engagement	-	-	-
C315 Economic Development Dept	-	-	-
C320 Engineering	4,403,035	5,210,985	5,744,223
C330 Enterprise Services	-	-	-
D410 Human Resources	24,576,860	29,921,787	29,840,771
D420 Administrative Services	1,389,323	1,598,494	1,618,495
E510 Police	-	-	-
E520 Fire	-	-	-
E530 District Court	-	-	-
E540 Attorney's Office	-	-	-
F610 Facilities & Fleet Management	16,210,286	22,061,800	20,696,401
F620 Fiscal Services	-	-	-
F630 Technology & Change Management	8,328,044	9,817,635	7,275,739
F640 Treasury	-	-	-
F650 Comptroller's Office	-	-	-
G310 Other Activities	-	-	-
TOTAL USES	<u>\$ 54,907,548</u>	<u>\$ 68,610,701</u>	<u>\$ 65,175,629</u>
Net Increase (Decrease) in Fund Balance	\$ 7,904,291	\$ (7,174,818)	\$ (2,912,022)
General Contingencies and Reserves	(1,011,709)	(274,777)	(210,526)
Fund Balance - July 1	44,577,230	51,469,812	44,020,217
Fund Balance - June 30	<u>\$ 51,469,812</u>	<u>\$ 44,020,217</u>	<u>\$ 40,897,669</u>

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2016 - 2018
JULY 1, 2017**

	FIDUCIARY FUNDS		
	2016 Actual	2017 Estimated	2018 Budget
REVENUES:			
401 Taxes	\$ -	\$ -	\$ -
450 Licenses and Permits	-	-	-
500 Intergovernmental Revenues	-	-	-
600 Charges for Services	17,359,166	14,102,990	14,543,048
655 Fines and Forfeitures	-	-	-
664 Interest and Rents	567,424	2,420,394	2,652,689
671 Other Revenue	-	-	-
695 Other Financing Sources	-	-	-
	<hr/>	<hr/>	<hr/>
TOTAL SOURCES	<u>\$ 17,926,590</u>	<u>\$ 16,523,384</u>	<u>\$ 17,195,737</u>
EXPENSES:			
A110 Public Library	\$ 166,227	\$ 90,409	\$ 53,032
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	10,924,621	11,183,722	12,008,695
	<hr/>	<hr/>	<hr/>
TOTAL USES	<u>\$ 11,090,848</u>	<u>\$ 11,274,131</u>	<u>\$ 12,061,727</u>
Net Increase (Decrease) in Fund Balance	\$6,835,742	\$5,249,253	\$5,134,010
General Contingencies and Reserves	-	-	-
Retained Earnings - July 1	41,095,946	47,931,688	53,180,941
	<hr/>	<hr/>	<hr/>
Retained Earnings - June 30	<u>\$ 47,931,688</u>	<u>\$ 53,180,941</u>	<u>\$ 58,314,951</u>

FUND DESCRIPTIONS

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

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

This fund may be used for the following purposes:

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

Major Revenue Source: Surplus revenues from the General Fund

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

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

FUND DESCRIPTIONS

Transformation Fund: This fund, a special revenue fund, is to account for the temporary income tax rate increase that was approved by voters in 2010. The income tax rate increase began in FY 2011 and ends after FY 2015; this is why the term temporary income tax rate increase is used. The money has been used to invest in elements of the transformation plans that resulted in rapid, tangible, monetary return on investment that helped fund the transformational process, and created leaner City services. Any remaining fund balance at the end of each year will be assigned to future transformational operations.

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

The FY2017 Fiscal Plan called for the closing of the Transformation Fund in FY2018. The FY2018 Fiscal Plan instead extends that timeframe by one year to FY2019. This will allow the City to continue to ensure revenues exceed expenditures in the General Operating Fund for the foreseeable future and sustain projects currently appropriated in the fund.

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
664-Investment Income & Rentals	0	67,809	67,809	0	0	0	0	0	0
695-Other Financing Sources	4,000,000	0	0	0	600,000	0	0	0	0
Budget Stabilization Total Revenues	4,000,000	67,809	67,809	0	600,000	0	0	0	0
Budget Stabilization NET INCOME (LOSS)	4,000,000	67,809	67,809	0	600,000	0	0	0	0
Beginning Fund Balance	8,948,835	12,948,835	12,948,835	12,948,835	12,948,835	13,548,835	13,548,835	13,548,835	13,548,835
Ending Fund Balance	12,948,835	13,016,644	13,016,644	12,948,835	13,548,835	13,548,835	13,548,835	13,548,835	13,548,835
GENERAL FUND OPERATING Total Expendi									
		Total GOF Expenditures		135,790,087	137,112,916	142,212,624	145,846,483	148,795,517	150,483,717
		Transfer to BSF		0	(600,000)	0	0	0	0
	128,577,079			135,790,087	136,512,916	142,212,624	145,846,483	148,795,517	150,483,717
		10% of GOF Expenditures		13,579,009	13,651,292	14,221,262	14,584,648	14,879,552	15,048,372
Reserve Targets:									
Operating Transfer from General Operating Fund	4,000,000			0	600,000	0	0	0	0
Interest Revenue (Treasurer)	0			0	0	0	0	0	0
Cumulative Budget Stabilization Fund Reserves	12,948,835			12,948,835	13,548,835	13,548,835	13,548,835	13,548,835	13,548,835
Percent of Total General Operating Fund Expenditures	10.1%			9.5%	9.9%	9.5%	9.3%	9.1%	9.0%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Projected Income Tax Growth Rate				6.2%	5.0%	3.0%	2.5%	2.8%	2.5%
Projected Property Tax Growth Rate				-0.5%	3.1%	0.7%	0.6%	0.6%	0.9%
REVENUE									
401-Taxes									
Income	72,474,550	74,754,064	74,754,064	76,953,231	80,839,040	83,264,212	85,345,817	87,708,818	89,901,538
Property	13,510,981	13,441,075	13,441,075	13,436,960	13,853,063	13,944,982	14,023,496	14,106,307	14,230,371
450-Licenses & Permits	2,839,981	3,328,105	3,328,105	2,798,435	2,905,809	2,940,291	2,969,736	2,999,030	3,034,205
501-Federal Grants	38,105	0	0	0	0	0	0	0	0
539-State Grants	17,600,928	18,209,669	18,209,669	17,804,709	18,054,110	18,316,870	18,578,248	18,844,872	19,112,285
600-Charges for Services	9,859,593	9,477,183	9,444,183	9,448,925	9,762,032	9,952,961	10,142,008	10,376,223	10,459,528
655-Fines & Forfeitures	2,115,302	2,047,000	2,047,000	2,056,795	2,157,000	2,258,000	2,360,000	2,361,000	2,362,000
664-Investment Income & Rentals	633,743	396,588	396,588	498,397	617,716	749,407	1,013,280	1,283,534	1,553,788
671-Other Revenues	994,870	802,493	812,493	850,410	1,059,970	969,975	980,179	1,092,725	963,342
695-Other Financing Sources	8,241,595	7,669,021	8,433,551	7,950,401	8,272,780	8,216,465	8,424,331	8,465,771	8,292,262
695 Transformation Fund	9,200,000	1,300,000	1,300,000	1,300,000	0	1,322,437	250,849	0	0
695 Principal Payment Rec'd on Gov't Center Ramp	1,475,000	1,535,000	1,535,000	1,535,000	0	0	1,595,000	1,030,000	0
GENERAL FUND OPERATING Total Revenue	138,984,648	132,960,198	133,701,728	134,633,263	137,521,520	141,935,600	145,682,944	148,268,280	149,909,319
EXPENDITURES									
GENERAL FUND OPERATING (GFGEN)									
701-Personal Services	82,057,554	87,383,966	87,789,016	86,992,297	89,319,630	93,886,005	96,372,243	98,253,018	99,221,024
751-Supplies	1,728,231	2,019,133	2,188,209	2,463,054	2,081,659	2,131,857	2,188,918	2,193,462	2,212,043
800-Other Services and Charges	21,132,408	23,475,292	25,055,092	23,918,919	23,784,471	24,011,471	24,465,241	25,123,305	25,839,990
970-Capital Outlays	462,800	919,328	947,766	911,256	754,273	791,629	804,125	820,354	828,765
990-Debt Service	324,357	112,662	112,662	113,596	58,318	56,872	60,258	60,258	60,258
995-Other Financing	16,157,508	14,581,202	14,845,126	14,702,289	14,692,135	15,342,084	15,806,032	16,068,074	16,044,591
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	0	1,178,482	0	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
995 Parks Subsidy (Maintenance of Effort)	5,414,222	5,738,676	5,738,676	5,738,676	5,922,430	6,142,706	6,299,666	6,427,046	6,427,046
995 Vital Streets	950,000	950,000	950,000	950,000	900,000	850,000	850,000	850,000	850,000
995 Community and Police Relations	0	0	0	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
995 Emerald Ash Borer Tree Removal and Replacement	350,000	0	0	0	0	0	0	0	0
995 Budget Stabilization Fund	4,000,000	0	0	0	600,000	0	0	0	0
GENERAL FUND OPERATING Total Expenditures	132,577,079	132,858,741	134,126,547	135,790,087	137,112,916	142,212,624	145,846,483	148,795,517	150,483,717
GF OPERATING REV OVER(UNDER) EXPENDITURES	6,407,569	101,457	(424,819)	(1,156,824)	408,604	(277,024)	(163,539)	(527,237)	(574,398)
Beginning Fund Balance	15,980,633	22,388,202	22,388,202	22,388,202	21,231,378	21,639,982	21,362,958	21,199,419	20,672,182
Ending Fund Balance	22,388,202	22,489,659	21,963,383	21,231,378	21,639,982	21,362,958	21,199,419	20,672,182	20,097,784
	16.9%	16.9%	16.4%	15.6%	15.8%	15.0%	14.5%	13.9%	13.3%
Assigned to Operations - 15% of Total Spending	19,886,562	19,928,811	20,118,982	20,368,513	20,566,937	21,331,894	21,876,972	22,319,328	22,572,558
Unassigned Fund Balance	2,501,640	2,560,848	1,844,401	862,865	1,073,045	31,065	(677,553)	(1,647,145)	(2,474,773)
Total	22,388,202	22,489,659	21,963,383	21,231,378	21,639,982	21,362,958	21,199,419	20,672,182	20,097,784
Unassigned Fund Balance as a % of Total Expenditures	1.9%	1.9%	1.4%	0.6%	0.8%	0.0%	-0.5%	-1.1%	-1.6%

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

Organization	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
1010 - General Fund Operating					
Revenues					
401 - Taxes	94,692,103	97,209,194	99,369,313	101,815,125	104,131,909
450 - Licenses & Permits	2,905,809	2,940,291	2,969,736	2,999,030	3,034,205
539 - State Grants	18,054,110	18,316,870	18,578,248	18,844,872	19,112,285
600 - Charges for Services	9,762,032	9,952,961	10,142,008	10,376,223	10,459,528
655 - Fines & Forfeitures	2,157,000	2,258,000	2,360,000	2,361,000	2,362,000
664 - Investment Income & Rentals	617,716	749,407	1,013,280	1,283,534	1,553,788
671 - Other Revenues	1,059,970	969,975	980,179	1,092,725	963,342
695 - Other Financing Sources	8,272,780	9,538,902	10,270,180	9,495,771	8,292,262
Total For Revenues	137,521,520	141,935,600	145,682,944	148,268,280	149,909,319
Total For 1010 - General Fund Operating	137,521,520	141,935,600	145,682,944	148,268,280	149,909,319

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

Organization	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
1010 - General Fund Operating - Revenues					
City Commission (101)					
600 - Charges for Services	375	375	375	375	375
671 - Other Revenues	0	0	0	0	0
Total For Revenues	375	375	375	375	375
Total For City Commission	375	375	375	375	375
Executive Office (172)					
671 - Other Revenues	480	480	480	480	480
695 - Other Financing Sources	302,423	75,000	75,000	75,000	75,000
Total For Revenues	302,903	75,480	75,480	75,480	75,480
Total For Executive Office	302,903	75,480	75,480	75,480	75,480
Comptroller (191)					
600 - Charges for Services	350	350	350	350	350
671 - Other Revenues	1,570	1,570	1,570	1,570	1,570
Total For Revenues	1,920	1,920	1,920	1,920	1,920
Total For Comptroller	1,920	1,920	1,920	1,920	1,920
Fiscal Services (212)					
671 - Other Revenues	39,423	39,423	39,423	1,560	1,560
Total For Revenues	39,423	39,423	39,423	1,560	1,560
Total For Fiscal Services	39,423	39,423	39,423	1,560	1,560
Clerk (215)					
450 - Licenses & Permits	185,000	185,000	185,000	185,000	185,000
501 - Federal Grants	0	0	0	0	0
539 - State Grants	0	0	0	0	0
600 - Charges for Services	89,500	92,500	95,000	102,500	105,000
671 - Other Revenues	100,000	0	0	140,000	0
Total For Revenues	374,500	277,500	280,000	427,500	290,000
Total For Clerk	374,500	277,500	280,000	427,500	290,000

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

Organization	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Treasurer (253)					
401 - Taxes	13,835,313	13,930,232	14,011,746	14,097,557	14,224,621
539 - State Grants	0	0	0	0	0
600 - Charges for Services	326,300	343,800	376,300	376,300	376,300
655 - Fines & Forfeitures	1,808,000	1,908,000	2,008,000	2,008,000	2,008,000
664 - Investment Income & Rentals	617,716	749,407	1,013,280	1,283,534	1,553,788
671 - Other Revenues	107,400	107,400	107,400	107,400	107,400
Total For Revenues	16,694,729	17,038,839	17,516,726	17,872,791	18,270,109
Total For Treasurer	16,694,729	17,038,839	17,516,726	17,872,791	18,270,109
Income Tax (255)					
401 - Taxes	80,839,040	83,264,212	85,345,817	87,708,818	89,901,538
539 - State Grants	0	0	0	0	0
Total For Revenues	80,839,040	83,264,212	85,345,817	87,708,818	89,901,538
Total For Income Tax	80,839,040	83,264,212	85,345,817	87,708,818	89,901,538
Assessor (257)					
600 - Charges for Services	30,250	30,250	30,250	30,250	30,250
671 - Other Revenues	600	600	600	600	600
Total For Revenues	30,850	30,850	30,850	30,850	30,850
Total For Assessor	30,850	30,850	30,850	30,850	30,850
General Administration (261)					
401 - Taxes	17,750	14,750	11,750	8,750	5,750
450 - Licenses & Permits	2,302,161	2,325,183	2,348,435	2,371,919	2,395,638
539 - State Grants	17,368,296	17,618,600	17,873,159	18,132,045	18,395,333
600 - Charges for Services	3,704,861	3,718,747	3,733,049	3,747,780	3,747,780
671 - Other Revenues	215,350	215,350	215,350	215,350	215,350
695 - Other Financing Sources	6,212,632	7,775,709	8,501,412	7,721,325	6,511,997
Total For Revenues	29,821,050	31,668,339	32,683,155	32,197,169	31,271,848
Total For General Administration	29,821,050	31,668,339	32,683,155	32,197,169	31,271,848

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

Organization	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Attorney (266)					
600 - Charges for Services	4,500	4,500	4,500	4,500	4,500
671 - Other Revenues	0	0	0	0	0
Total For Revenues	4,500	4,500	4,500	4,500	4,500
Total For Attorney	4,500	4,500	4,500	4,500	4,500
Admin Services Support (271)					
600 - Charges for Services	300	300	300	300	300
695 - Other Financing Sources	75,000	0	0	0	0
Total For Revenues	75,300	300	300	300	300
Total For Admin Services Support	75,300	300	300	300	300
Police (301)					
450 - Licenses & Permits	11,000	11,000	11,000	11,000	12,000
539 - State Grants	215,000	217,000	218,000	220,000	222,000
600 - Charges for Services	312,000	312,000	312,000	312,000	312,000
655 - Fines & Forfeitures	349,000	350,000	352,000	353,000	354,000
664 - Investment Income & Rentals	0	0	0	0	0
671 - Other Revenues	520,000	530,000	540,200	550,604	561,216
695 - Other Financing Sources	256,037	261,505	267,080	272,758	278,577
Total For Revenues	1,663,037	1,681,505	1,700,280	1,719,362	1,739,793
Total For Police	1,663,037	1,681,505	1,700,280	1,719,362	1,739,793
Fire (336)					
501 - Federal Grants	0	0	0	0	0
539 - State Grants	255,742	251,905	248,127	244,405	240,739
600 - Charges for Services	357,857	365,014	372,315	433,125	385,825
671 - Other Revenues	0	0	0	0	0
695 - Other Financing Sources	0	0	0	0	0
Total For Revenues	613,599	616,919	620,442	677,530	626,564
Total For Fire	613,599	616,919	620,442	677,530	626,564

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

Organization	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Street Lighting (448)					
501 - Federal Grants	0	0	0	0	0
539 - State Grants	0	0	0	0	0
600 - Charges for Services	1,900,000	1,947,355	1,996,584	2,053,485	2,098,352
671 - Other Revenues	75,000	75,000	75,000	75,000	75,000
Total For Revenues	1,975,000	2,022,355	2,071,584	2,128,485	2,173,352
Total For Street Lighting	1,975,000	2,022,355	2,071,584	2,128,485	2,173,352
Stormwater (533)					
450 - Licenses & Permits	311,428	320,771	324,800	328,400	336,596
501 - Federal Grants	0	0	0	0	0
539 - State Grants	215,072	229,365	238,962	248,422	254,213
600 - Charges for Services	73,486	75,072	77,605	81,377	81,377
671 - Other Revenues	0	0	0	0	0
Total For Revenues	599,986	625,208	641,367	658,199	672,186
Total For Stormwater	599,986	625,208	641,367	658,199	672,186
Planning (701)					
450 - Licenses & Permits	96,220	98,337	100,501	102,711	104,971
600 - Charges for Services	614,561	644,575	652,713	668,495	674,771
695 - Other Financing Sources	58,000	58,000	58,000	58,000	58,000
Total For Revenues	768,781	800,912	811,214	829,206	837,742
Total For Planning	768,781	800,912	811,214	829,206	837,742
Code Compliance (733)					
600 - Charges for Services	2,347,692	2,418,123	2,490,667	2,565,386	2,642,348
671 - Other Revenues	147	152	156	161	166
695 - Other Financing Sources	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688
Total For Revenues	3,716,527	3,786,963	3,859,511	3,934,235	4,011,202
Total For Code Compliance	3,716,527	3,786,963	3,859,511	3,934,235	4,011,202
Grand Total	137,521,520	141,935,600	145,682,944	148,268,280	149,909,319

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

Organization	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
1010 - General Fund Operating					
Expenditures					
701 - Personal Services	89,319,630	93,886,005	96,372,243	98,253,018	99,221,024
751 - Supplies	2,081,659	2,131,857	2,188,918	2,193,462	2,212,043
800 - Other Services and Charges	23,784,471	24,011,471	24,465,241	25,123,305	25,839,990
970 - Capital Outlays	754,273	791,629	804,125	820,354	828,765
990 - Debt Service	58,318	56,872	60,258	60,258	60,258
995 - Other Financing	21,114,565	21,334,790	21,955,698	22,345,120	22,321,637
Total For Expenditures	137,112,916	142,212,624	145,846,483	148,795,517	150,483,717
Total For 1010 - General Fund Operating	-137,112,916	-142,212,624	-145,846,483	-148,795,517	-150,483,717

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

Organization	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
1010 - General Fund Operating					
City Commission (101)					
Expenditures					
701 - Personal Services	470,973	494,259	515,478	532,703	543,002
751 - Supplies	300	300	300	300	300
800 - Other Services and Charges	26,439	26,736	27,039	27,340	27,750
Total For Expenditures	497,712	521,295	542,817	560,343	571,052
Total For City Commission	-497,712	-521,295	-542,817	-560,343	-571,052
Executive Office (172)					
701 - Personal Services	966,261	1,016,020	1,042,786	1,064,396	1,068,046
751 - Supplies	6,525	6,525	6,525	6,525	6,525
800 - Other Services and Charges	661,087	407,772	414,265	420,486	430,648
970 - Capital Outlays	5,000	0	5,000	0	5,000
Total For Expenditures	1,638,873	1,430,317	1,468,576	1,491,407	1,510,219
Total For Executive Office	-1,638,873	-1,430,317	-1,468,576	-1,491,407	-1,510,219
Comptroller (191)					
701 - Personal Services	1,674,540	1,758,315	1,797,561	1,832,680	1,846,944
751 - Supplies	35,525	35,525	35,525	35,525	35,525
800 - Other Services and Charges	1,014,805	1,006,833	1,039,045	1,083,940	1,157,704
Total For Expenditures	2,724,870	2,800,673	2,872,131	2,952,145	3,040,173
Total For Comptroller	-2,724,870	-2,800,673	-2,872,131	-2,952,145	-3,040,173
Fiscal Services (212)					
701 - Personal Services	1,200,345	1,258,557	1,285,262	1,304,277	1,310,089
751 - Supplies	15,500	15,500	15,500	15,500	15,500
800 - Other Services and Charges	655,494	671,684	688,041	709,697	744,546
Total For Expenditures	1,871,339	1,945,741	1,988,803	2,029,474	2,070,135
Total For Fiscal Services	-1,871,339	-1,945,741	-1,988,803	-2,029,474	-2,070,135

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

Organization	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Clerk (215)					
701 - Personal Services	1,394,962	1,518,984	1,637,968	1,613,722	1,556,271
751 - Supplies	76,350	85,100	106,350	91,350	84,100
800 - Other Services and Charges	527,113	536,532	584,174	565,324	568,859
970 - Capital Outlays	5,000	5,000	5,000	5,000	5,000
Total For Expenditures	2,003,425	2,145,616	2,333,492	2,275,396	2,214,230
Total For Clerk	-2,003,425	-2,145,616	-2,333,492	-2,275,396	-2,214,230
Information Technology (228)					
701 - Personal Services	169,852	150,104	151,110	152,043	152,789
751 - Supplies	1,000	1,000	1,000	1,000	1,000
800 - Other Services and Charges	51,581	53,140	55,458	56,554	57,041
970 - Capital Outlays	1,500	1,500	1,500	1,500	1,500
Total For Expenditures	223,933	205,744	209,068	211,097	212,330
Total For Information Technology	-223,933	-205,744	-209,068	-211,097	-212,330
Purchasing (233)					
701 - Personal Services	443,630	463,161	467,767	470,751	473,160
751 - Supplies	10,500	10,500	10,500	10,500	10,500
800 - Other Services and Charges	149,091	153,521	157,992	163,540	172,094
Total For Expenditures	603,221	627,182	636,259	644,791	655,754
Total For Purchasing	-603,221	-627,182	-636,259	-644,791	-655,754
Treasurer (253)					
701 - Personal Services	1,437,389	1,516,370	1,551,345	1,577,449	1,593,459
751 - Supplies	25,500	26,500	27,500	27,500	28,500
800 - Other Services and Charges	654,152	667,958	681,991	697,951	719,268
970 - Capital Outlays	0	0	0	0	0
Total For Expenditures	2,117,041	2,210,828	2,260,836	2,302,900	2,341,227
Total For Treasurer	-2,117,041	-2,210,828	-2,260,836	-2,302,900	-2,341,227

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

Organization	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Income Tax (255)					
701 - Personal Services	1,673,032	1,780,464	1,841,619	1,898,354	1,926,566
751 - Supplies	69,150	69,948	70,606	70,606	70,606
800 - Other Services and Charges	712,443	752,540	778,052	806,218	830,957
970 - Capital Outlays	77,000	55,000	55,000	55,000	55,000
Total For Expenditures	2,531,625	2,657,952	2,745,277	2,830,178	2,883,129
Total For Income Tax	-2,531,625	-2,657,952	-2,745,277	-2,830,178	-2,883,129
Assessor (257)					
701 - Personal Services	1,758,820	1,845,073	1,879,364	1,905,848	1,919,668
751 - Supplies	18,584	19,084	19,584	20,084	20,584
800 - Other Services and Charges	471,605	460,935	467,302	495,910	488,751
970 - Capital Outlays	10,100	9,100	10,100	9,100	10,100
Total For Expenditures	2,259,109	2,334,192	2,376,350	2,430,942	2,439,103
Total For Assessor	-2,259,109	-2,334,192	-2,376,350	-2,430,942	-2,439,103
General Administration (261)					
701 - Personal Services	4,000	4,000	4,000	4,000	4,000
751 - Supplies	10,000	10,000	10,000	10,000	10,000
800 - Other Services and Charges	2,340,540	2,394,125	2,448,331	2,505,757	2,557,931
990 - Debt Service	4,400	4,400	4,400	4,400	4,400
995 - Other Financing	23,430,218	23,547,974	24,065,959	24,416,447	24,352,092
Total For Expenditures	25,789,158	25,960,499	26,532,690	26,940,604	26,928,423
Total For General Administration	-25,789,158	-25,960,499	-26,532,690	-26,940,604	-26,928,423
Attorney (266)					
701 - Personal Services	2,332,977	2,466,930	2,546,236	2,579,351	2,592,066
751 - Supplies	50,250	50,250	50,250	50,250	50,250
800 - Other Services and Charges	293,108	300,572	307,734	315,497	325,097
970 - Capital Outlays	2,000	2,000	2,000	2,000	2,000
Total For Expenditures	2,678,335	2,819,752	2,906,220	2,947,098	2,969,413
Total For Attorney	-2,678,335	-2,819,752	-2,906,220	-2,947,098	-2,969,413

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

Organization	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Human Resources (270)					
701 - Personal Services	1,740,288	1,842,381	1,897,337	1,941,657	1,956,424
751 - Supplies	30,000	30,000	30,000	30,000	30,000
800 - Other Services and Charges	1,167,173	1,247,814	999,405	1,055,468	1,052,178
970 - Capital Outlays	0	0	0	0	0
Total For Expenditures	2,937,461	3,120,195	2,926,742	3,027,125	3,038,602
Total For Human Resources	-2,937,461	-3,120,195	-2,926,742	-3,027,125	-3,038,602
Admin Services Support (271)					
701 - Personal Services	510,137	542,992	562,484	575,913	579,528
751 - Supplies	18,075	18,075	14,075	14,075	14,075
800 - Other Services and Charges	356,033	255,168	259,834	265,368	273,291
Total For Expenditures	884,245	816,235	836,393	855,356	866,894
Total For Admin Services Support	-884,245	-816,235	-836,393	-855,356	-866,894
Police (301)					
701 - Personal Services	41,292,112	43,720,679	44,829,876	45,798,539	46,318,884
751 - Supplies	840,507	859,055	877,629	895,808	914,307
800 - Other Services and Charges	8,498,194	8,692,085	8,928,124	9,106,169	9,339,715
970 - Capital Outlays	156,562	164,750	153,900	156,600	159,300
995 - Other Financing	0	0	0	0	0
Total For Expenditures	50,787,375	53,436,569	54,789,529	55,957,116	56,732,206
Total For Police	-50,787,375	-53,436,569	-54,789,529	-55,957,116	-56,732,206
Fire (336)					
701 - Personal Services	26,127,135	27,045,451	27,724,902	28,225,995	28,539,133
751 - Supplies	274,668	282,662	288,264	293,979	299,811
800 - Other Services and Charges	2,275,858	2,370,726	2,443,894	2,514,085	2,596,969
970 - Capital Outlays	476,611	533,779	551,125	560,654	570,365
990 - Debt Service	53,918	52,472	55,858	55,858	55,858
995 - Other Financing	655,742	757,406	859,500	898,282	938,999
Total For Expenditures	29,863,932	31,042,496	31,923,543	32,548,853	33,001,135
Total For Fire	-29,863,932	-31,042,496	-31,923,543	-32,548,853	-33,001,135

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

Organization	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Street Lighting (448)					
701 - Personal Services	1,241,505	1,304,471	1,336,746	1,367,330	1,379,298
751 - Supplies	526,550	538,908	552,130	546,280	546,280
800 - Other Services and Charges	2,441,837	2,480,074	2,528,175	2,549,682	2,574,238
970 - Capital Outlays	10,000	10,000	10,000	20,000	10,000
Total For Expenditures	4,219,892	4,333,453	4,427,051	4,483,292	4,509,816
Total For Street Lighting	-4,219,892	-4,333,453	-4,427,051	-4,483,292	-4,509,816
Environmental Services (527)					
800 - Other Services and Charges	0	0	0	0	0
Total For Expenditures	0	0	0	0	0
Total For Environmental Services	0	0	0	0	0
Stormwater (533)					
701 - Personal Services	661,736	704,966	730,877	749,523	758,946
751 - Supplies	7,700	7,950	8,205	9,205	9,205
800 - Other Services and Charges	353,643	396,101	491,151	593,342	702,085
970 - Capital Outlays	7,500	7,500	7,500	7,500	7,500
995 - Other Financing	21,999	22,659	23,339	23,339	23,339
Total For Expenditures	1,052,578	1,139,176	1,261,072	1,382,909	1,501,075
Total For Stormwater	-1,052,578	-1,139,176	-1,261,072	-1,382,909	-1,501,075
Parking (546)					
701 - Personal Services	0	0	0	0	0
751 - Supplies	0	0	0	0	0
800 - Other Services and Charges	34,595	36,753	38,440	39,367	40,036
Total For Expenditures	34,595	36,753	38,440	39,367	40,036
Total For Parking	-34,595	-36,753	-38,440	-39,367	-40,036
Community Development Services (694)					
701 - Personal Services	116,246	120,720	121,904	122,977	123,907
751 - Supplies	1,400	1,400	1,400	1,400	1,400
800 - Other Services and Charges	17,051	17,628	18,188	18,831	19,721
970 - Capital Outlays	0	0	0	0	0
Total For Expenditures	134,697	139,748	141,492	143,208	145,028
Total For Community Development Services	-134,697	-139,748	-141,492	-143,208	-145,028

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

Organization	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Planning (701)					
701 - Personal Services	1,588,929	1,673,972	1,713,887	1,740,021	1,751,901
751 - Supplies	22,575	22,575	22,575	22,575	22,575
800 - Other Services and Charges	448,514	432,760	439,295	447,357	458,389
970 - Capital Outlays	1,000	1,000	1,000	1,000	1,000
995 - Other Financing	6,606	6,751	6,900	7,052	7,207
Total For Expenditures	2,067,624	2,137,058	2,183,657	2,218,005	2,241,072
Total For Planning	-2,067,624	-2,137,058	-2,183,657	-2,218,005	-2,241,072
Code Compliance (733)					
701 - Personal Services	2,514,761	2,658,137	2,733,736	2,795,490	2,826,944
751 - Supplies	41,000	41,000	41,000	41,000	41,000
800 - Other Services and Charges	634,115	650,014	669,311	685,422	702,722
970 - Capital Outlays	2,000	2,000	2,000	2,000	2,000
995 - Other Financing	500,000	500,000	500,000	500,000	500,000
Total For Expenditures	3,691,876	3,851,151	3,946,047	4,023,912	4,072,666
Total For Code Compliance	-3,691,876	-3,851,151	-3,946,047	-4,023,912	-4,072,666
Long Term Debt (907)					
995 - Other Financing	-3,500,000	-3,500,000	-3,500,000	-3,500,000	-3,500,000
Total For Expenditures	-3,500,000	-3,500,000	-3,500,000	-3,500,000	-3,500,000
Total For Long Term Debt	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Grand Total	-137,112,916	-142,212,624	-145,846,483	-148,795,517	-150,483,717

DEPARTMENT 261 - GENERAL ADMINISTRATION - REVENUES									
INTERGOVERNMENTAL REVENUES		FY17 ADOPTED	FY17 AMENDED	FY17 ESTIMATE	FY18 REQUEST	FY19	FY20	FY21	FY22
261/2000/1010/5741	State Shared Revenues (0.50% growth)	14,875,216	14,875,216	14,395,541	14,723,757	14,974,061	15,228,620	15,487,506	15,750,794
261/2000/1010/5741	CVTS Revenues & Internet Sales Tax	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539
INTERGOVERNMENTAL REVENUES SUBTOTAL:		\$ 17,519,755	\$ 17,519,755	\$ 17,040,080	\$ 17,368,296	\$ 17,618,600	\$ 17,873,159	\$ 18,132,045	\$ 18,395,333
CHARGES FOR SERVICES		FY17 ADOPTED	FY17 AMENDED	FY17 ESTIMATE	FY18 REQUEST	FY19	FY20	FY21	FY22
261/1020/1010/4770	Cable Consent Fees	\$ 2,684,656	\$ 2,684,656	\$ 2,279,368	\$ 2,302,161	\$ 2,325,183	\$ 2,348,435	\$ 2,371,919	\$ 2,395,638
261/2000/1010/6260	Steam Franchise	55,000	55,000	55,749	55,000	55,000	55,000	55,000	55,000
261/8000/1010/6260	One North Division	3,636,379	3,636,379	3,636,379	3,649,861	3,663,747	3,678,049	3,692,780	3,692,780
CHARGES FOR SERVICES SUBTOTAL:		\$ 6,376,035	\$ 6,376,035	\$ 5,971,496	\$ 6,007,022	\$ 6,043,930	\$ 6,081,484	\$ 6,119,699	\$ 6,143,418
OTHER REVENUE		FY17 ADOPTED	FY17 AMENDED	FY17 ESTIMATE	FY18 REQUEST	FY19	FY20	FY21	FY22
261/1020/1010/6743	Tax donations - Veteran flags	-	7,000	7,000	7,000	7,000	7,000	7,000	7,000
261/1020/1010/6871	Kent County - Veteran flags	-	2,350	2,350	2,350	2,350	2,350	2,350	2,350
261/1020/1010/6871	MI Indigent Defense Commission Reimbursement	-	-	-	206,000	206,000	206,000	206,000	206,000
261/1020/1010/4260	Payment in Lieu of Taxes from GVSU for Belknap Properties (NOBL)	25,000	25,000	20,750	17,750	14,750	11,750	8,750	5,750
OTHER REVENUE SUBTOTAL:		\$ 34,350	\$ 34,350	\$ 30,100	\$ 233,100	\$ 230,100	\$ 227,100	\$ 224,100	\$ 221,100
OTHER FINANCING SOURCES		FY17 ADOPTED	FY17 AMENDED	FY17 ESTIMATE	FY18 REQUEST	FY19	FY20	FY21	FY22
261/2000/1010/6992	Contributions from Other Funds A87	5,843,371	5,843,371	5,877,968	6,353,827	6,139,552	6,262,343	6,387,590	6,515,342
261/2000/1010/6992	DDA A87	(34,597)	(34,597)	(34,597)	-	-	-	-	-
261/2000/1010/6992	CD Grants A87	(231,787)	(231,787)	(231,787)	(185,310)	(189,016)	(192,797)	(196,652)	(200,586)
261/2000/1010/6992	MI Justice Training Grant A87	(2,751)	(2,751)	(2,751)	(2,378)	(2,426)	(2,474)	(2,524)	(2,574)
261/2000/1010/6992	Property Mgt- Receivership A87	(444)	(444)	(444)	(540)	(551)	(562)	(573)	(585)
261/2000/1010/6992	Drug Law Enforcement Grant A87	(27,395)	(27,395)	(27,395)	(25,629)	(26,142)	(26,664)	(27,198)	(27,742)
261/2000/1010/6992	Transformation Fund A87	(5,262)	(5,262)	(5,262)	(6,766)	(6,901)	(7,039)	(7,180)	(7,324)
261/2000/1010/6992	Act 175 Debt Retirement A87	(467)	(467)	(467)	-	-	-	-	-
261/2000/1010/6992	Belknap Ice Arena A87	(12,666)	(12,666)	(12,666)	(13,341)	(13,608)	(13,880)	(14,158)	(14,441)
261/2000/1010/6992	GR Building Authority A87	(6,079)	(6,079)	(6,079)	(8,341)	(8,508)	(8,678)	(8,852)	(9,029)
261/2000/1010/6992	Uptown Business Improvement District A-87	(2,907)	(2,907)	(2,907)	(3,515)	(3,585)	(3,657)	(3,730)	(3,805)
261/2000/1010/6992	Historical Commission A87	(1,227)	(1,227)	(1,227)	(2,711)	(2,765)	(2,821)	(2,877)	(2,934)
261/2000/1010/6992	Other Grants A87	(28,126)	(28,126)	(28,126)	(13,915)	(14,193)	(14,477)	(14,767)	(15,062)
261/2000/1010/6992	Police Grant A87	(63,729)	(63,729)	(63,729)	(66,692)	(68,026)	(69,386)	(70,774)	(72,190)
261/2000/1010/6992	Fire Grant A87	(5,444)	(5,444)	(5,444)	(5,271)	(5,376)	(5,484)	(5,594)	(5,705)
261/2000/1010/6992	Vital Streets - Bonds - A-87	(31,253)	(31,253)	(31,253)	(83,428)	(85,097)	(86,798)	(88,534)	(90,305)
261/2000/1010/6992	Vital Streets - Non-Bond - A-87	(2,343)	(2,343)	(2,343)	(3,449)	(3,518)	(3,588)	(3,660)	(3,733)
261/2000/1010/6992	Vital Streets - Operating - A-87	(972)	(972)	(972)	(7,747)	(7,902)	(8,060)	(8,221)	(8,396)
261/2000/1010/6992	Major Streets - A-87	(35,445)	(35,445)	(35,445)	(17,712)	(18,066)	(18,428)	(18,796)	(19,172)
261/2000/1010/6991	Government Center Ramp Sale Principal as scheduled	1,535,000	1,535,000	1,535,000	-	-	1,595,000	1,030,000	-
261/2000/1010/6991	Government Center Ramp Sale Interest as scheduled	166,400	166,400	166,400	-	-	105,000	41,200	-
261/2000/1010/6991	Transfers in from Transformation Fund	1,300,000	1,300,000	1,300,000	-	1,322,437	250,849	-	-
261/2000/1010/6995	Repayment of Loan to GOF from Refuse Fund	-	-	-	55,950	522,200	508,213	494,225	480,238
261/2000/1010/6995	Repayment of Loan to GOF from Parks Millage Fund	252,000	252,000	252,000	249,600	247,200	244,800	242,400	-
OTHER FINANCING SOURCES SUBTOTAL:		\$ 8,603,877	\$ 8,603,877	\$ 8,638,474	\$ 6,212,632	\$ 7,775,709	\$ 8,501,412	\$ 7,721,325	\$ 6,511,997
GRAND TOTAL:		\$ 32,534,017	\$ 32,534,017	\$ 31,680,150	\$ 29,821,050	\$ 31,668,339	\$ 32,683,155	\$ 32,197,169	\$ 31,271,848

GENERAL ADMINISTRATION - DEPARTMENT 261 - EXPENDITURES

PERSONAL SERVICES			PERSONAL SERVICES			FY17	FY17	FY17	FY18	FORECAST		
			ADOPTED	AMENDED	ESTIMATE	REQUEST	FY19	FY20	FY21	FY22		
261/1020/1010	7120	Pension - Supplemental	\$ 7,000	\$ 7,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
PERSONAL SERVICES SUBTOTAL:			\$ 7,000	\$ 7,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
SUPPLIES			SUPPLIES			FY17	FY17	FY17	FY18	FORECAST		
			REQUEST	AMENDED	ESTIMATE	REQUEST	FY19	FY20	FY21	FY22		
261/1020/1010	7520	Flags - Memorial Day Grave Decoration	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
SUPPLIES SUBTOTAL:			\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
OTHER SERVICES & CHARGES			OTHER SERVICES & CHARGES			FY17	FY17	FY17	FY18	FORECAST		
			REQUEST	AMENDED	ESTIMATE	REQUEST	FY19	FY20	FY21	FY22		
261/1020/1010	9460	Engineering Non-Project Costs	189,000	189,000	100,158	102,161	104,204	106,288	108,414	110,583		
261/1020/1010	8010	ACSET - Administrative	115,900	115,900	115,900	115,900	115,900	115,900	115,900	115,900		
261/1020/1010	8010	ACSET - Operating Support	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		
261/1020/1010	8010	Act 425 Agreement / Oakleigh Woods	6,165	6,165	7,080	7,080	7,080	7,080	7,080	7,080		
261/1020/1010	8010	Act 425 Agreement / Steelcase	10,850	10,850	19,408	19,408	19,408	19,408	19,408	19,408		
261/1020/1010	8010	Act 425 / Walker Industrial	-	-	-	20,000	40,000	60,000	80,000	100,000		
261/1020/1010	8010	Area Agency on Aging of Western Michigan	3,798	3,798	3,798	3,798	3,798	3,798	3,798	3,798		
261/1020/1010	8010	Consultant Services - State and other	137,429	100,679	100,679	78,552	80,908	83,335	85,836	88,411		
261/1020/1010	8010	Consultant Services - Remodel Purchasing Process	75,000	75,000	75,000	-	-	-	-	-		
261/1020/1010	8010	Consultant Services - Code Compliance	75,000	75,000	75,000	-	-	-	-	-		
261/1020/1010	8010	Consultant Services - Organizational Effectiveness Reviews	-	-	-	-	-	-	-	-		
261/1020/1010	8010	Emergency Management/Kent County Contract	74,837	74,837	74,837	75,585	75,585	75,585	75,585	75,585		
261/1020/1010	8010	Grand Rapids Cable Access Center	607,460	607,460	607,460	625,683	644,454	663,788	683,701	704,212		
261/1020/1010	8010	MI Indigent Defense Commission	-	-	-	206,000	206,000	206,000	206,000	206,000		
261/1020/1010	8010	Music Licensing	6,359	6,359	6,359	6,359	6,359	6,359	6,359	6,359		
261/1020/1010	8010	Grand Rapids Sister Cities	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000		
261/1020/1010	8010	Grand Valley Metro Council / GRETS	115,000	115,000	114,525	115,000	115,000	115,000	115,000	115,000		
261/1020/1010	8010	Grand Valley State University Research & Support	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000		
261/1020/1010	8010	Independent Financial Audit	128,750	128,750	128,750	135,188	141,947	149,044	156,496	164,321		
261/1020/1010	8010	Right Place - General Support	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		
261/1020/1010	8010	LEAN Training and Implementation	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000		
261/1020/1010	8010	Mayor's Innovation Project	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000		
261/1020/1010	8010	West Shore Services	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000		
261/1020/1010	8010	NOBL for Belknap Lookout Neighborhood	25,000	25,000	20,750	17,750	14,750	11,750	8,750	5,750		
261/1020/1010	9000	Printing and Publishing	800	800	815	815	815	815	815	815		
261/1020/1010	9430	Emergency Operations Center Subsidy	9,806	9,806	9,806	9,588	10,002	10,384	10,689	10,753		
261/1020/1010	9150	Michigan Municipal League	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000		
261/1020/1010	9150	National League of Cities	11,535	11,535	11,535	11,535	11,535	11,535	11,535	11,535		
261/1020/1010	9150	U.S. Conference of Mayors	12,242	12,242	12,242	12,242	12,242	12,242	12,242	12,242		
261/1020/1010	9150	West MI Regional Planning	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000		
261/2000/1010	9980/9550	Administrative Adjustment for Position Removals per Commission	(1,542)	(1,542)	(1,542)	-	-	-	-	-		
261/6000/1010	8010	Promotional and Advertising	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		
261/8000/1010	8010	One North Division (Contractual Services)	502,815	502,815	502,815	506,830	510,965	515,224	519,610	524,129		
261/8000/1010	9630	One North Division (Property Taxes)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000		
261/8000/1010	9930	One North Division (Paying Agent Fees)	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400		
OTHER SERVICES & CHARGES SUBTOTAL:			\$ 2,360,604	\$ 2,323,854	\$ 2,239,775	\$ 2,323,873	\$ 2,375,352	\$ 2,427,936	\$ 2,484,618	\$ 2,536,281		
DEBT SERVICE			DEBT SERVICE			FY17	FY17	FY17	FY18	FORECAST		
			REQUEST	AMENDED	ESTIMATE	REQUEST	FY19	FY20	FY21	FY22		
261/8000/1010	9951	One North Division (Debt Service)	2,817,508	2,817,508	2,817,508	2,819,137	2,820,092	2,818,175	2,817,867	2,819,413		
DEBT SERVICE SUBTOTAL:			\$ 2,817,508	\$ 2,817,508	\$ 2,817,508	\$ 2,819,137	\$ 2,820,092	\$ 2,818,175	\$ 2,817,867	\$ 2,819,413		
APPROPRIATION LAPSE			APPROPRIATION LAPSE			FY17	FY17	FY17	FY18	FORECAST		
			REQUEST	AMENDED	ESTIMATE	REQUEST	FY19	FY20	FY21	FY22		
261/2010/1010	9959	Appropriation Lapse	(3,500,000)	(3,500,000)	-	(3,500,000)	(3,500,000)	(3,500,000)	(3,500,000)	(3,500,000)		
APPROPRIATION LAPSE SUBTOTAL:			\$ (3,500,000)	\$ (3,500,000)	\$ -	\$ (3,500,000)	\$ (3,500,000)	\$ (3,500,000)	\$ (3,500,000)	\$ (3,500,000)		

GENERAL ADMINISTRATION - DEPARTMENT 261 - EXPENDITURES

SUBSIDIES/TRANSFERS OUT		SUBSIDIES/TRANSFERS OUT		FY17	FY17	FY17	FY18	FORECAST			
		FY17	FY17	REQUEST	AMENDED	ESTIMATE	REQUEST	FY19	FY20	FY21	FY22
261/1020/1010	9955	MET Grant Match		183,508	183,508	183,508	206,085	206,085	206,085	206,085	206,085
261/1020/1010	9955	ATPA Grant Match		-	-	-	219,150	219,150	219,150	219,150	219,150
261/1020/1010	9955	2016 COPS Grant Match		-	-	-	77,382	115,099	131,727	226,358	-
261/1020/1010	9955	Grant Match for District Court		250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
261/3000/1010	8010	Transfer Out to CDBG for Housing Coordinator Position Costs		108,286	108,286	30,000	-	-	-	-	-
261/3000/1010	8450	Vital Streets Fund Liability Insurance from Exhibit		21,473	21,473	21,473	21,067	23,173	24,795	25,539	26,050
261/3000/1010	9951	Cemeteries Operating Fund Subsidy		110,000	110,000	110,000	350,000	350,000	350,000	350,000	350,000
261/3000/1010	9951	Our Community's Children In Kind Support		58,726	58,726	58,726	76,457	78,607	80,710	82,914	85,265
261/3000/1010	9951	OCC 50% Subsidy of Youth Employment Program Wages to Other Grants Fund		-	-	-	50,000	50,000	50,000	50,000	50,000
261/3000/1010	9951	61st District Court Fund		5,100,000	5,100,000	5,100,000	5,110,000	5,515,000	5,765,000	5,965,000	6,040,000
261/3000/1010	9951	Dispatch Support		4,299,400	4,299,400	4,299,444	3,250,929	3,510,478	3,592,723	3,707,050	3,783,226
261/3000/1010	9951	Neighborhood Entrepreneurship Programming-EDC		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
261/3000/1010	9951	Economic Gardening-EDC		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
261/3000/1010	9951	CID/BID Baseline Support-EDC		55,000	55,000	55,000	30,000	-	-	-	-
261/3000/1010	9951	CID/BID Baseline Support for Administrative Analyst I-EDC		-	98,744	98,744	101,966	110,757	116,723	122,977	123,907
261/3000/1010	9951	Consultant Review of Diversity and Inclusion Office		-	-	-	75,000	-	-	-	-
261/3000/1010	9951	Good for Grand Rapids Campaign-EDC		-	-	-	25,000	-	-	-	-
261/3000/1010	9951	Neighborhood Match Fund Program		50,000	50,000	50,000	75,000	75,000	75,000	75,000	75,000
261/3000/1010	9951	Affordable Housing Transfer to Exec Office		50,000	50,000	50,000	-	-	-	-	-
261/3000/1010	9951	Affordable Housing Community Fund Transfer from GOF Income Tax Growth		-	-	-	336,682	200,000	204,000	208,000	212,000
261/3000/1010	9951	Affordable Housing Community Fund Transfer from GOF Year End Balance		-	-	-	-	100,000	102,000	104,000	106,000
261/3000/1010	9951	H.R. Recruitment		75,000	75,000	75,000	-	-	-	-	-
261/3000/1010	9951	H.R. Hiring Consultant		75,000	75,000	75,000	-	-	-	-	-
261/3000/1010	9951	H.R. Scholarships		25,000	25,000	25,000	-	-	-	-	-
261/3000/1010	9951	H.R. Communications and Outreach		25,000	25,000	25,000	-	-	-	-	-
261/3000/1010	9951	Special Events Supplement to Parks Operating		-	-	-	105,000	105,000	105,000	105,000	105,000
261/3000/1010	9951	Parks Maintenance of Effort		5,738,676	5,738,676	5,738,676	5,922,430	6,142,706	6,299,666	6,427,046	6,427,046
261/3000/1010	9951	Transfer to Budget Stabilization Fund		-	-	-	600,000	-	-	-	-
261/3000/1010	9955	Transfers to Mobility Fund for Pilot Program (Support of 2 Parking Violations Checkers)		-	-	-	200,000	200,000	200,000	-	-
261/3000/1010	9955	Community and Police Relations		-	-	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
261/3000/1010	9955	Transfer Out to Vital Streets		950,000	950,000	950,000	900,000	850,000	850,000	850,000	850,000
261/4000/1010	9951	Contingent Account		1,178,482	1,178,482	-	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
		SUBSIDIES/TRANSFERS OUT SUBTOTAL:		\$ 18,503,551	\$ 18,602,295	\$ 17,345,571	\$ 20,632,148	\$ 20,751,055	\$ 21,272,579	\$ 21,624,119	\$ 21,558,729
				FY17	FY17	FY17	FY18	FORECAST			
				REQUEST	AMENDED	ESTIMATE	REQUEST	FY19	FY20	FY21	FY22
		GRAND TOTAL:		\$ 20,198,663	\$ 20,260,657	\$ 22,416,854	\$ 22,289,158	\$ 22,460,499	\$ 23,032,690	\$ 23,440,604	\$ 23,428,423

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

	FY2011		FY2012		FY2013		2014		2015		2016		2017		2017		2018		2019		2020		2021		2022		
	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	2014 Actual	Amended Budget	2015 Actual	Amended	2016 Actual	Amended	Projected	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
REVENUES																											
SUPPLEMENTAL INCOME TAX (2300)																											
Income Tax Growth Rate:	5.0%		4.0%	4.0%	9.0%	9.0%																					
Taxes-Temporary Five Year Income Tax	\$ 8,505,998	\$ 8,517,255	\$ 8,846,238	\$ 9,057,217	\$ 9,872,367	\$ 10,063,657	\$ 9,892,991	\$ 10,270,868	\$ 10,442,720	\$ 10,892,450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Income Tax - 1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenues (EVIP / Revenue Sharing)	-	-	4,570,056	4,570,056	4,681,457	4,896,489	4,896,486	5,132,391	2,644,538	2,644,539	846,465	821,414	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest And Rents	-	-	-	49,616	64,000	106,074	35,000	81,759	70,000	171,485	90,754	219,500	194,488	194,488	20,200	-	-	-	-	-	-	-	-	-	-	-	
Return of Consultant Fees from Cemetery	-	-	-	5,000	5,000	5,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Return of Unused Funding for Stormwater Master Plan & Technical Ref Manual	-	-	-	-	-	-	-	115,918	115,918	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Return of Unused Funding for Police Automated License Plate Recognition System	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,600	10,600	-	-	-	-	-	-	-	-	-	-	
Loan Repayment from Refuse Fund	-	-	-	-	-	535,000	535,000	57,600	57,600	57,600	57,600	57,600	57,600	57,600	55,950	55,950	-	-	-	-	-	-	-	-	-	-	
SUPPLEMENTAL INCOME TAX Total Revenue	8,505,998	8,517,255	13,416,294	13,676,889	15,137,824	15,606,219	14,997,995	15,658,536	13,214,858	13,766,074	994,819	1,098,514	261,038	261,038	20,200	-	-	-	-	-	-	-	-	-	-	-	
EXPENDITURES																											
SUPPLEMENTAL INCOME TAX (2300)																											
Transfers Out:																											
Approved For:																											
Support for Ten Community Police Officers	1,005,160	1,005,160	1,005,160	1,005,160	1,043,404	1,043,404	1,110,492	1,110,492	1,164,316	1,164,316	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Support for Fifteen Firefighters	192,934	192,934	198,339	198,339	180,233	180,233	1,173,989	1,173,989	1,606,671	1,606,671	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Support for 17 Firefighters after SAFER One	-	-	-	-	1,589,659	1,589,659	1,696,168	1,214,060	776,620	776,620	824,722	824,722	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Business Planning for City Cemeteries	-	-	20,000	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Business Planning for Indian Trails Golf Course	-	-	20,000	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fire Dept. - Fire Squad Vehicles	-	-	931,781	931,781	(3,171)	(3,171)	-	-	-	-	(584)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Joint Police and Fire Study	-	-	69,000	69,000	-	-	-	-	-	-	-	-	-	-	(161)	-	-	-	-	-	-	-	-	-	-	-	
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	450,000	450,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Stormwater Asset Management Plan	-	-	-	-	75,550	75,550	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fire Apparatus Fuel Efficiency Initiative	-	-	-	-	104,616	104,616	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Police Dept. Automated License Plate Recognition System	-	-	-	-	100,808	100,808	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fire Dept. FEMA Grant Match - Prevention Grant	-	-	-	-	20,000	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Community Development Services Study	-	-	7,679,552	7,679,552	6,052,707	6,052,707	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers to General Operating Fund	-	-	-	-	-	-	500,000	500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Street Lighting Audit	-	-	-	-	-	-	4,397,225	4,397,225	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fire Dept. - Apparatus Plan Reset	-	-	-	-	-	-	-	-	1,766,291	1,766,291	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Defined Contribution Pension Conversion Payment	-	-	-	-	-	-	-	-	138,140	138,140	477,493	477,493	592,823	592,823	632,809	-	-	-	-	-	-	-	-	-	-	-	
Public Library Sustainability	-	-	-	-	-	-	-	-	501,253	501,253	444,830	444,830	583,822	583,822	1,038,819	-	-	-	-	-	-	-	-	-	-	-	
Crime Prevention Strategies - Ten COPS Grant Police Officers	-	-	-	-	-	-	-	-	674,124	674,124	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Body Cameras and Digital Evidence Management Program	-	-	-	-	-	-	-	-	4,575,000	4,575,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Financial Management System (FMS)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Evaluation of City-Owned Properties - 201 Market	-	-	-	-	-	-	-	-	-	-	-	-	-	-	350,000	350,000	-	-	-	-	-	-	-	-	-	-	
Parks Master Plan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	52,000	52,000	-	-	-	-	-	-	-	-	-	-	
Automated External Defibrillators (AED's)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,752,000	2,752,000	-	-	-	-	-	-	-	-	-	-	
Indian Trails Golf Course	-	-	-	-	-	-	-	-	-	-	-	-	-	-	250,000	250,000	-	-	-	-	-	-	-	-	-	-	
Classification Study	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Recommended in FY2017 Preliminary Fiscal Plan:																											
Transfer to Budget Stabilization Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,000,000	-	-	-	-	-	-	-	-	-	-	-	
Transfer to General Operating Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,200,000	1,300,000	1,300,000	-	-	-	1,322,437	-	-	-	-	-	
Reserved For:																											
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*	-	-	-	-	-	-	-	6,000,000	-	6,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Cemetery Deferred Capital*	-	-	-	-	-	-	-	-	-	-	3,500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Street Lighting Retrofit*	-	-	-	-	-	-	-	-	7,000,000	-	7,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Photovoltaics and Distributed Solar Energy*	-	-	-	-	-	-	-	-	-	-	250,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
River Corridor Activation*	-	-	-	-	-	-	-	-	-	-	2,500,000	-	-	-	2,500,000	2,500,000	2,500,000	-	-	-	-	-	-	-	-	-	
Available For:																											
Operational Transformation and Sustainable Asset Management*	-	-	-	-	-	-	1,500,000	-	5,800,000	-	-	-	-	-	-	-	-	-	-	-	-	250,849	-	-	-	-	
SUPPLEMENTAL INCOME TAX Total Requested Expenditures	1,198,094	1,198,094	12,599,472	12,599,472	9,950,405	9,787,120	16,377,874	8,395,766	30,252,415	11,201,831	18,651,045	14,700,884	5,226,645	4,976,645	4,171,628	1,322,437	250,849	-	-	-	-	-	-	-	-	-	
SUPPLEMENTAL INCOME TAX NET INCOME (LOSS)	7,307,904	7,319,161	816,822	1,077,417	5,187,419	5,819,100	(1,379,879)	7,262,770	(17,037,557)	2,564,243	(17,656,226)	(13,602,370)	(4,965,607)	(4,715,607)	(4,151,428)	(1,322,437)	(250,849)	-	-	-	-	-	-	-	-	-	
Fund Balance - Beginning of Year	-	-	7,319,161	7,319,161	8,396,578	8,396,578	14,215,678	14,215,678	21,478,448	21,478,448	24,042,691	24,042,691	10,440,321	10,440,321	5,724,714	1,573,286	250,849	0	0	-	-	-	-	-	-	-	
Fund Balance - End of Year	7,307,904	7,319,161	8,135,983	8,396,578	13,583,997	14,215,678	12,835,799	21,478,448	4,440,891	24,042,691	6,386,465	10,440,321	5,474,714	5,724,714	1,573,286	250,849	0	0	0	0	0	0	0	0	0	0	
Reserve Targets:																											
Assigned Reserves to Maintain Firefighters After SAFER Grant & After Income Tax	1,254,066	1,254,066	2,498,964	2,498,964	2,176,072	2,439,203	1,119,234	1,601,342	824,722	824,722	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Unassigned Fund Balance	6,053,838	6,0																									

CITY OF GRAND RAPIDS
 FY2018 CAPITAL IMPROVEMENT PLAN
 SUSTAINABLE CITY PLATFORM



Sustainable City Platform



FINANCIAL RESILIENCY

SUSTAINABLE ASSET MANAGEMENT

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

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

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

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

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

9 STEP PROCESS AND WHY IT MATTERS

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

PRINCIPLES

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

INVESTMENT SOURCES

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

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

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

FACILITIES

- Improvements to City/County HVAC - \$1,785,184
- Replace emergency generator at Police Admin Facility - \$487,025
- Roof repairs at the Paul I. Phillips facility - \$200,000
- Miscellaneous repairs to the 61st District Court Facade. - \$246,052
- Parking lot repairs and upgrades at the Westside Complex - \$100,137
- Renovation of kitchens at the LaGrave fire station - \$27,111
- Exterior façade repairs at various fire stations - \$225,488
- Interior and exterior lighting improvements at fire stations - \$191,665
- Plainfield Station space utilization and enhancements - \$76,222

FIRE

- Auto External Defibrillators - \$24,000
- Fire Station Consultant - \$100,000
- Fire Apparatus (operating transfer capital project) - \$569,136
- Fire Apparatus Hose - \$38,000
- Fire Boots - \$24,375
- Personal Protective Equipment - \$94,000
- Thermal Imaging Camera - \$60,000

POLICE

- Dispatch - \$50,000
- New Vehicle Interior Equipment - \$68,000
- Patrol Laptops - \$110,000

STORM WATER ASSET MANAGEMENT PLAN

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:

- Drainage improvements various locations - \$40,000
- Drainage Improvements & Emergency Repairs - \$209,712
- Oakleigh Ave. in Hogadone District - \$45,000
- Richmond Park Bioswales - \$60,000
- Richmond Park Daylighting - \$320,000

STREET LIGHTING ASSET MANAGEMENT PLAN

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

- Critical Safety Improvements Underground System - \$100,000
- Electrical System Lighting Improvements Vital Streets - \$275,000
- Overhead System Repair/Replacement - \$50,000
- Pole Replacement Project - \$30,000
- Primary Circuit Repair/Replace - \$30,000
- Secondary Underground System Improvements 16a - \$30,000

-
- Street Lighting Energy Improvements (LED) - \$60,000
 - Substation SCADA System - \$20,000

ENGINEERING

- Grand River Revitalization - \$200,000
- Grand River Edges Trail – Prelim Design - \$200,000



CITY OF
GRAND
RAPIDS
MICHIGAN
WWW.GRCITY.US

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CITY OF GRAND RAPIDS, MICHIGAN

PARKS AND RECREATION

OVERVIEW

The Belknap Ice Arena Fund is to account for the City's revenue and expenditures related to the Belknap Ice Arena. Beginning in 1996, the arena is managed by DP Fox as "Griff's Ice House" which is the official practice ice for the Grand Rapids Griffins. A second sheet of ice was installed in 1997 along with new locker rooms and a community room. The arena is also used for open skating, youth and adult programming, Grand Rapids Griffins Youth Foundation and special events.

The Community Relations Commission Rosa Activities Fund holds funds raised from donations and sponsorships to recognize local champions every five years through the Helen Jackson Claytor Civil Rights Award. City funds are not requested or used to fund this event.

The Parks and Recreation Fund was established in FY2010. The Parks Operating fund accounts for the total revenues and costs associated with maintaining the City's park facilities, forestry operations, providing a variety of recreational programs for youth through seniors, and the Office of Special Events.

The Cemetery Operating Fund is responsible for the sale and maintenance of lots in the six City-owned Cemeteries. In addition to sales revenue, interest earnings, and capital support from the Perpetual Care Fund, the Cemetery Fund has historically been supported by a General Fund subsidy.

The Cemetery Perpetual Care Fund receives 15% of all revenue generated by the sale of cemetery lots, and 100% of the revenue from sales of repossessed lots, as well as 15% of the net income from Cemetery operations. With

the exception of certain capital items, these funds are not expendable, however the interest earned in the fund is transferred to Cemetery Operating Fund for use in the care and maintenance of the City's six cemeteries.

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

Parks Millage Fund On November 5, 2013 the voters of Grand Rapids approved a seven year dedicated property tax millage for parks, pools, and playgrounds. In FY2015 a new 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.
- All revenues and expenditures from the parks millage shall be accounted for separately and audited by a professional auditing firm. The annual investments shall be reported to the Parks and Recreation Advisory Board and City Commission and posted on the City's website.

- If future reductions are necessary in the City's General Operating Fund budget during any of the seven years of this millage, beginning with Fiscal Year 2015, the General Operating Fund budget supporting the parks and recreation for that year shall be reduced by a percentage no greater than the percentage reduction of the total City General Operating budget.
- If future increases occur in the City's General Operating Fund budget during any of the seven years of this millage, beginning with Fiscal Year 2015, the General Operating Fund budget supporting the parks and recreation for that year shall be increased at the same rate as the percentage increase of the total City General Operating Fund budget.
- All capital projects planning for investing the parks millage shall engage citizens or neighborhood residents.
- All proposed parks millage expenditures shall be reviewed by the Parks and Recreation Advisory Board and approved by the City Commission prior to any spending.
- The parks millage shall be subject to shared services/overhead costs, consistent with charges to all City departments.
- Parks and recreation activities can be supported by funds other than the City's General Operating Fund and parks millage to maintain Fiscal Year 2014 service levels. All funds, except the parks millage which are used to support parks and recreation activities, shall be considered the same as the City's General Operating Fund support.

The Parks and Recreation Department hosted neighborhood outreach meetings for 4 parks as part of year three millage park improvements. Those meetings took place between September 2016 and January 2017 and were used to create concept plans and identify priority improvement projects with the assistance of two local design firms for Aberdeen, Alexander, Ball Perkins and Huff parks. Construction will take place throughout fiscal year 2018. The final design of Bike, Cambridge, Cheseboro, Coit, Mooney, Ottawa Hills and Plaster Creek will also be completed in fiscal year 2018.

Aberdeen Park CONCEPT PLAN

City of Grand Rapids, Michigan
December 2016

LEGEND

PROPOSED ELEMENTS

- A** SPLASH PAD
- B** RESTROOM ADA UPGRADES
- C** BENCH SEATING
- D** LITTER RECEPTACLES
- E** PARK SIGN (BY CITY)

EXISTING ELEMENTS

- A** TENNIS COURTS
- B** PLAYGROUND
- C** BASKETBALL COURT
- D** BALL FIELD
- E** OPEN PLAY FIELD
- F** ORCHARD
- G** MAINTENANCE BUILDING
- H** PARKING

ALTERNATE ELEMENTS

- A** IMPROVED PLAYGROUND



SPLASH PAD - OPTION 1



SPLASH PAD - OPTION 2

Alexander Park MASTER PLAN 2017

City of Grand Rapids, Michigan
February 2017



- LEGEND**
- PROPOSED ELEMENTS**
- A** IMPROVE PLAYGROUND
(NEW EQUIPMENT, UPDATE EXISTING, NEW SURFACING AND FENCE ALONG NORTH CURB)
 - B** PARK SIGN (BY CITY)
 - C** MID-BLOCK SEATING AREAS WITH BENCHES
 - D** CURB BUMP OUT
 - E** IMPROVE PICNIC AREA
(TABLES, GRILLS, LITTER RECEPTACLES AND LOW LANDSCAPING)
 - F** STRIPED CROSSWALK WITH BARRIER FREE ACCESS AND LOW LANDSCAPING
 - G** BASKETBALL HALF-COURT
(NEW FENCE ALONG ALEXANDER STREET AND TALL LANDSCAPE SCREEN ALONG NORTH SIDE)
 - H** REMOVE FENCE ALONG ALEXANDER STREET
- EXISTING ELEMENTS**
- A** EXISTING OPEN SPACE
 - B** EXISTING TIRE SWING
 - C** EXISTING MERRY-GO-ROUND
- ALTERNATE ELEMENTS**
- A** GATEWAY COLUMNS AND LOW LANDSCAPING

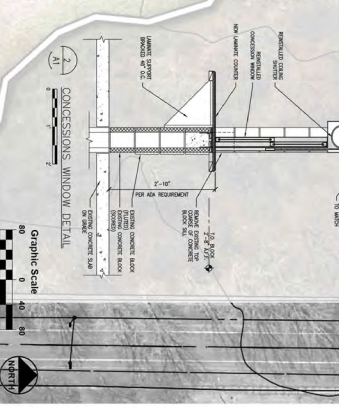
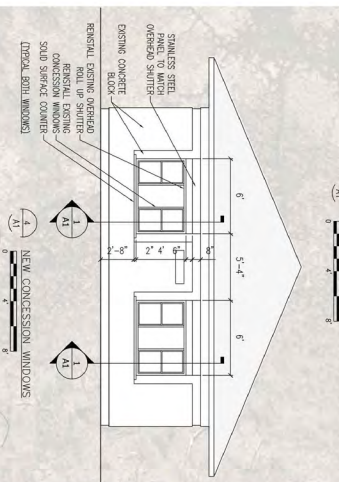
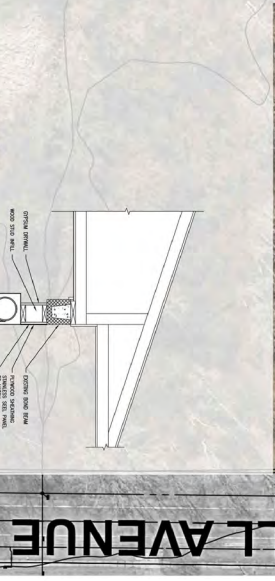
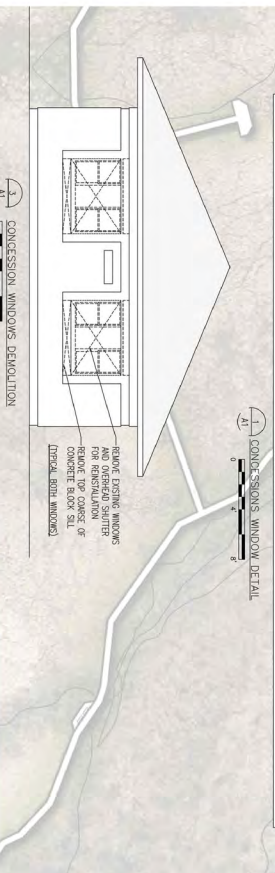
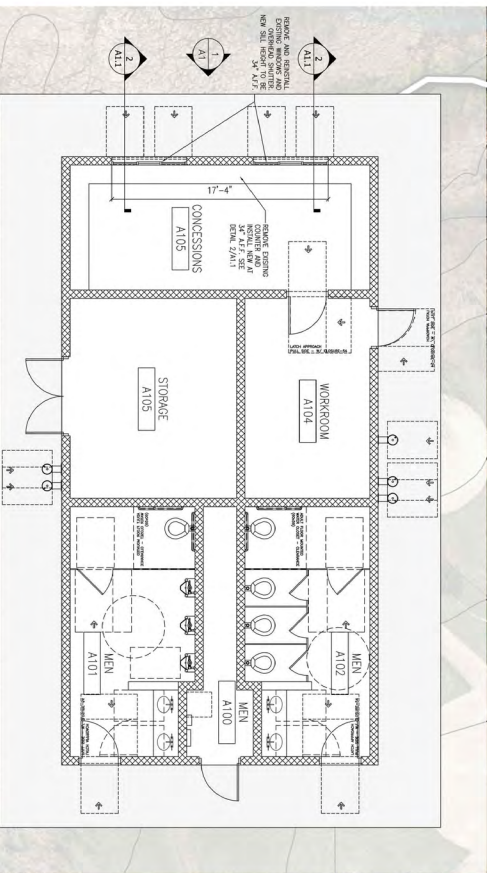
Ball Perkins PRELIMINARY CONCEPT

City of Grand Rapids, Michigan
December 2016



LEGEND

- PROPOSED ELEMENTS**
- A PAVED TRAIL FROM BALL AVE TO WOODS
 - B NATURAL TRAIL SEGMENT 1
 - C WETLAND OVERLOOK
 - D BENCH SEATING
 - E PARK IDENTIFICATION SIGN (BY CITY)
 - F TRAIL IDENTIFICATION SIGNS
- EXISTING ELEMENTS**
- A COMMUNITY GARDEN
 - B GRAVEL PARKING LOT
 - C UTILITY RIGHT-OF-WAY
 - D OPEN LAWN AREA
 - E DECIDUOUS WOODLANDS
 - F OPEN WATER WETLAND
 - G EMERGENT WETLAND
- ALTERNATE ELEMENTS**
- A NATURAL TRAIL SEGMENT 2
 - B NATURAL TRAIL SEGMENT 3
 - C NATURAL TRAIL SEGMENT 4



ABERDEEN STREET



EXISTING BRIDGE

BOARDWALK TRAILHEAD

EXISTING RESTROOM/
CONCESSIONS BUILDING

BOARDWALK TRAILHEAD

REST AREA

REST AREA

OVERLOOK DECK

REST AREA

BALL AVENUE



PROPOSED PILE-SUPPORTED BOARDWALK WITH RECYCLED PLASTIC DECKING AND BUMPER RAIL - 12"-.18" ABOVE GRADE



PROPOSED INTERMITTENT REST AREAS WITH BENCHES AND INTERPRETIVE SIGNS



REST AREA



EXISTING RAMP TO OVERLOOK DECK



PROPOSED RAMP TO NEW OVERLOOK DECK

ALTHOUGH THE STRUCTURES OF WETLANDS HAVE THEIR LIMITED ENTRY AND CANALS HAVE BEEN DAMAGED THROUGHOUT THE ORIGINAL WETLANDS REGION OF THE STATE.

TO THE POINT OF RESTORATION, THE WETLANDS ARE BEING REHABILITATED AND RESTORED TO THEIR ORIGINAL CONDITION. THE RESTORATION PROJECTS WILL AS A RESULT OF THE RESTORATION PROJECTS, THE WETLANDS WILL BE RESTORED TO THEIR ORIGINAL CONDITION.

INTERPRETIVE SIGN

KNAPP STREET

INTERPRETIVE SIGN



HUFF PARK BOARDWALK
City of Grand Rapids
Parks and Recreation Department



201 Market Ave SW, Grand Rapids, MI

Project No.: 15008

AECOM
February 1, 2017

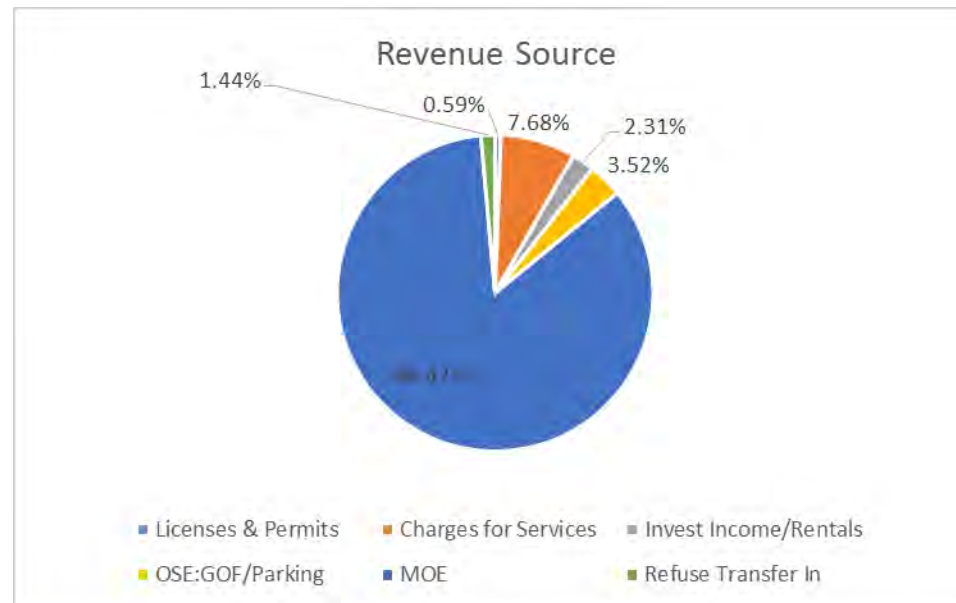
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REVENUES

Parks Operating Fund (2080):

The Parks Operating Fund requires an FY2018 revenue of approximately \$7,004,310 to support its activities. The primary source of this revenue is a subsidy from the General Operating Fund (GOF) of \$5,922,430. The Parks Investment Guidelines that were implemented with the affirmative vote for the Parks Millage state that for the duration of the millage, in any year the total GOF budget increases, the GOF Parks Subsidy will increase by that same percentage; and in any year the total GOF budget decreases, the GOF Parks Subsidy will decrease by that same percentage.

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



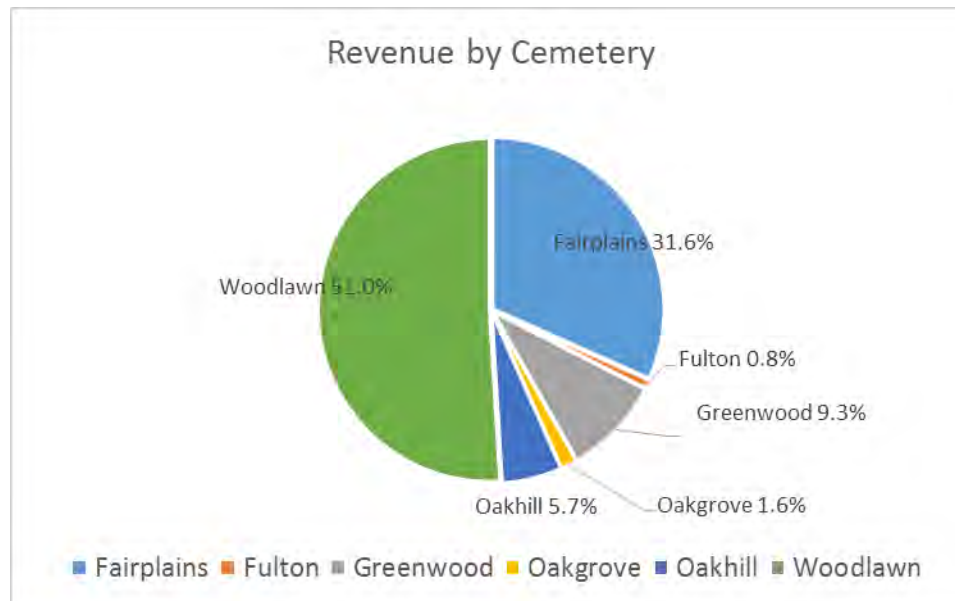
Parks Millage Fund (2081):

The primary source of revenue in the Parks Millage fund is a dedicated Property Tax millage. The millage will be collected for a seven year period from July 1, 2014 through June 30, 2020. The millage rate is 0.9705 mills and will generate approximately \$4,000,000 annually which will be used only for the City's park system.

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

Cemetery Fund (5020):

The Cemetery Operating Fund receives a subsidy of \$350,000 from the General Fund, \$42,363 from the Perpetual Care Fund and \$726,000 for Charges for Services to support their annual operations. Additionally, the fund may receive varying amounts from the Capital Reserve Fund, which is transferred into the Cemetery Operating Fund for one-time Capital needs. Fairplains and Woodlawn are the most active cemeteries representing 82.6% of the total revenue.



Golf Course Fund (5840):

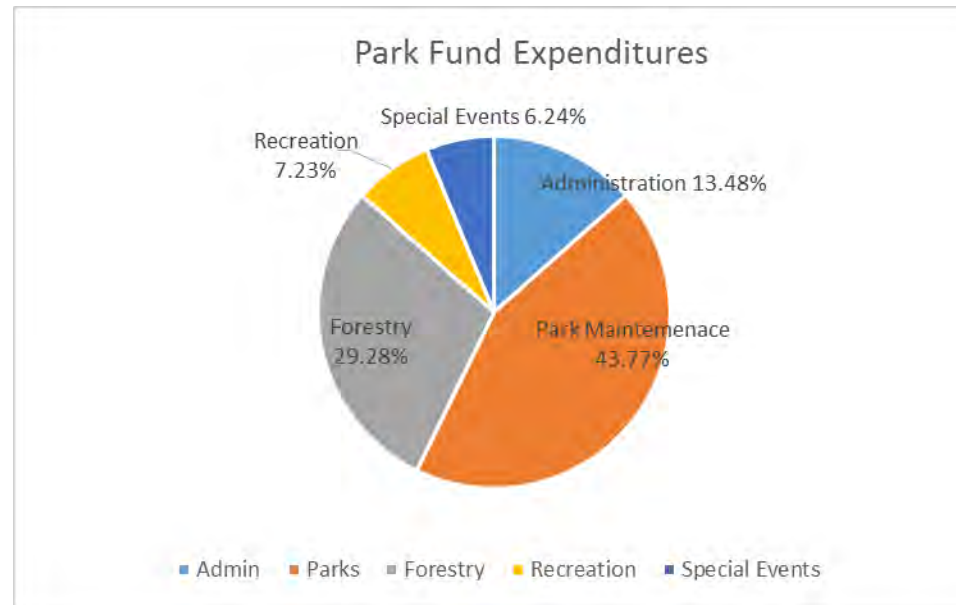
Construction on the Indian Trails Golf Course began in October 2015. The newly renovated course includes 6 new holes, a driving range, and 5 practice greens. Grand-opening occurred in June 2017. Anticipated revenue for the first year of operations is \$778,716. It is mandated that the course operations generate enough revenue from fees and product sales to be self-sustaining.



EXPENDITURES

Parks Operating Fund (2080):

Approximately 44% of Operating Fund expenditures are for ongoing Parks Operations and Maintenance, roughly 7.2% for Recreation programs, 29.3% for Forestry Service, 6.25% for Special Events and the remaining 13.5% for department's Administrative Costs.

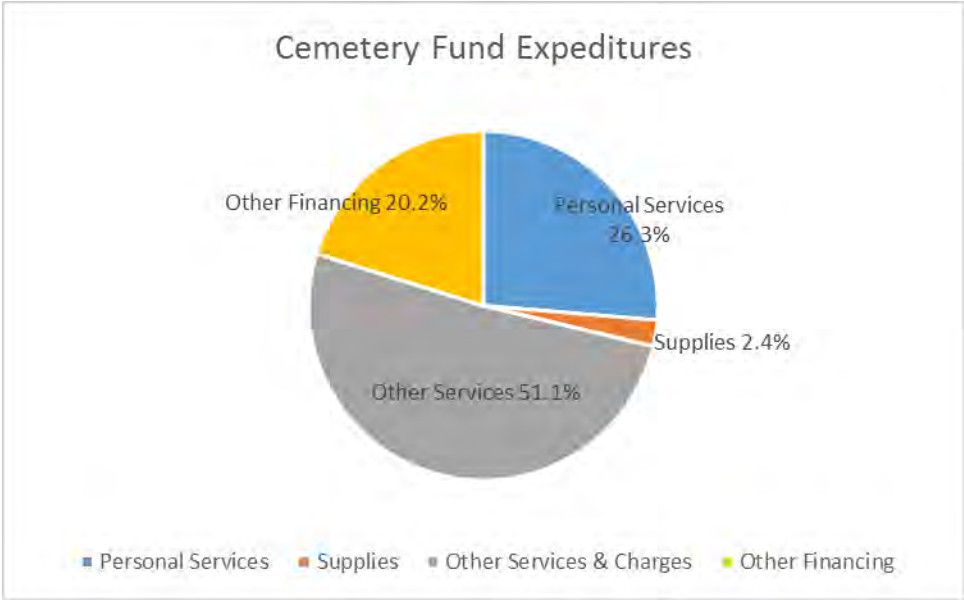


Parks Millage Fund (2081):

The Millage Fund's expenditures are mandated by the agreement that 45%-55% of the parks millage shall be invested in rehabilitation and repairs, while 25% to 35% shall be invested in park improvements, and 15% to 20% shall be used to operate the City's swimming pools.

Cemetery Fund (5020):

Expenditures for cemeteries operations and maintenance are \$1,058,000 with another \$237,500 budgeted for Capital Expenditures. The amount of Capital will vary from year to year, and is usually provided from the Capital Reserve Fund. The City has committed an additional \$3,600,000 of bond funding over the next two years to bring the overall condition of the system to a state of good repair. Other Services represents a majority of expenditures and includes a mowing contract and temporary staffing. Other financing represents the transfer of 15% total revenue to perpetual care as well as overhead. Woodlawn and Fairplains are the largest and most active cemeteries representing more than half of the total expenditures. Fulton and Oak Grove are relatively inactive and represent only a small percentage.



Golf Course Fund (ENCEM503):

Anticipated Golf Course Expenditures for the first year of operations post-renovation are \$655,000. The season runs from early spring to late fall. In addition to costs for course maintenance, Indian Trails leases their golf carts, operates a small pro-shop and concession, and pays rent to the Cemetery. The bulk of personnel costs are for seasonal employees, with one permanent greenskeeper and a contracted course manager.



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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	788,204	0	0	0	0	0	0	0	0
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	5,340	2,944	2,944	2,944	3,916	4,751	6,424	8,138	9,851
671-Other Revenues	0	396,505	396,505	396,505	390,550	390,550	390,550	390,550	390,550
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
BELKNAP ICE ARENA Total Revenues	793,544	399,449	399,449	399,449	394,466	395,301	396,974	398,688	400,401
Expenditures									
701-Personal Services	245,660	0	0	0	0	0	0	0	0
751-Supplies	31,019	0	0	0	0	0	0	0	0
800-Other Services And Charges	449,910	398,500	398,500	398,500	323,500	323,500	323,500	323,500	323,500
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
BELKNAP ICE ARENA Total Expenditures	726,589	398,500	398,500	398,500	323,500	323,500	323,500	323,500	323,500
BELKNAP ICE ARENA NET INCOME (LOSS)	66,955	949	949	949	70,966	71,801	73,474	75,188	76,901
Unrestricted Cash - Beginning of Year	493,889	560,844	560,844	560,844	561,793	632,759	704,560	778,034	853,222
Unrestricted Cash - End of Year	560,844	561,793	561,793	561,793	632,759	704,560	778,034	853,222	930,123
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	181,647	99,625	99,625	99,625	80,875	80,875	80,875	80,875	80,875
Unassigned Cash	379,197	462,168	462,168	462,168	551,884	623,685	697,159	772,347	849,248
Total	560,844	561,793	561,793	561,793	632,759	704,560	778,034	853,222	930,123
Unassigned Cash as a % of Total Current Spending	52.2%	116.0%	116.0%	116.0%	170.6%	192.8%	215.5%	238.7%	262.5%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>CRC-Rosa Activities (1553)</i>									
Revenues									
664-Investment Income & Rentals	419	256	256	256	341	414	560	710	859
671-Other Revenues	0	70,000	70,000	95,000	130,000	5,000	5,000	5,000	5,000
<i>CRC-Rosa Activities Total Revenues</i>	419	70,256	70,256	95,256	130,341	5,414	5,560	5,710	5,859
Expenditures									
800-Other Services and Charges	2,585	70,000	70,000	0	225,000	5,000	5,000	5,000	5,000
<i>CRC-Rosa Activities Total Expenditures</i>	2,585	70,000	70,000	0	225,000	5,000	5,000	5,000	5,000
<i>CRC-Rosa Activities NET INCOME (LOSS)</i>	-2,166	256	256	95,256	-94,659	414	560	710	859
<i>Beginning Fund Balance</i>	4,816	2,650	2,650	2,650	97,906	3,247	3,661	4,221	4,931
<i>Ending Fund Balance</i>	2,650	2,906	2,906	97,906	3,247	3,661	4,221	4,931	5,790
Reserve Targets									
Assigned to Operations - 15% of Total Spending	388	10,500	10,500	0	33,750	750	750	750	750
Unassigned Fund Balance	2,262	-7,594	-7,594	97,906	-30,503	2,911	3,471	4,181	5,040
Total	2,650	2,906	2,906	97,906	3,247	3,661	4,221	4,931	5,790
Unassigned FB as a % of Total Expenditures	87.5%				(13.6%)	58.2%	69.4%	83.6%	100.8%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	402,545	689,909	689,909	384,442	763,178	785,616	813,113	841,572	871,027
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	45,866	12,117	12,117	12,667	15,538	11,373	15,149	19,009	22,870
671-Other Revenues	83	0	0	387	0	0	0	0	0
695-Other Financing Sources	2,752,000	0	107,375	0	0	0	0	0	0
GOLF COURSE Total Revenues	3,200,494	702,026	809,401	397,496	778,716	796,989	828,262	860,581	893,897
Expenditures									
701-Personal Services	184,893	197,772	197,772	224,483	273,358	280,880	286,157	291,385	296,387
751-Supplies	84,497	94,537	94,537	68,003	90,380	93,726	96,143	100,627	104,184
800-Other Services And Charges	2,195,287	524,316	1,047,765	616,927	198,186	205,014	210,424	215,853	224,105
970-Capital Outlays	137,741	20,500	20,500	0	30,000	60,000	90,000	120,000	150,000
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	58,387	36,814	36,814	36,814	63,076	63,838	64,614	65,407	66,215
GOLF COURSE Total Expenditures	2,660,805	873,939	1,397,388	946,227	655,000	703,458	747,338	793,272	840,891
GOLF COURSE NET INCOME (LOSS)	539,689	(171,913)	(587,987)	(548,731)	123,716	93,531	80,924	67,309	53,006
Cash - Beginning of Year	60,528	600,217	600,217	600,217	51,486	175,202	268,732	349,656	416,966
Cash - End of Year	600,217	428,304	12,230	51,486	175,202	268,732	349,656	416,966	469,972
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	665,201	218,485	349,347	236,557	163,750	175,865	186,835	198,318	210,223
Unassigned Cash	(64,984)	209,819	(337,117)	(185,071)	11,452	92,868	162,822	218,648	259,749
Total	600,217	428,304	12,230	51,486	175,202	268,732	349,656	416,966	469,972
Unassigned Cash as a % of Total Current Spending	-2.4%	24.0%	-24.1%	-19.6%	1.7%	13.2%	21.8%	27.6%	30.9%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	155	0	0	157	0	0	0	0	0
600-Charges For Services	749,086	784,664	784,664	709,754	726,112	740,634	755,468	770,605	786,038
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	2,359	27,000	27,000	0	0	0	0	0	0
671-Other Revenues	0	0	0	495	0	0	0	0	0
695-Other Financing Sources	529,018	495,153	528,921	554,328	417,363	743,364	744,395	745,457	746,550
CEMETERY OPERATING Total Revenues	1,280,618	1,306,817	1,340,585	1,264,734	1,143,475	1,483,998	1,499,863	1,516,062	1,532,588
Expenditures									
701-Personal Services	249,313	290,271	290,271	304,385	278,511	322,772	330,782	336,751	341,901
751-Supplies	22,314	30,625	30,625	36,200	25,600	26,125	26,659	27,208	27,767
800-Other Services And Charges	514,198	544,412	544,412	554,601	540,404	575,891	592,622	618,858	638,686
970-Capital Outlays	322,604	352,500	352,500	132,201	237,500	337,750	338,005	338,266	338,530
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	157,256	270,184	270,184	270,803	213,673	197,707	201,662	205,698	209,819
CEMETERY OPERATING Total Expenditures	1,265,685	1,487,992	1,487,992	1,298,190	1,295,688	1,460,245	1,489,730	1,526,781	1,556,703
CEMETERY OPERATING NET INCOME (LOSS)	14,933	(181,175)	(147,407)	(33,456)	(152,213)	23,753	10,133	(10,719)	(24,115)
Cash - Beginning of Year	261,878	276,811	276,811	276,811	243,355	91,142	114,895	125,028	114,309
Cash - End of Year	276,811	95,636	129,404	243,355	91,142	114,895	125,028	114,309	90,194
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	316,421	371,998	371,998	324,548	323,922	365,061	372,433	381,695	389,176
Unassigned Cash	(39,610)	(276,362)	(242,594)	(81,193)	(232,780)	(250,167)	(247,405)	(267,387)	(298,982)
Total	276,811	95,636	129,404	243,355	91,142	114,895	125,028	114,309	90,194
Unassigned Cash as a % of Total Current Spending	-3.1%	-18.6%	-16.3%	-6.3%	-18.0%	-17.1%	-16.6%	-17.5%	-19.2%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	31,180	22,253	22,253	17,211	17,323	17,670	18,023	18,384	18,751
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	50,503	32,653	32,653	32,653	43,433	52,693	71,247	90,249	109,251
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	105,401	117,700	117,700	118,319	108,917	111,095	113,320	115,590	117,906
CEMETERY PERPETUAL CARE Total Revenues	187,084	172,606	172,606	168,183	169,673	181,458	202,590	224,223	245,908
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0
800-Other Services And Charges	0	0	0	0	0	0	0	0	0
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	69,018	60,153	93,921	94,284	42,363	43,364	44,395	45,457	46,550
CEMETERY PERPETUAL CARE Total Expenditures	69,018	60,153	93,921	94,284	42,363	43,364	44,395	45,457	46,550
CEMETERY PERPETUAL CARE NET INCOME (LOSS)	118,066	112,453	78,685	73,899	127,310	138,094	158,195	178,766	199,358
Change in Reserve for Perpetual Care	(31,180)	-	-	-	-	-	-	-	-
Fund Balance - Beginning of Year	941,290	1,028,176	1,028,176	1,028,176	1,102,075	1,229,385	1,367,479	1,525,674	1,704,440
Fund Balance - End of Year	1,028,176	1,140,629	1,106,861	1,102,075	1,229,385	1,367,479	1,525,674	1,704,440	1,903,798
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	10,353	9,023	14,088	14,143	6,354	6,505	6,659	6,819	6,983
Unassigned Fund Balance	1,017,823	1,131,606	1,092,773	1,087,932	1,223,031	1,360,974	1,519,015	1,697,621	1,896,816
Total	1,028,176	1,140,629	1,106,861	1,102,075	1,229,385	1,367,479	1,525,674	1,704,440	1,903,798
Unassigned Fund Balance as a % of Total Current Spending	1474.7%	1881.2%	1163.5%	1153.9%	2887.0%	3138.5%	3421.6%	3734.6%	4074.8%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<u>Parks & Recreation (2080)</u>									
Revenues									
450-Licenses & Permits	0	5,500	5,500	47,465	41,124	46,400	52,098	58,252	64,898
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	2,634	0	0	0	0	0	0	0	0
600-Charges for Services	426,901	528,570	528,570	502,658	534,820	547,078	589,679	603,637	618,096
664-Investment Income & Rentals	73,393	139,012	139,012	184,291	160,936	174,592	191,217	208,840	227,431
671-Other Revenues	21,455	95,000	127,860	5,126	0	0	0	0	0
695-Other Financing Sources	350,000	140,000	186,723	143,488	345,000	345,000	345,000	345,000	345,000
695-Other Financing Sources- <i>MOE Subsidy</i>	5,414,222	5,738,676	5,738,676	5,738,676	5,922,430	6,142,706	6,299,666	6,427,046	6,427,046
Total Revenues	6,288,605	6,646,758	6,726,341	6,621,704	7,004,310	7,255,776	7,477,660	7,642,775	7,682,471
Expenditures									
701-Personal Services	2,569,320	3,242,439	3,248,618	3,148,128	3,504,136	3,659,062	3,762,094	3,839,603	4,489,436
751-Supplies	217,046	300,650	300,650	296,573	288,593	272,254	272,815	273,391	343,595
800-Other Services and Charges	2,706,677	2,867,847	3,301,742	3,206,670	2,944,103	3,091,191	3,088,703	3,114,700	3,283,924
970-Capital Outlays	62,052	98,850	125,850	79,688	23,000	49,094	114,796	52,772	55,837
995-Appropriation Lapse	0	(250,000)	(250,000)	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
995-Other Financing	571,580	277,803	277,803	277,803	247,695	258,896	264,074	269,355	335,962
Total Expenditures	6,126,675	6,537,589	7,004,663	7,008,862	6,907,527	7,230,497	7,402,482	7,449,821	8,408,754
NET INCOME (LOSS)	161,930	109,169	(278,322)	(387,158)	96,783	25,278	75,178	192,954	(726,283)
<i>Beginning Fund Balance</i>	559,550	721,480	721,480	721,480	334,322	431,105	456,384	531,561	724,515
Ending Fund Balance	721,480	830,649	443,158	334,322	431,105	456,384	531,561	724,515	(1,768)
Reserve Targets									
Assigned to Operations - 15% of Total Spending	919,001	980,638	1,050,699	1,051,329	1,036,129	1,084,575	1,110,372	1,117,473	1,261,313
Unassigned Fund Balance	(197,521)	(149,989)	(607,541)	(717,007)	(605,024)	(628,191)	(578,811)	(392,958)	(1,263,081)
Total	721,480	830,649	443,158	334,322	431,105	456,384	531,561	724,515	(1,768)
Unassigned FB as a % of Total Expenditures	(3.2%)	(2.3%)	(8.7%)	(10.2%)	(8.8%)	(8.7%)	(7.8%)	(5.3%)	(15.%)

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
REVENUE									
<u>Parks Millage (2081)</u>									
401 Taxes (Voter-approved Millage)	3,964,261	3,922,200	3,922,200	3,922,200	3,980,015	4,008,167	4,030,548	4,054,181	0
600 Charges For Services	0	0	0	0	0	0	0	0	0
664 Interest And Rents	4,963	10,296	10,296	10,296	13,695	16,615	22,465	28,457	0
695 Other Financing Sources:	0	0	0	0	0	0	0	0	0
Transfer from GOF for Parks	1,200,000	0	0	0	0	0	0	0	0
Parks Millage Total Revenue	5,169,224	3,932,496	3,932,496	3,932,496	3,993,710	4,024,782	4,053,013	4,082,638	0
EXPENDITURES									
<u>Parks Millage (2081)</u>									
Parks Rehabilitation & Repairs (45-55%)	1,393,388	1,794,632	2,062,017	2,065,278	1,819,784	1,961,403	1,976,652	1,862,505	0
A-87 (Parks Rehab & Repairs)	0	38,362	38,362	35,100	17,828	18,184	18,548	18,919	0
Subtotal Parks Rehabilitation & Repairs	1,393,388	1,832,994	2,100,379	2,100,378	1,837,612	1,979,587	1,995,200	1,881,424	0
Park Improvements (25-35%)	1,469,301	1,076,779	1,076,779	1,076,779	1,091,871	1,176,842	1,185,992	1,117,503	0
A-87 (Park Improvements)	0	23,017	23,017	23,017	10,696	10,910	11,129	11,351	0
Subtotal Park Improvements	1,469,301	1,099,796	1,099,796	1,099,796	1,102,567	1,187,752	1,197,121	1,128,854	0
Pools Operating Exp.	585,786	733,296	733,296	698,329	770,709	776,362	781,437	800,211	0
A-87 (Pools)	7,588	14,410	14,410	14,410	28,033	28,594	29,166	29,749	0
Subtotal Pools	593,374	747,706	747,706	712,739	798,742	804,956	810,603	829,960	0
Transfer to GOF Parks	0	252,000	252,000	252,000	249,600	247,200	244,800	242,400	0
Parks Millage Total Expenditures	3,456,063	3,932,496	4,199,881	4,164,913	3,988,521	4,219,495	4,247,724	4,082,638	0
Parks Millage NET INCOME (LOSS)	1,713,161	0	(267,385)	(232,417)	5,189	(194,713)	(194,711)	(0)	0
Beginning Fund Balance	(1,096,509)	616,652	616,652	616,652	384,235	389,424	194,711	(0)	(0)
Ending Fund Balance	616,652	616,652	349,267	384,235	389,424	194,711	(0)	(0)	(0)
Assigned to Operations - 15% of Total Spending	518,409	589,874	629,982	624,737	598,278	632,924	637,159	612,396	-
Unassigned	98,243	26,778	(280,715)	(240,502)	(208,854)	(438,214)	(637,159)	(612,396)	(0)
Total	616,652	616,652	349,267	384,235	389,424	194,711	(0)	(0)	(0)
Unassigned FB as a % of Total Expenditures	2.8%	0.7%	-6.7%	-5.8%	-5.2%	-10.4%	-15.0%	-15.0%	#DIV/0!

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

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

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 Vital Street Fund to the Major 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.

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

Vital Streets Capital Project Fund: The Vital Streets Capital Project Fund will receive monies from the Vital Streets Operating Fund to be spent on 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 Capital Improvement Bonds 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 - FMS
LOCAL STREETS (2030)
STATEMENT OF OPERATIONS**

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	1,602,167	2,199,749	2,199,749	2,690,721	2,726,337	2,762,309	2,878,276	3,276,344	3,533,720
539-Vital Streets Maintenance of Effort	867,000	867,000	867,000	867,000	870,902	870,902	870,902	870,902	870,902
539-Vital Streets Enhanced State Investment	614,159	0	419,582	419,582	963,644	1,257,179	1,526,118	1,644,636	1,716,891
600-Charges for Services	13,922	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000
664-Investment Income & Rentals	24,908	9,888	9,888	9,888	13,153	15,957	21,575	27,330	33,084
671-Other Revenues	6,075	0	0	35,000	25,000	25,000	25,000	25,000	25,000
695-Other Financing Sources	963,474	1,760,000	1,910,000	1,400,000	1,490,000	1,490,000	1,540,000	1,690,000	1,690,000
Local Streets Total Revenues	4,091,705	4,837,637	5,407,219	5,422,191	6,090,036	6,422,347	6,862,870	7,535,212	7,870,597
Expenditures									
701-Personal Services	1,082,729	1,830,617	1,830,617	1,491,343	1,751,936	1,858,559	1,920,637	1,972,904	2,000,282
701-Vital Streets Enhanced State Investment	410,264	0	0	0	0	0	0	0	0
726-Supplies	556,462	853,789	1,253,789	1,307,950	1,507,173	1,523,207	1,539,454	1,555,395	1,570,630
800-Other Services and Charges	1,123,136	1,279,459	1,156,459	1,018,437	1,162,089	1,188,665	1,263,533	1,341,652	1,441,218
970-Capital Outlays	4,954	137,043	137,043	458	44,643	44,744	44,845	44,945	44,945
970-Vital Streets Maintenance of Effort	867,000	867,000	867,000	867,000	870,902	870,902	870,902	870,902	870,902
970-Vital Streets Enhanced State Investment	203,895	0	419,582	419,582	163,644	457,179	726,118	844,636	916,891
995-Other Financing	66,810	-17,212	-17,212	82,788	4,508	-22,969	9,855	184,004	289,992
995-Vital Streets Enhanced State Investment	0	0	0	0	800,000	800,000	800,000	800,000	800,000
Local Streets Total Expenditures	4,315,250	4,950,696	5,647,278	5,187,558	6,304,895	6,720,287	7,175,343	7,614,438	7,934,860
Local Streets NET INCOME (LOSS)	-223,545	-113,059	-240,059	234,633	-214,859	-297,940	-312,473	-79,226	-64,263
Beginning Fund Balance	992,692	769,147	769,147	769,147	1,003,780	788,921	490,981	178,508	99,282
Ending Fund Balance	769,147	656,088	529,088	1,003,780	788,921	490,981	178,508	99,282	35,019
Reserve Targets									
Assigned to Operations - 15% of Total Spending	647,288	742,604	847,092	778,134	945,734	1,008,043	1,076,301	1,142,166	1,190,229
Unassigned Fund Balance	121,860	-86,516	-318,004	225,646	-156,813	-517,062	-897,793	-1,042,884	-1,155,210
Total	769,147	656,088	529,088	1,003,780	788,921	490,981	178,508	99,282	35,019
Unassigned FB as a % of Total Expenditures	2.8%	(1.7%)	(5.6%)	4.3%	(2.5%)	(7.7%)	(12.5%)	(13.7%)	(14.6%)

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
501-Federal Grants	366,662	320,000	380,900	450,000	350,000	360,500	371,315	382,454	393,928
539-State Grants	8,686,849	8,911,323	8,911,323	8,072,162	8,179,010	8,286,927	8,634,827	9,829,031	10,601,160
539-Vital Streets Maintenance of Effort	2,601,000	2,601,000	2,601,000	2,601,000	2,612,706	2,612,706	2,612,706	2,612,706	2,612,706
539-Vital Streets Enhanced State Investment	2,460,727	3,022,875	3,022,875	1,258,747	2,890,933	3,771,538	4,578,352	4,933,907	5,150,674
600-Charges for Services	2,559,355	2,197,060	2,197,060	2,404,653	2,617,760	2,712,070	2,820,029	2,943,172	3,060,786
664-Investment Income & Rentals	222,728	97,484	97,484	111,251	120,821	134,854	162,971	191,768	220,565
671-Other Revenues	340,572	30,000	30,000	269,784	280,500	305,500	305,500	305,500	305,500
695-Other Financing Sources	7,088,828	1,068,000	1,106,500	1,063,623	960,000	960,000	960,000	960,000	960,000
Major Streets Total Revenues	24,326,721	18,247,742	18,347,142	16,231,220	18,011,730	19,144,095	20,445,700	22,158,538	23,305,319
Expenditures									
701-Personal Services	2,688,777	4,783,213	4,783,213	4,353,806	5,384,608	5,695,320	5,864,500	6,004,253	6,078,533
701-Vital Streets Enhanced State Investment	971,071	0	0	0	0	0	0	0	0
726-Supplies	2,429,906	1,943,313	1,943,313	2,102,861	2,221,960	2,256,250	2,276,264	2,316,649	2,352,013
800-Other Services and Charges	4,935,948	4,944,509	4,963,009	4,826,359	4,964,804	5,153,865	5,379,551	5,585,354	5,831,387
970-Capital Outlays	56,287	237,523	301,515	222,062	160,022	140,024	140,024	140,024	140,024
970-Vital Streets Maintenance of Effort	2,601,000	2,601,000	2,601,000	2,601,000	2,612,706	2,612,706	2,612,706	2,612,706	2,612,706
970-Vital Streets Enhanced State Investment	1,489,656	3,022,875	3,022,875	1,258,747	2,090,933	2,971,538	3,778,352	4,133,907	4,350,674
990-Debt Service	878,381	793,050	793,050	794,650	758,925	744,050	741,250	745,150	743,150
995-Other Financing	7,832,286	667,054	837,054	937,054	573,098	511,426	660,791	1,332,243	1,651,809
995-Vital Streets Enhanced State Investment	0	0	0	0	800,000	800,000	800,000	800,000	800,000
Major Streets Total Expenditures	23,883,312	18,992,537	19,245,029	17,096,539	19,567,056	20,885,179	22,253,438	23,670,286	24,560,296
Major Streets NET INCOME (LOSS)	443,409	-744,795	-897,887	-865,319	-1,555,326	-1,741,084	-1,807,738	-1,511,748	-1,254,977
Beginning Fund Balance	7,506,190	7,949,599	7,949,599	7,949,599	7,084,280	5,528,954	3,787,870	1,980,132	468,384
Ending Fund Balance	7,949,599	7,204,804	7,051,712	7,084,280	5,528,954	3,787,870	1,980,132	468,384	-786,593
Reserve Targets									
Assigned to Operations - 15% of Total Spending	3,582,497	2,848,881	2,886,754	2,564,481	2,935,058	3,132,777	3,338,016	3,550,543	3,684,044
Unassigned Fund Balance	4,367,102	4,355,923	4,164,958	4,519,799	2,593,896	655,093	-1,357,884	-3,082,159	-4,470,637
Total	7,949,599	7,204,804	7,051,712	7,084,280	5,528,954	3,787,870	1,980,132	468,384	-786,593
Unassigned FB as a % of Total Expenditures	18.3%	22.9%	21.6%	26.4%	13.3%	3.1%	(6.1%)	(13.%)	(18.2%)

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	54,498	36,500	36,500	36,500	36,500	36,500	36,500	36,500	36,500
501-Federal Grants	579	0	0	0	0	0	0	0	0
539-State Grants	97	0	0	0	0	0	0	0	0
600-Charges For Services	111,457	6,500	6,500	7,239	6,500	6,500	6,500	6,500	6,500
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	7,604	4,219	4,219	4,219	5,612	6,808	9,206	11,661	14,116
671-Other Revenues	2,372	53,000	53,000	53,000	53,000	3,000	3,000	3,000	3,000
695-Other Financing Sources	2,327,984	1,936,883	1,936,883	1,993,864	2,083,588	2,146,095	2,199,748	2,254,741	2,311,110
SIDEWALK REPAIR Total Revenues	2,504,591	2,037,102	2,037,102	2,094,822	2,185,200	2,198,903	2,254,954	2,312,402	2,371,226
Expenditures									
701-Personal Services	304,070	350,976	350,976	334,288	334,180	348,458	353,913	358,433	362,213
751-Supplies	1,288	8,500	8,500	6,500	6,500	7,600	7,600	6,500	7,600
800-Other Services And Charges	1,524,856	1,436,685	1,436,685	1,172,708	1,655,202	1,728,441	1,775,561	1,826,173	1,878,491
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	42,609	29,089	29,089	43,993	1,281,564	92,222	92,777	93,228	93,796
SIDEWALK REPAIR Total Expenditures	1,872,823	1,825,250	1,825,250	1,557,489	3,277,446	2,176,721	2,229,851	2,284,334	2,342,100
SIDEWALK REPAIR NET INCOME (LOSS)	631,768	211,852	211,852	537,333	(1,092,246)	22,182	25,103	28,068	29,126
Fund Balance - Beginning of Year	257,380	889,148	889,148	889,148	1,426,481	334,235	356,417	381,520	409,588
Fund Balance - End of Year	889,148	1,101,000	1,101,000	1,426,481	334,235	356,417	381,520	409,588	438,714
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	280,923	273,788	273,788	233,623	491,617	326,508	334,478	342,650	351,315
Unassigned Fund Balance	608,225	827,213	827,213	1,192,858	(157,382)	29,909	47,042	66,938	87,399
Total	889,148	1,101,000	1,101,000	1,426,481	334,235	356,417	381,520	409,588	438,714
Unassigned Fund Balance as a % of Total Current Spending	32.5%	45.3%	45.3%	76.6%	-4.8%	1.4%	2.1%	2.9%	3.7%
Outstanding Debt Service at FYE - Vital Streets Loan	1,828,517	1,791,425	1,791,425	1,791,425	518,601	453,717	388,826	324,042	259,258

Completed Sidewalk Repairs as of 12/30/16



Pending FY18 Repair Work (Owner Requests)

- Upcoming FY18 Repairs
 - 458 Repair Requests
 - Total Est. \$420,000

- Remaining FY17 Work
 - 2016 -05 South Contract (\$100,000)
 - 2017 -01 South Contract (\$150,000)

Outstanding FY18 Repairs - Not on Contract

	4" Sidewalk	6" Sidewalk	Grinding		
2017- 2 & 3 North Contracts	25192	3755	468		
	\$ 8.25	\$ 8.50	\$ 8.00		
	\$ 207,834	\$ 31,918	\$ 3,744	\$ 243,496	
				Misc Costs	\$ 17,750
					\$ 261,246
2017- 4 & 5 South Contracts	14417	1783	905		
	\$ 8.25	\$ 8.50	\$ 8.00		
	\$ 118,940	\$ 15,156	\$ 7,240	\$ 141,336	
				Misc Costs	\$ 17,750
					\$ 159,086
				Total Expenditures	\$ 420,331

FY18 Proposed Budget / Project Outlook

Breakdown of Fund

Estimated Fund Balance at End of FY18 with No Projects Yet bid \$825,000

- Accounting for \$1,267,000 Bond Payback due in October FY18
- Systematic Sidewalk Repairs in FY18 pending complaint requests
- \$250,000 Budgeted for Richmond Sidewalk Project Pending FY18

Scheduled and Proposed Work

FY 17 (July 2015 – June 2017)

Complete 2016-05 Contract	\$100,000
Complete 2017-01 Contract	\$150,000
Maryland Sidewalk Project	\$250,000

FY 18 (July 2017-June 2018)

North Complaint Repairs	\$287,500
South Complaint Repairs	\$287,500
Richmond Sidewalk Project	<u>\$250,000</u>
	\$825,000

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
501-Federal Grants	609,656	0	216,000	211,616	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
580-Contribution from Local Units	0	0	53,175	53,175	0	0	0	0	0
600-Charges for Services	-380	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	19,763	0	0	0	0	0	0	0	0
671-Other Revenues	110,676	0	0	2,338	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	159,269	882,015	1,322,641
Streets-Capital Projects Total Revenues	739,715	0	269,175	267,129	0	0	159,269	882,015	1,322,641
Expenditures									
701-Personal Services	119,186	0	0	555	0	0	0	0	0
751-Supplies	0	0	0	1,043	0	0	0	0	0
800-Other Services and Charges	0	0	0	0	0	0	0	0	0
970-Capital Outlays	1,741,236	130,880	269,175	265,531	0	0	159,269	882,015	1,322,641
995-Other Financing	0	0	0	0	0	0	0	0	0
Streets-Capital Projects Total Expenditures	1,860,422	130,880	269,175	267,129	0	0	159,269	882,015	1,322,641
Streets-Capital Projects NET INCOME (LOSS)	-1,120,707	-130,880	0	0	0	0	0	0	0
Beginning Fund Balance	1,531,968	411,261	411,261	411,261	411,261	411,261	411,261	411,261	411,261
Ending Fund Balance	411,261	280,381	411,261	411,261	411,261	411,261	411,261	411,261	411,261
CAFR Reconciliation:									
Ending Fund Balance per CAFR	2,210,593	2,210,593	2,210,593	2,210,593	2,210,593	2,210,593	2,210,593	2,210,593	2,210,593
Assigned for Uncompleted Capital Projects	-1,799,332	-1,930,212	-1,799,332	-1,799,332	-1,799,332	-1,799,332	-1,799,332	-1,799,332	-1,799,332
Unassigned Fund Balance Available for Reappropriation	411,261	280,381	411,261	411,261	411,261	411,261	411,261	411,261	411,261

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	2018 Miles of Treatment	PROPOSED 2019	2019 Miles of Treatment	PROPOSED 2020	2020 Miles of Treatment	PROPOSED 2021	2021 Miles of Treatment	PROPOSED 2022	2022 Miles of Treatment
REVENUE														
501 Federal Grants (4090)	0	0	1,085,478	659,620	0		0		0		0		0	
539 State Grants (4090)	0	0	870,600	134,537	0		0		0		0		0	
664 Investment Income & Rentals	22,260	0	0	0	0		0		0		0		0	
671 Other Revenues	14,500	0	1,214,818	0	0		0		0		0		0	
698 Bond Proceeds (Includes Premium)	32,998,165	0	200,019	0	0		0		0		0		0	
695 Operating Trfr for Vital Streets Master Plan and Project Development	150,000	0	4,200,000	2,239,651	0		0		0		0		0	
695 Operating Trfr from VS 2040/2041 Fund-Preventative Maintenance Work (Contr	0	0	0	2,118,636	112,895		195,000				397,991		100,000	
695 Operating Trfr from VS 2040/2041 Fund-Rehabilitation Work	0	0	(147,000)	1,142,192	951,962		25,000		2,518,032		5,325,293		9,045,015	
695 Operating Trfr from VS 2040/2041 Fund-Reconstruction Work	0	1,523,202	1,523,202	1,669,980	3,200,762		826,108		641,255		1,201,363		868,453	
695 Operating Trfr from VS 2040 Fund-Bridge Investment	0	0	0	161,301	50,000		50,000		50,000		50,000		50,000	
695 Operating Trfr from VS 2040 Fund for Traffic Safety/Signals	0	864,000	864,000	0	277,000		277,000		277,000		277,000		277,000	
695 Operating Trfr from VS 2040 Fund for Trunk Line/MDOT (Eng. Managed)	0	0	0	1,038,430	200,000		200,000		200,000		200,000		200,000	
695 Vital Streets Trees	0	0	0	100,000	100,000		100,000		100,000		100,000		100,000	
695 Public ROW and Green Infrastructure Maintenance	0	200,000	200,000	200,000	200,000		200,000		200,000		200,000		200,000	
VITAL STREETS Total Revenue	33,184,925	2,587,202	10,011,117	9,464,347	5,092,619		1,873,108		3,986,287		7,751,647		10,840,468	
EXPENDITURES														
Bridge Investment	164,658	100,000	(59,070)	279,176	50,000		50,000		50,000		50,000		50,000	
Major Federal Aid Urban (FAU) Street Investment														
800 Preventative Maintenance-Force Account and Contracts (3)	3,405,381	0	(147,037)	1,448,598	0	1.57	0	0.67	0	0.27	218,270	2.65	100,000	0.16
970 Capital Outlay - Rehabilitation Work (1) (2) (3)	4,061,824	2,979,396	(121,815)	3,478,748	322,293	7.21	25,000	4.49	2,518,032	7.08	1,007,579	1.69	2,079,112	7.46
970 Capital Outlay - Reconstruction Work (1) (2) (3)	2,123,362	3,205,549	3,454,641	1,714,562	2,850,605	1.79	826,108	1.55	641,255	1.06	1,201,363	1.87	415,063	0.39
Major Non-Federal Aid Urban (FAU) Street Investment														
800 Preventative Maintenance-Force Account and Contracts (3)	(528,993)	0	(689,712)	253,151	0	1.13	0	0.00	0	0.68	130,000	0.50	0	0.17
970 Capital Outlay - Rehabilitation Work (1) (2) (3)	2,290,698	99,430	215,603	260,970	0	0.00	0	0.00	0	0.10	0	0.00	0	0.00
970 Capital Outlay - Reconstruction Work (1) (2) (3)	2,375,683	100,000	571,673	2,623,312	199,492	0.14	0	0.64	0	0.18	0	0.00	0	0.00
Local Street Investment														
800 Preventative Maintenance-Force Account and Contracts (3)	4,195,064	2,673,914	4,419,999	5,603,295	112,895	24.17	195,000	13.86	0	14.77	49,721	24.03	0	14.44
970 Capital Outlay - Rehabilitation Work (1) (2) (3)	2,036,209	1,687,872	3,426,843	1,509,480	629,669	3.24	0	4.87	0	6.44	4,317,714	10.06	6,965,903	20.16
970 Capital Outlay - Reconstruction Work (1) (2) (3)	2,017,946	1,011,932	1,297,327	190,558	150,665	0.20	0	1.67	0	0.32	0	0.39	453,390	0.36
Traffic Safety/Signals & Trunk Line														
970 Capital Outlay - Traffic Safety/Signals (4090)	0	786,000	1,266,000	0	277,000		277,000		277,000		277,000		277,000	
970 Capital Outlay - Traffic Safety/Signals (4091)	78,000	302,000	302,000	0	0		0		0		0		0	
970 Capital Outlay - Trunk Line/MDOT -Eng. Managed (4091)	446,884	50,000	1,136,263	1,293,544	200,000		200,000		200,000		200,000		200,000	
Public ROW and Green Infrastructure Maintenance														
Vital Streets Trees	0	200,000	200,000	200,000	200,000		200,000		200,000		200,000		200,000	
Master Plan and Project Development														
395,020	100,000	5,327,445	2,349,001	0	0		0		0		0		0	
Total Miles of Treatment - Preventative Maintenance						26.86		14.53		15.71		27.18		14.77
Total Miles of Treatment - Rehabilitation						10.45		9.36		13.62		11.75		27.62
Total Miles of Treatment - Reconstruction						2.13		3.86		1.56		2.26		0.75
800 Preventative Maintenance-Force Account and Contracts	0	0	0	0	0		0		0		0		0	
970 Capital Outlay (1) (2) (3)	9,726	0	0	0	0		0		0		0		0	
990 Debt Service - Bond Issuance Costs	229,105	0	0	0	0		0		0		0		0	
995 Transfers Out - Vital Streets (204)-Reimbursement	0	0	0	0	0		0		0		0		0	
995 Transfers Out - Traffic Safety/Signals	0	78,000	78,000	0	0		0		0		0		0	
995 Transfers Out - Sidewalk Fund Loan	465,000	0	0	0	0		0		0		0		0	
VITAL STREETS Total Expenditures	23,765,567	13,374,093	20,778,160	21,304,395	5,092,619		1,873,108		3,986,287		7,751,647		10,840,468	
VITAL STREETS NET INCOME (LOSS)	9,419,358	(10,786,891)	(10,767,043)	(11,840,048)	0		0		0		0		0	
Beginning Fund Balance	3,361,089	12,780,447	12,780,447	12,780,447	940,399		940,399		940,399		940,399		940,399	
Ending Fund Balance	12,780,447	1,993,556	2,013,404	940,399	940,399		940,399		940,399		940,399		940,399	
Reserve Targets:														
Assigned to Operations - 15% or less of Total Spending	3,564,835	2,006,114	3,116,724		763,893		280,966		597,943		1,162,747		1,626,070	
Unassigned Fund Balance	9,215,612	(12,558)	(1,103,320)		176,506		659,433		342,456		(222,348)		(685,671)	
Total	12,780,447	1,993,556	2,013,404		940,399		940,399		940,399		940,399		940,399	
Unassigned FB as a % of Total Expenditures	38.78%	-0.09%	-5.31%		3.47%		35.21%		8.59%		-2.87%		-6.33%	

(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 / 2041)
STATEMENT OF OPERATIONS**

	Income Tax Growth Rate				2.94%	4.50%	3.00%	2.50%	2.50%	2.50%
	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	PROPOSED 2019	PROPOSED 2020	PROPOSED 2021	PROPOSED 2022	
REVENUE										
401 Taxes - Income Taxes	11,020,887	12,105,521	12,105,521	12,461,649	13,022,423	13,413,096	13,748,424	14,092,134	14,444,438	
501 Intergov Revenues - Gas & Weight Tax (Major)	0	0	0	0	0	0	0	0	0	
501 Intergov Revenues - Gas & Weight Tax (Local)	0	0	0	0	0	0	0	0	0	
501 Intergov Revenues - Gas & Weight Tax (PA252 of 2014)	0	0	0	0	0	0	0	0	0	
501 Intergov Revenues - SOM PRIP	0	0	0	0	0	0	0	0	0	
501 Intergov Revenues - Grants	0	0	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	690,000	690,000	0	0	0	0	0	0	
580 Contributions from Local Units (4090)	0	868,043	868,043	0	0	0	0	0	0	
664 Investment Income & Rentals	111,753	22,257	22,257	22,257	29,605	35,917	48,564	61,516	74,469	
671 Other Revenues (4090)	0	751,159	751,159	0	0	0	0	0	0	
695 Other Financing Sources - GOF Op Transfer	950,000	950,000	950,000	950,000	900,000	850,000	850,000	850,000	850,000	
695 Other Fin - Bond Principal Repayment from Sidewalk Fund	0	0	0	0	1,243,770	44,685	46,668	48,803	51,243	
695 Other Fin - Bond Interest Repayment from Sidewalk Fund	15,960	22,188	22,188	37,092	29,054	20,198	18,223	15,981	13,541	
695 Reimbursement from VS Bond Fund (4091)	0	0	0	0	0	0	0	0	0	
VITAL STREETS Total Revenue	12,098,600	15,409,168	15,409,168	13,470,998	15,224,852	14,363,896	14,711,879	15,068,434	15,433,691	
EXPENDITURES										
Bridge Investment										
999 Transfers Out - Streets (4090)-Bridge Investment (Major)	0	0	0	161,301	50,000	50,000	50,000	50,000	50,000	
Major Federal Aid Urban (FAU) Street Investment										
800 Preventative Maintenance-Contracts (3)	0	0	0	561,621	0	0	0	218,270	100,000	
995 Transfers Out - Force Account Preventative Maintenance (3)	(1,191)	0	0	152,998	0	0	0	0	0	
995 Transfers Out - Streets (4090)-Rehabilitation (1) (2) (3)	0	0	0	878,301	322,293	25,000	2,518,032	1,007,579	2,079,112	
995 Transfers Out - Streets (4090)-Reconstruction (1) (2) (3)	0	952,161	952,161	893,225	2,850,605	826,108	641,255	1,201,363	415,063	
Major Non-Federal Aid Urban (FAU) Street Investment										
800 Preventative Maintenance-Contracts (3)	0	0	0	35,779	0	0	0	130,000	0	
995 Transfers Out - Force Account Preventative Maintenance (3)	1,191	0	0	33,409	0	0	0	0	0	
995 Transfers Out - Streets (4090)-Rehabilitation (1) (2) (3)	0	0	0	62,611	0	0	0	0	0	
995 Transfers Out - Streets (4090)-Reconstruction (1) (2) (3)	0	0	0	634,071	199,492	0	0	0	0	
Local Street Investment										
800 Preventative Maintenance-Contracts (3)	0	0	0	1,072,694	112,895	195,000	0	49,721	0	
995 Transfers Out - Force Account Preventative Maintenance (3)	6,876	0	0	262,135	0	0	0	0	0	
995 Transfers Out - Streets (4090)-Rehabilitation (1) (2) (3)	0	0	0	201,280	629,669	0	0	4,317,714	6,965,903	
995 Transfers Out - Streets (4090)-Reconstruction (1) (2) (3)	0	571,041	571,041	142,684	150,665	0	0	0	453,390	
Traffic Safety/Signals & Trunk Line										
995 Transfers Out - Streets (4090)-Traffic Safety/Signals	0	864,000	786,000	0	277,000	277,000	277,000	277,000	277,000	
995 Transfers Out - Streets (4090)-Trunk Line/MDOT (Eng. Managed)	0	0	0	1,038,430	200,000	200,000	200,000	200,000	200,000	
Public ROW and Green Infrastructure Maintenance										
0	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
Vital Streets Trees										
0	0	0	0	100,000	100,000	100,000	100,000	100,000	100,000	
Master Plan and Project Development										
0	0	0	4,200,000	2,239,651	0	0	0	0	0	
Debt Service										
990 Debt Service - Principal	0	0	0	0	18,435,000	1,465,000	1,530,000	16,600,000	1,680,000	
990 Debt Service - Interest	341,704	1,187,419	1,187,419	1,187,419	1,072,450	930,700	865,950	658,200	443,950	
800 Other Services and Charges	(19)	0	0	0	0	0	0	0	0	
995 Transfers Out - Sidewalks (16% of Inc Tax Continuation)	1,862,984	1,936,883	1,936,883	1,993,864	2,083,588	2,146,095	2,199,748	2,254,741	2,311,110	
VITAL STREETS Total Expenditures	2,211,545	5,711,504	9,833,504	11,851,473	26,683,657	6,414,903	8,581,985	27,264,588	15,275,528	
VITAL STREETS NET INCOME (LOSS)	9,887,055	9,697,664	5,575,664	1,619,525	(11,458,805)	7,948,993	6,129,894	(12,196,154)	158,163	
Beginning Fund Balance	1,417,978	11,305,033	11,305,033	11,305,033	12,924,558	1,465,753	9,414,746	15,544,640	3,348,486	
Ending Fund Balance	11,305,033	21,002,697	16,880,697	12,924,558	1,465,753	9,414,746	15,544,640	3,348,486	3,506,649	
Reserve Targets:										
Assigned to Operations - 15% or less of Total Spending	331,732	856,726	1,475,026	1,777,721	4,002,549	962,236	1,287,298	4,089,688	2,291,329	
Unassigned Fund Balance	10,973,301	20,145,971	15,405,671	11,146,837	(2,536,795)	8,452,511	14,257,343	(741,202)	1,215,320	
Total	11,305,033	21,002,697	16,880,697	12,924,558	1,465,753	9,414,746	15,544,640	3,348,486	3,506,649	
Unassigned FB as a % of Total Expenditures	496.18%	352.73%	156.67%	94.05%	-9.51%	131.76%	166.13%	-2.72%	7.96%	

- (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.

VITAL STREETS

FY2018 – FY2022 Capital Plan

SOURCES - VITAL STREETS										
FISCAL YEAR		FY2018		FY2019		FY2020		FY2021		FY2022
Act 51 Revenues		\$ 3,483,608		\$ 3,483,608		\$ 3,483,608		\$ 3,483,608		\$ 3,483,608
Income Tax Support		\$ 12,835,499		\$ 13,220,564		\$ 13,551,078		\$ 13,889,855		\$ 14,237,101
GOF Support		\$ 900,000		\$ 850,000		\$ 850,000		\$ 850,000		\$ 850,000
Grants (estimated)		\$ 6,900,157		\$ 3,369,614		\$ 5,239,000		\$ 3,798,902		\$ 3,039,618
Bond Principal Repayment - Sidewalks		\$ 1,272,824		\$ 64,883		\$ 64,891		\$ 64,784		\$ 64,784
State Investment		\$ 3,854,577		\$ 5,028,717		\$ 6,104,470		\$ 6,578,543		\$ 6,867,565
		\$ 29,246,665		\$ 26,017,386		\$ 29,293,047		\$ 28,665,692		\$ 28,542,676
USES - VITAL STREETS										
FISCAL YEAR		FY2018		FY2019		FY2020		FY2021		FY2022
Transfer - Sidewalks (Share of Income Tax)		\$ 2,053,680		\$ 2,115,290		\$ 2,168,172		\$ 2,222,377		\$ 2,277,936
Bond/Interest Payments		\$ 4,591,617		\$ 8,765,700		\$ 8,710,974		\$ 5,173,176		\$ 2,123,950
Traffic Safety/Signals		\$ 277,000		\$ 277,000		\$ 277,000		\$ 277,000		\$ 277,000
Trunkline - Act 51		\$ 218,333		\$ 25,000		\$ 25,000		\$ 25,000		\$ 25,000
Bridges		\$ 50,626		\$ 50,000		\$ 85,000		\$ 50,000		\$ 85,000
FAU		\$ 6,783,521		\$ 3,386,820		\$ 3,531,245		\$ 3,252,777		\$ 2,792,853
Preventative Maintenance		\$ 761,760		\$ 147,544		\$ -		\$ 943,835		\$ -
Rehabilitation		\$ 2,423,440		\$ 1,698,454		\$ 2,724,990		\$ 1,107,579		\$ 1,962,728
Reconstruction		\$ 3,598,321		\$ 1,540,822		\$ 806,255		\$ 1,201,363		\$ 830,125
MNF		\$ 683,299		\$ 734,252		\$ 71,554		\$ 130,000		\$ 49,119
Preventative Maintenance		\$ -		\$ -		\$ -		\$ 130,000		\$ 49,119
Rehabilitation		\$ 483,807		\$ -		\$ 71,554		\$ -		\$ -
Reconstruction		\$ 199,492		\$ 734,252		\$ -		\$ -		\$ -
LOCAL		\$ 7,365,285		\$ 4,399,790		\$ 5,741,792		\$ 10,078,643		\$ 14,085,079
Preventative Maintenance		\$ 5,477,695		\$ 1,988,174		\$ 2,571,623		\$ 5,725,015		\$ 4,949,600
Rehabilitation		\$ 1,537,085		\$ 1,895,016		\$ 2,851,024		\$ 4,017,945		\$ 8,682,089
Reconstruction		\$ 350,505		\$ 516,600		\$ 319,146		\$ 335,683		\$ 453,390
GRANTS		\$ 6,900,157		\$ 3,369,614		\$ 5,239,000		\$ 3,798,902		\$ 3,039,618
CIPP Lining of Storm Sewers		\$ 100,000		\$ 100,000		\$ 100,000		\$ 100,000		\$ 100,000
ROW/Green Infrastructure Maintenance		\$ 200,000		\$ 200,000		\$ 200,000		\$ 200,000		\$ 200,000
Contingency Account		\$ -		\$ 2,514,359		\$ 3,052,235		\$ 3,289,272		\$ 3,433,783
		\$ 29,223,519		\$ 25,937,825		\$ 29,201,973		\$ 28,597,146		\$ 28,489,338
Sources Less Uses		\$ 23,146		\$ 79,561		\$ 91,074		\$ 68,546		\$ 53,339

VITAL STREETS

FY2018 – FY2022 Capital Plan

ADVANCE, FY2016 AND FY2017												
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	248	37.291	\$4,809,710	139	15.319	\$1,284,925	237	39.332	\$6,335,341	624	91.942	\$12,429,976
Rehabilitation	0	0	\$0	0	0	\$0	9	3.442	\$2,299,736	9	3.442	\$2,299,736
Reconstruction	5	0.634	\$1,135,749	5	2.765	\$659,603	1	0.125	\$363,120	11	3.524	\$2,158,472
LOCAL TOTAL	253.0	37.925	\$5,945,459	144.0	18.084	\$1,944,528	247.0	42.899	\$8,998,197	644	98.908	\$16,888,184
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	53	6.674	\$895,254	24	6.766	\$596,421	52	15.170	\$2,112,047	129	28.610	\$3,603,722
Rehabilitation	17	7.866	\$4,855,498	10	3.817	\$2,338,305	9.5	1.793	\$837,075	36	13.476	\$8,030,877
Reconstruction	5	1.192	\$2,252,048	5	0.592	\$778,527	2	0.6465	\$1,165,693	12	2.430	\$4,196,268
MAJOR NON-FAU TOTAL	74.5	15.732	\$8,002,799	39	11.175	\$3,713,253	63.5	17.610	\$4,114,815	177	44.516	\$15,830,867
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	82	30.103	\$3,125,397	65	28.602	\$4,487,265	32	12.972	\$2,042,760	178	71.677	\$9,655,422
Rehabilitation	9.5	3.248	\$3,633,378	11	5.680	\$4,159,355	5.5	4.053	\$3,526,335	26	12.981	\$11,319,069
Reconstruction	3	0.747	\$1,622,220	10	3.479	\$2,935,588	0	0	\$0	0	4.22619697	\$4,557,807
FAU TOTAL	94	34.098	\$8,380,994	86	37.761	\$11,582,208	37	17.0245	\$5,569,095	204	88.884	\$25,532,297
TOTAL LOCAL, MAJOR NON-FAU and FAU	421.5	87.755	\$22,329,253	269	67.020	\$17,239,989	347.5	77.533	\$18,682,107	1025	232.308	\$58,251,349

VITAL STREETS

FY2018 – FY2022 Capital Plan

FY2018												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	11	3.853	\$1,131,821	13	7.772	\$1,462,838	41	12.323	\$2,883,036	65.0	23.947	\$5,477,695
Rehabilitation	0	0.000	\$0	9	2.209	\$796,692	6	1.504	\$740,393	15	3.713	\$1,537,085
Reconstruction	1	0.108	\$150,665	1	0	\$199,840	0	0	\$0	2	0.203	\$350,505
LOCAL TOTAL	12	3.961	\$1,282,486	23	10.076	\$2,459,370	47	13.827	\$3,623,429	82	27.863	\$7,365,285
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Rehabilitation	2	0.692	\$311,722	1	0.189	\$100,424	1	0.244	\$71,661	4	1.125	\$483,807
Reconstruction	0	0	\$0	0	0	\$0	1	0.142	\$199,492	1	0.142	\$199,492
MAJOR NON-FAU TOTAL	2	0.692	\$311,722	1	0.189	\$100,424	2	0.386	\$271,153	5	1.267	\$683,299
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	1	0.25	\$15,791	5	2.646	\$532,917	2	0.688406909	\$213,052	8	3.585	\$761,760
Rehabilitation	2	1.331	\$351,667	4	0.928	\$499,727	5	4.295	\$1,572,047	11	6.554	\$2,423,440
Reconstruction	1	0.172	\$70,000	8	2.272	\$3,528,321	0	0	\$0	9	2.444	\$3,598,321
FAU TOTAL	4	1.753	\$437,458	17	5.846	\$4,560,964	7	4.983	\$1,785,099	28	12.583	\$6,783,521
TOTAL LOCAL, MAJOR NON-FAU and FAU	18	6.406	\$2,031,666	41	16.111	\$7,120,759	56	19.196	\$5,679,681	115	41.713	\$14,832,105
			\$24,360,919			\$24,360,747			\$24,361,788			

VITAL STREETS

FY2018 – FY2022 Capital Plan

FY2019												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	9	1.246	\$90,499	2	8.610	\$1,080,977	8	5.661	\$816,698	19	15.517	\$1,988,174
Rehabilitation	2	0.142	\$65,412	5	2.976	\$1,383,240	7	1.406	\$446,364	14	4.524	\$1,895,016
Reconstruction	1	1.665	\$516,600	0	0	\$0	0	0	\$0	1	1.665	\$516,600
LOCAL TOTAL	12	3.053	\$672,511	7	11.586	\$2,464,217	15	7.067	\$1,263,062	34	21.706	\$4,399,790
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Rehabilitation	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Reconstruction	2	0.641	\$734,252	0	0	\$0	0	0	\$0	2	0.641	\$734,252
MAJOR NON-FAU TOTAL	2	0.641	\$734,252	0	0	\$0	0	0	\$0	2	0.641	\$734,252
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	1	0.419	\$49,044	1	0.124	\$49,250	1	0.124	\$49,250	3	0.667	\$147,544
Rehabilitation	3	2.295	\$684,338	2	0.652	\$327,714	3	1.544	\$686,403	8	4.491	\$1,698,454
Reconstruction	4	0.635	\$698,991	0	0	\$0	2	0.919	\$841,831	6	1.554	\$1,540,822
FAU TOTAL	8	3.349	\$1,432,373	3	0.776	\$376,964	6	2.587	\$1,577,484	17	6.712	\$3,386,820
TOTAL LOCAL, MAJOR NON-FAU and FAU	22	7.043	\$2,839,136	10	12.361	\$2,841,181	21	9.654	\$2,840,546	53	29.058	\$8,520,862
			\$27,200,055			\$27,201,928			\$27,202,333			

VITAL STREETS

FY2018 – FY2022 Capital Plan

FY2020												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	35	9.060	\$1,511,296	5	3.593	\$434,418	4	4.938	\$625,908	44	17.591	\$2,571,623
Rehabilitation	1	0	\$230,072	11	3.464	\$1,577,553	4	2.244	\$1,043,399	16	6.141	\$2,851,024
Reconstruction	1	0.038	\$48,594	1	0.321	\$270,552	0	0	\$0	2	0.359	\$319,146
LOCAL TOTAL	37	9.531	\$1,789,962	17	7.378	\$2,282,523	8	7.182	\$1,669,307	62	24.09086323	\$5,741,792
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	1	0.676	\$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	1	0.177	\$0	0	0	\$0	1	0.177	\$0
MAJOR NON-FAU TOTAL	1	0.676	\$0	1	0.177	\$0	1	0.101	\$71,554	3	0.954	\$71,554
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Rehabilitation	7	3.567	\$1,326,439	3	1.393	\$478,135	4	2.115	\$920,417	14	7.075	\$2,724,990
Reconstruction	0	0	\$0	2	0.281	\$353,505	3	0.776	\$452,750	5.0	1.057	\$806,255
FAU TOTAL	7	3.567	\$1,326,439	5	1.674	\$831,640	7	2.891	\$1,373,167	19.0	8.132	\$3,531,245
TOTAL LOCAL, MAJOR NON-FAU and FAU	45	13.774	\$3,116,401	23	9.229	\$3,114,163	16	10.174	\$3,114,028	84	33.177	\$9,344,591
			\$30,316,456			\$30,316,090			\$30,316,361			

VITAL STREETS

FY2018 – FY2022 Capital Plan

FY2021												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	48	12.540	\$3,473,602	14	7.347	\$1,089,707	29	8.500	\$1,161,705	91	28.386	\$5,725,015
Rehabilitation	2	0.396	\$148,331	10	3.39	\$1,755,892	9	4.504	\$2,113,722	21	8.290	\$4,017,945
Reconstruction	3	0.389	\$335,683	0	0	\$0	0	0	\$0	3	0.389	\$335,683
LOCAL TOTAL	53	13.324	\$3,957,616	24	10.737	\$2,845,599	38	13.004	\$3,275,427	115	37.064	\$10,078,643
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
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
MAJOR NON-FAU TOTAL	2	0.254	\$77,728	0	0	\$0	1	0.245	\$52,272	3	0.499	\$130,000
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	0	0	\$0	3	2.649	\$943,835	0	0	\$0	3	2.649	\$943,835
Rehabilitation	0	0	\$41,667	3	1.053	\$697,859	2	0.638	\$368,054	5	1.691	\$1,107,579
Reconstruction	2	1.007	\$410,000	0	0	\$0	2	0.861	\$791,363	4	1.868	\$1,201,363
FAU TOTAL	2	1.007	\$451,667	6	3.702	\$1,641,693	4	1.499	\$1,159,417	12	6.208	\$3,252,777
TOTAL LOCAL, MAJOR NON-FAU and FAU	57	14.585	\$4,487,011	30	14.439	\$4,487,293	43	14.748	\$4,487,116	130	43.771	\$13,461,420
			\$34,803,467			\$34,803,383			\$34,803,477			

VITAL STREETS

FY2018 – FY2022 Capital Plan

FY2022												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	82	17.350	\$2,504,636	55	15.295	\$1,564,750	55	8.241	\$880,214	192	40.886	\$4,949,600
Rehabilitation	6	2.685	\$1,225,931	19	8.044	\$3,758,592	12	7.996	\$3,697,566	37	18.725	\$8,682,089
Reconstruction	1	0.248	\$335,683	1	0.108	\$117,707	0	0	\$0	2	0.3555	\$453,390
LOCAL TOTAL	89	20.282	\$4,066,250	75	23.447	\$5,441,049	67	16.236	\$4,577,780	231	59.966	\$14,085,079
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	1	0.169	\$49,119	0	0	\$0	0	0	\$0	1	0.169	\$49,119
Rehabilitation	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Reconstruction	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
MAJOR NON-FAU TOTAL	1	0.169	\$49,119	0	0	\$0	0	0	\$0	1	0.169	\$49,119
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Rehabilitation	8	4.994	\$1,111,865	1	0.72	\$201,347	4	1.746	\$649,516	13	7.460	\$1,962,728
Reconstruction	1	0.195	\$415,063	0	0	\$0	1	0.195	\$415,063	2	0.39	\$830,125
FAU TOTAL	9	5.189	\$1,526,927	1	0.72	\$201,347	5	1.941	\$1,064,579	15	7.85	\$2,792,853
TOTAL LOCAL, MAJOR NON-FAU and FAU	99	25.640	\$5,642,296	76	24.167	\$5,642,396	72	18.177	\$5,642,358	247	67.98492467	\$16,927,051
			\$40,445,763			\$40,445,779			\$40,445,835			

VITAL STREETS

FY2018 – FY2022 Capital Plan

ALL YEARS ¹												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	433.0	81.339	\$13,521,565	228.0	57.935	\$6,917,616	374.0	78.995	\$12,702,902	683.3	218.268	\$33,142,083
Rehabilitation	11	3.656	\$1,669,746	54	20.083	\$9,271,969	47	21.096	\$10,341,180	112	44.835	\$21,282,895
Reconstruction	12	3.081	\$2,522,974	8	3.289	\$1,247,701	1	0.125	\$363,120	21	6.495	\$4,133,795
LOCAL TOTAL	456.0	88.076	\$17,714,285	290.0	81.307	\$17,437,286	422.0	100.215	\$23,407,202	816.3	269.598	\$58,558,774
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	57	7.773	\$1,022,101	24	6.766	\$596,421	53	15.415	\$2,164,319	134	29.954	\$3,782,841
Rehabilitation	18.5	8.558	\$5,167,220	11	4.006	\$2,438,729	11.5	2.138	\$980,290	41	14.702	\$8,586,238
Reconstruction	7	1.833	\$2,986,300	6	0.769	\$778,527	3	0.7885	\$1,365,185	16	3.39	\$5,130,012
MAJOR NON-FAU TOTAL	82.5	18.164	\$9,175,620	41	11.541	\$3,813,677	67.5	18.342	\$4,509,794	191	48.046	\$17,499,091
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	83.5	30.772	\$3,190,232	74	34.02115691	\$6,013,266	34.5	13.784	\$2,305,062	192	78.577	\$11,508,561
Rehabilitation	29.5	15.435	\$7,149,352	24	10.426	\$6,364,136	23.5	14.391	\$7,722,771	77	40.252	\$21,236,259
Reconstruction	11	2.756	\$3,216,273	20.0	6.03219697	\$6,817,413	8	2.751	\$2,501,007	39.0	11.539	\$12,534,693
FAU TOTAL	124	48.963	\$13,555,858	118.0	50.479	\$19,194,816	66	30.926	\$12,528,839	308.0	130.368	\$45,279,513
TOTAL LOCAL, MAJOR NON-FAU and FAU	662.5	155.203	\$40,445,763	449.0	143.327	\$40,445,779	555.5	149.482	\$40,445,835	1315.3	448.012	\$121,337,378

¹ ALL YEARS includes ADVANCE, FY2016 and FY2017 and FY2018 - FY2022

FAU Street Work FY2018

Estimated Cost = \$ 6,783,521 Centerline Miles = 12.583

Cape Seal

Estimated Cost = \$ 188,222

Centerline Miles = 2.518

Rotomill/Resurface 1½”

Estimated Cost = \$ 245,038

Centerline Miles = 0.686

- Hall Street – Grandville Avenue to US131 (0.250) \$15,791
- Lake Drive – Union Avenue to Carlton Avenue (1.020) \$78,417
- Monroe Avenue - Leonard Street to Ann Street (0.750) \$45,212
- Plymouth Avenue – Fulton Street to Michigan Street (0.498) \$48,802
- Coit Avenue – North Park Street to 4 Mile Road (0.475) \$100,000*
- Lyon Street – Monroe Avenue to Division Avenue (0.211) \$145,038*

Concrete/Brick Repair

Estimated Cost = \$ 328,500

Centerline Miles = 0.378

- Wealthy Street – Fuller Avenue to Lake Drive (0.378) \$328,500

* Moved from FY2017 to FY2018

FAU Street Work FY2018

Estimated Cost = \$ 6,783,521 Centerline Miles = 12.583

Rotomill/Resurface 3"

Estimated Cost = \$2,423,440 Centerline Miles = 6.554

- 32nd Street - Kalamazoo Avenue to East City Limits (0.753) \$170,000*
- Alpine Avenue – Stocking Avenue to Leonard Street (0.663) \$150,000*
- Breton Avenue – 44th Street to 32nd Street (1.498) \$300,000
- Burton Street – Breton Avenue to East Beltline (1.234) \$840,380
- Fountain Street – Prospect Avenue to College Avenue (0.125) \$73,060
- Fuller Avenue - Alexander Street to Franklin Street (0.252) \$60,000*
- Fulton Street – 250' West of Somerset Avenue (Worcester Drive) to Maryland Avenue (0.248) \$175,000*
- Grandville Avenue – Franklin Street to Bartlett Street (0.668) \$160,000*
- Kalamazoo Avenue – 28th Street to Alger Street (0.558) \$160,000
- Monroe Avenue – I-196 to Newberry/6th Street (0.304) \$160,000*
- North Park Street - Monroe Avenue to Coit Avenue (0.251) \$50,000*

* Moved from FY2017 to FY2018

FAU Street Work FY2018

Estimated Cost = \$ 6,783,521 Centerline Miles = 12.583

Reconstruction

Estimated Cost = \$3,598,321 Centerline Miles = 2.444

- College Avenue – Wealthy Street to Cherry Street (0.249) \$210,000
- Ionia Avenue – Michigan Street to I-196 including WB I-196 On-Ramp from Division Avenue (0.092) \$466,080*
- Lafayette Avenue – Hastings Street to Trowbridge Street (0.108) \$175,575*
- Lafayette Avenue – Trowbridge Street to 500' South of Bradford Street (0.244) \$510,587
- Livingston Transmission Watermain Contract No. 2: Leonard Street – Ashland Avenue to Fuller Avenue (0.656) \$912,716
- Livingston Transmission Watermain Contract No. 3: Leonard Street – Fuller Avenue to Ball (0.479) \$742,475
- Newberry Street – Monroe Avenue to Division Avenue including Division/Newberry/Ionia Intersection (0.178) \$310,384*
- Ottawa Avenue - Michigan Street to Hastings Street including EB I-196 Off Ramp at Ottawa Avenue (0.266) \$200,504
- Wealthy Street – US131 to Division Avenue (0.172) \$70,000

* Moved from FY2017 to FY2018

Major Non-FAU Street Work FY2018

Estimated Cost = \$ 683,299 Centerline Miles = 1.267

Rotomill/Resurface 3"
Estimated Cost = \$ 483,807
Centerline Miles = 1.125

- Coldbrook Street – Division Avenue to Clancy Avenue (0.189) \$100,424*
- La Grave Avenue – Buckley Street to Wealthy Street (0.196) \$83,315*
- Logan Street – Eastern Avenue to Diamond Avenue (0.244) \$71,661*
- Oakland Avenue – Franklin Street to CSX Railroad (0.496) \$228,407*

Reconstruction
Estimated Cost = \$199,492
Centerline Miles = 0.142

- Sheldon Avenue – Weston Street to Fulton Street and Weston Street – Sheldon Avenue to LaGrave Avenue (0.142) \$199,492

* Moved from FY2017 to FY2018

Local Street Work FY2018

Estimated Cost = \$ 7,365,285 Centerline Miles = 27.863

Cape Seal and Temporary Paving

Estimated Cost = \$ 1,666,575

Centerline Miles = 13.895

- Bates Street - Dolbee Avenue to Fuller Avenue (0.318) \$20,615
- Dickinson Street – Buchanan Avenue to Division Avenue (0.250) \$18,374
- Feakin Avenue - Griggs Street to Brown Street (0.062) \$4,219
- Kirkshire Drive - E. of Kirkshire Drive to Dead End (0.074) \$5,237*
- Matilda Street - Coit Avenue to Prospect Avenue (0.190) \$15,516
- Plymouth Avenue - Norwalk Drive to Dead End (0.037) \$2,614
- Temporary Paving – Various Locations (13.964) \$1,600,000

* Moved from FY2017 to FY2018

Local Street Work FY2018

Estimated Cost = \$ 7,365,285 Centerline Miles = 27.863

Rotomill/Resurface 1½"

Estimated Cost = \$ 3,811,120

Centerline Miles = 10.052

- 32nd Street – Giddings Avenue to Kalamazoo Avenue (0.212) \$78,610*
- 33rd Street – Eastern Avenue to 1,044' W of Brooklyn Avenue (0.198) \$79,360*
- Alexander Street - Eastern Avenue to Gibson Place (0.066) \$23,629
- Alto Avenue - Alexander Street to Watkins Street (0.062) \$21,309
- Amberly Drive – Springdale Drive to Amberly Court (0.083) \$32,075*
- Brookville Plaza – Eastern Avenue to Marshall Avenue (0.085) \$31,663*
- Cambridge Boulevard – Griggs Street to Orville Street (0.125) \$34,907
- Coit Avenue – Hastings Street to Trowbridge Street (0.107) \$45,969
- Curwood Avenue – 44th Street to Langley Street (0.188) \$70,025*
- E. Norwalk Drive - Old Town Road to Southhampton Drive (0.064) \$24,752*
- Englewood Avenue – Maple Villa Drive to 28th Street (0.274) \$125,589*
- Fuller Avenue – VanAuken Street to Brooklyn Avenue (0.048) \$20,856*
- Gibson Place – Alexander Avenue to Kalamazoo Avenue (0.168) \$34,283*
- Giddings Avenue – Shangrai-La Drive to Dead End (0.106) \$34,934*
- Grand Avenue - Michigan Street to Hake Street (0.168) \$89,266
- Grant Street – Grandville Avenue to Century Avenue (0.144) \$49,492*
- Hickory Avenue – Ravanna Street to 36th Street (0.213) \$82,384*
- Hope Street – Fuller Avenue to Carlton Avenue (0.198) \$65,216*

* Moved from FY2017 to FY2018

Local Street Work FY2018

Estimated Cost = \$ 7,365,285 Centerline Miles = 27.863

Rotomill/Resurface 1½"

Estimated Cost = \$ 3,811,120

Centerline Miles = 10.052

- Horton Avenue - Burton Street to Griggs Street (0.257) \$84,319
- Johnston Street - Newark Avenue to Kalamazoo Avenue (0.113) \$43,692
- Kentridge Drive - Chamberlain Avenue to Kingsway Drive (0.432) \$185,598*
- Kimball Avenue – 44th Street to Langley Street (0.186) \$69,249*
- Kingston Drive – Chamberlain Avenue to Kingsway Court (0.099) \$36,881*
- Kirkshire Drive – Kirkshire Drive to Dead End (0.051) \$18,970*
- Langley Street – Kimball Street to Stuart Street (0.079) \$29,406*
- Laraway Plaza – Eastern Avenue to Marshall Avenue (0.082) \$30,535*
- Lillian Street – Fuller Avenue to Auburn Avenue and Auburn Avenue – Wealthy Street to Lillian Street (0.146) \$48,117*
- Lowell Avenue – Fulton Street to Lyon Street (0.252) \$90,250*
- Lyon Street – 200' West of Lowell Avenue to Alten Avenue; Wallinwood Intersection and Holmdene Avenue to Plymouth Avenue (0.356) \$168,868*
- Marshall Avenue - Cottage Grove Street to Evergreen Street (0.063) \$24,359
- Marshall Avenue – Hazen Street to Burton Street (0.121) \$51,984
- Marshall Avenue – Lancashire Court to Dead End and Brookville Plaza to Laraway Drive (0.188) \$69,954*
- Millbrook Street – Giddings Avenue to Newcastle Drive (0.204) \$61,343*

* Moved from FY2017 to FY2018

Local Street Work FY2018

Estimated Cost = \$ 7,365,285 Centerline Miles = 27.863

Rotomill/Resurface 1½"

Estimated Cost = \$ 3,811,120

Centerline Miles = 10.052

- Milton Street – Benjamin Avenue to Carlton Avenue (0.094) \$33,295*
- Morewood Drive – Amberly Drive to Belmar Avenue (0.185) \$68,896
- Myrtle Street – West End to Turner Avenue (1.284) \$465,989*
- Newcastle Drive- Grooters Street to 36th Street (0.180) \$66,992*
- Packard Avenue – Baldwin Street to Fulton Street (0.055) \$59,769*
- Paris Avenue - Dickinson Street to N. End (0.054) \$21,653*
- Paris Avenue – Wealthy Street to Cherry Street (0.254) \$94,573*
- Parkwood Street – Grand Avenue to Grand Avenue and Grand Avenue – Parkwood Street to Lyon Street (0.044) \$18,130
- Plymouth Terrace – Adams Street to Hutchinson Street (0.210) \$15,464*
- Poinsettia Avenue – 44th Street to Langley Street (0.188) \$72,718*
- Prospect Avenue – Fulton Street to Fountain Street (0.155) \$155,694
- Sheridan Avenue - Beacon Street to B Street (0.101) \$38,665
- Silver Avenue - Elliott Street to Orville Street (0.248) \$92,339
- S. Norwalk Drive- Dead End to Chamberlain Avenue (0.064) \$93,149*
- S. Otillia Street – Otillia Street to W. Blaine Avenue (0.201) \$86,353

* Moved from FY2017 to FY2018

Local Street Work FY2018

Estimated Cost = \$ 7,365,285 Centerline Miles = 27.863

Rotomill/Resurface 1½”

Estimated Cost = \$ 3,811,120 Centerline Miles = 10.052

- Stolpe Street – Grandville Avenue to Century Avenue (0.250) \$85,923*
- Stone Street – Grandville Avenue to Caulfield Avenue (0.119) \$23,199*
- Sylvan Avenue – Adams Street to Hall Street (0.209) \$74,825*
- Sylvan Avenue – Boston Street to Adams Street (0.250) \$67,127*
- Union Avenue – Evergreen Street to Oakdale Street (0.054) \$17,199*
- Westend Avenue – Gordon Street to Leonard Street (0.378) \$174,068*
- Weymouth Drive- Kentridge Drive to Dead End (0.214) \$79,686*
- Worcester Drive – Kent Boulevard to Lonsdale Drive (0.056) \$20,874*

* Moved from FY2017 to FY2018

Local Street Work FY2018

Estimated Cost = \$ 7,365,285 Centerline Miles = 27.863

Rotomill/Resurface 3"

Estimated Cost = \$ 1,537,085

Centerline Miles = 3.713

- Benjamin Avenue – Bates Street to Thomas Street (0.060) \$40,294*
- Benson Avenue – Michigan Street to North End (0.138) \$70,881
- Cass Avenue – Garden Street to 400' South of Hall Street (0.226) \$112,078
- Dallas Avenue – Alexander Street to Franklin Street (0.25) \$110,697
- Ethel Avenue – Thomas Street to Sherman Street (0.124) \$61,494*
- Hazen Street - Eastern Avenue to Nelson Avenue (0.453) \$208,606*
- Hillview Avenue – Mayfair Avenue to Dead End (0.156) \$62,559
- Mayfair Drive - Fulton Street to to Plymouth Avenue (0.356) \$142,733
- Melbourne Street and Lawrence Street – West End to Coit Avenue (0.238) \$0
- Parkview Drive - Fulton Street to Mayfair Avenue (0.151) \$60,509

* Moved from FY2017 to FY2018

Reconstruction

Estimated Cost = \$350,505

Centerline Miles = 0.203

- Atlas Avenue - Wealthy Street to Lake Drive (0.095) \$199,840
- Nason Street - Will Avenue to Turner Avenue (0.108) \$150,665*

Rotomill/Resurface 3" (continued)

Estimated Cost = \$ 1,537,085

Centerline Miles = 3.713

- Rosewood Avenue – Elliott Street to Boston Street (0.390) \$207,224*
- Spencer Street – West of Benjamin Avenue to Ball Avenue (0.333) \$129,378
- Union Avenue - Bissell Street to Cedar Street (0.327) \$95,791
- Woodmere Avenue – Wealthy Street to Robinson Road (0.164) \$87,140*
- Worcester Drive - Leonard Street to Chelsea Drive (0.346) \$138,699



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CAPITAL EXPENDITURES

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

Progress continues on increasing our Stormwater investment to Level C over the next several years in conformance with the approved schedule. We have identified resources for investment in cemeteries, facilities, and other critical assets. Asset management plans are helping us make smart and timely investments in public buildings and structures. The flood protection system asset management plan is now complete and significant investments were initiated in FY2017 and will be completed in FY2018.

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

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

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

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

FUND DESCRIPTIONS

Capital Reserve Fund: The purpose of the Capital Reserve fund is to receive Property Tax (1.25 mills) and Income Tax (4.5% of total FY18-FY20, 4.25% of total FY21 & FY22) 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.

Capital Improvement Bonds Series 2017 Fund:

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

Major Revenue Source: Bond Proceeds.

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

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
REVENUES:									
Property Tax	\$ 5,084,611	\$ 5,113,414	\$ 5,113,414	\$ 5,196,879	\$ 5,165,162	\$ 5,220,418	\$ 5,250,065	\$ 5,281,336	\$ 5,317,288
Income Tax	3,857,401	3,934,090	3,934,090	4,049,826	3,809,154	3,923,429	4,021,515	3,892,697	3,990,014
Intergovernmental Revenues (CVTRS / Revenue Sharing)	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539
CFOF: From Cemeteries Operating Fund	-	-	-	-	-	-	-	-	-
From Brownfield - Mercantile Bank Tax Increment	61,984	60,724	60,724	60,724	59,611	58,498	57,385	56,272	55,159
Interest on Investments	82,360	3,913	3,913	3,913	5,205	6,315	8,539	10,816	13,093
Miscellaneous Other Revenue (Bond Proceeds/Premium)	1,718,007	-	-	-	-	-	-	-	-
Project Closeouts	-	-	-	-	-	-	-	-	-
Total Revenue:	13,448,902	11,756,680	11,756,680	11,955,881	11,683,671	11,853,199	11,982,043	11,885,660	12,020,093
EXPENDITURES:									
Debt Obligations (fiscal year completed)									
- KCDC 2003 (FY2016) Silver Creek Drainage	303,573	-	-	-	-	-	-	-	-
- KCDC 2008 (FY2021) Grand River Floodwalls	739,362	747,328	747,328	747,328	748,788	230,415	228,978	230,826	-
- KCDC Silver Creek Note 2013 (FY2017) Kreiser Basin Expansion	15,070	15,060	15,060	15,060	-	-	-	-	-
- KCDC Flood Mgmt-Tremont NW/Shawmut Hills Drain Dist (2013)	100,000	100,000	100,000	100,000	100,000	21,350	-	-	-
- KCDC 2014 (FY2035) Floodwall Bonds	335,146	321,646	321,646	321,646	317,396	322,146	320,746	318,246	320,446
- GR Building Authority 2011 (FY2031) Archives Center Phase II	239,838	235,025	235,025	235,025	239,050	241,375	399,200	392,975	400,000
- GR Building Authority 2010A (FY2040) 1120 Monroe Project (Facilities)	43,592	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)	227,765	228,311	228,311	228,311	229,281	229,646	224,696	229,391	228,309
- GR Building Authority 2009 (FY2021) Archives Center Phase I	142,103	142,588	142,588	142,588	142,781	142,625	-	-	-
- GR Building Authority 2009 (FY2021) Police Facilities	1,982,772	1,980,913	1,980,913	1,980,913	1,980,338	1,980,369	1,987,775	1,996,775	-
- Capital Improvmt Bonds 2007 (FY2018) Repairs to Public Museum	178,750	182,225	182,225	182,225	179,450	-	-	-	-
- Capital Improvmt Bonds 2007 (FY2028) Wealthy St & Other Conduit	46,912	34,902	34,902	34,902	38,955	-	-	-	-
- Capital Improvmt Bonds 2007 (FY2028) Fulton Street Cemetery Wall	115,308	88,648	88,648	88,648	89,170	-	-	-	-
- Capital Improvmt Bonds 2013 (FY2030) Refunding Sidewalks/Conduit/Drainage	144,198	143,066	143,066	143,066	142,576	141,543	141,946	85,782	83,900
- Brownfield IPA 2012 (FY2023) Front Ave Resurfacing	61,984	60,724	60,724	60,724	59,611	58,498	57,385	56,272	55,159
- LTGO Refunding Bonds 2016 (FY2028) Wealthy St & Other Conduit	-	20,828	20,828	20,828	17,804	53,566	53,718	52,208	52,120
- LTGO Refunding Bonds 2016 (FY2028) Fulton Street Cemetery Wall	-	50,803	50,803	50,803	43,496	130,859	131,232	127,542	127,330
- Flood Wall Improvements-\$8.445M 2016 (2037)	-	690,827	690,827	177,897	677,850	665,550	661,775	662,775	661,900
- Cemetery Improvements-\$3.6M 2017 (2027)	-	380,887	380,887	-	404,923	403,540	404,800	400,315	400,140
Lease - Kent County Bonds 2005 & 2014 (FY2026) 61st District Court	1,450,473	1,451,064	1,451,064	1,451,064	1,451,994	1,451,900	1,454,434	1,455,355	1,456,712
Lease - Human Services Complex (ACSET)	166,505	166,478	166,478	166,478	166,672	166,706	166,603	166,605	166,623
Sub-total - Debt and Other Long Term Obligations	6,293,351	7,156,373	7,156,373	6,262,556	7,145,185	6,355,138	6,348,339	6,290,117	4,067,689
Transfers to Capital - Other projects (see Appendix C)									
- Stormwater	331,571	523,143	523,143	523,143	674,712	826,286	977,857	1,129,429	1,381,000
- Sidewalks	-	-	-	-	-	-	-	-	-
- Facilities Management	2,563,120	2,172,787	2,172,787	2,172,787	3,338,884	3,020,753	3,276,914	1,822,686	2,713,618
- Fire Equipment	174,000	407,551	407,551	407,551	340,375	243,375	249,375	256,375	261,375
- Facilities Management-Fire Station Asset Management	336,600	507,792	507,792	507,792	-	-	-	-	-
- Parks & Recreation	-	45,000	45,000	45,000	-	-	-	-	-
- Police	802,270	680,400	680,400	680,400	178,000	547,247	250,000	150,000	150,000
- Traffic Safety - Street Lighting & Bike Paths	431,562	735,000	735,000	735,000	595,000	535,000	515,000	515,000	515,000
- Other Departments (Grand River Revitalization)	-	-	-	-	400,000	300,000	300,000	400,000	400,000
- Other Departments (Clerk)	-	261,800	261,800	261,800	-	-	-	-	-
Sub-total - Transfers to Capital - Other projects (see Appendix C)	4,639,123	5,333,473	5,333,473	5,333,473	5,526,971	5,472,661	5,569,146	4,273,490	5,420,993
Cost Allocation - A-87	39,014	53,391	53,391	53,391	46,701	47,635	48,588	49,559	50,551
Income Tax Dept. - Subsidy for Electronic Storage (9951 - Op Transfer to Income T	-	-	-	-	-	-	-	-	-
Oakhill Cemetery Walls Restoration (9953 - Op Transfer to Cemetery Fund)	-	-	-	-	-	-	-	-	-
Repairs at Various Cemeteries (9953 - Op Transfer to Cemetery Fund)	325,000	325,000	325,000	325,000	-	325,000	325,000	325,000	325,000
Cemetery Software (9953 - Op Transfer to Cemetery Fund)	-	-	-	-	-	-	-	-	-
Payment to Refund Bonds	1,751,745	-	-	-	-	-	-	-	-
Total Expenditures:	13,048,233	12,868,237	12,868,237	11,974,420	12,718,857	12,200,434	12,291,073	10,938,166	9,864,233
Operating Excess (Deficiency)	400,669	(1,111,557)	(1,111,557)	(18,539)	(1,035,186)	(347,235)	(309,029)	947,494	2,155,860
Beginning Fund Balance	1,325,487	1,726,156	1,726,156	1,726,156	1,707,617	672,431	325,196	16,167	963,661
Ending Fund Balance	\$ 1,726,156	\$ 614,599	\$ 614,599	\$ 1,707,617	\$ 672,431	\$ 325,196	\$ 16,167	\$ 963,661	\$ 3,119,521
Reserve Targets:									
Assigned to Capital	1,726,156	614,599	614,599	1,707,617	672,431	325,196	16,167	963,661	3,119,521
Unassigned	0	0	0	0	0	0	0	0	0
Total	1,726,156	614,599	614,599	1,707,617	672,431	325,196	16,167	963,661	3,119,521

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
539-State Revenues	0	0	2,148,777	2,000,000	0	0	0	0	0
580-Contribution from Local Units	0	0	0	0	0	0	0	0	0
600-Charges for Services	62,990	0	0	70,673	0	0	0	0	0
664-Investment Income & Rentals	122,960	15,443	15,443	15,443	20,542	24,921	33,696	42,683	51,670
671-Other Revenues	917,417	525,000	1,345,932	858,094	548,000	553,480	558,945	564,535	570,175
695-Other Financing Sources	5,731,732	5,828,313	5,747,474	6,535,370	6,146,107	6,193,316	6,391,746	5,134,720	6,322,785
Capital Improvement Total Revenues	6,835,099	6,368,756	9,257,626	9,479,580	6,714,649	6,771,717	6,984,387	5,741,938	6,944,630
Expenditures									
701-Personal Services	17,654	0	0	7,494	0	0	0	0	0
751-Supplies	21,614	0	0	16,866	0	0	0	0	0
800-Other Services and Charges	243,012	525,000	253,249	816,610	548,000	553,480	558,945	564,535	570,175
970-Capital Outlays	5,410,721	5,843,756	8,278,402	8,069,110	6,166,649	6,218,237	6,425,442	5,177,403	6,374,455
995-Other Financing	0	0	725,975	569,500	0	0	0	0	0
Capital Improvement Total Expenditures	5,693,001	6,368,756	9,257,626	9,479,580	6,714,649	6,771,717	6,984,387	5,741,938	6,944,630
Capital Improvement NET INCOME (LOSS)	1,142,098	0	0	0	0	0	0	0	0
Beginning Fund Balance	-463,488	678,610	678,610	678,610	678,610	678,610	678,610	678,610	678,610
Ending Fund Balance	678,610	678,610	678,610	678,610	678,610	678,610	678,610	678,610	678,610
CAFR Reconciliation:									
Ending Fund Balance per CAFR	12,816,581	12,816,581	12,816,581	12,816,581	12,816,581	12,816,581	12,816,581	12,816,581	12,816,581
Assigned for Community Dispatch Fund Capital Projects	(200,000)	(250,000)	(250,000)	(250,000)	300,000	350,000	400,000	450,000	500,000
Assigned for Fire Department Apparatus Plan Reset	(2,309,935)	(2,309,935)	(2,309,935)	(2,309,935)	(2,309,935)	(2,309,935)	(2,309,935)	(2,309,935)	(2,309,935)
Assigned for Body Cameras and Digital Evidence Mgt Pgm	(172,062)	0	0	0	0	0	0	0	0
Assigned for Uncompleted Capital Projects	(9,455,974)	(9,578,036)	(9,578,036)	(9,578,036)	(10,128,036)	(10,178,036)	(10,228,036)	(10,278,036)	(10,328,036)
Unassigned Fund Balance Available for Reappropriation	678,610	678,610	678,610	678,610	678,610	678,610	678,610	678,610	678,610

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
539-State Revenues	0	0	0	0	0	0	0	0	0
580-Contribution from Local Units	0	0	0	0	0	0	0	0	0
600-Charges for Services	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	0	0	0	0	0	0	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	3,600,000	3,600,000	0	0	0	0	0
Capital Improvement Bonds Series 2017 Total Revenues	0	0	3,600,000	3,600,000	0	0	0	0	0
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0
800-Other Services and Charges	0	0	0	0	0	0	0	0	0
970-Capital Outlays	0	0	3,550,000	130,000	0	0	0	0	0
990-Debt Service	0	0	50,000	50,000	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
Capital Improvement Bonds Series 2017 Total Expenditures	0	0	3,600,000	180,000	0	0	0	0	0
Capital Improvement Bonds Series 2017 NET INCOME (LOSS)	0	0	0	3,420,000	0	0	0	0	0
Beginning Fund Balance	0	0	0	0	3,420,000	3,420,000	3,420,000	3,420,000	3,420,000
Ending Fund Balance	0	0	0	3,420,000	3,420,000	3,420,000	3,420,000	3,420,000	3,420,000

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2018 FINAL FISCAL PLAN
CAPITAL IMPROVEMENT FUND (4010)**

Department Number	Department Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2018	FY2019	FY2020	FY2021	FY2022
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
533	Stormwater	401015133	Drainage Improvements Var Loc	9880	Construction In Progress	\$ 40,000	\$ 45,000	\$	\$	\$
		401016031	Drainage Improv & Emerg Repair	9880	Construction In Progress	\$ 209,712	\$ 211,489	\$	\$	\$
		401018002	Oakleigh Ave in Hogadone District - Channelizing and	9880	Construction In Progress	\$ 45,000	\$ 221,850	\$	\$	\$
		401018003	Richmond Park Daylighting	9880	Construction In Progress	\$ 320,000	\$	\$	\$	\$
		401018004	Richmond Park Bioswales	9880	Construction In Progress	\$ 60,000	\$ 203,647	\$	\$	\$
		TEMP17080	3678 - Burton-Breton Branch of Plaster Creek - Channelizatio	9880	Construction In Progress	\$	\$	\$	\$ 37,995	\$ 215,305
		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	\$ 403,700	\$
		TEMP17084	3690 - Plaster Creek Bank Erosion	9880	Construction In Progress	\$	\$	\$ 75,975	\$ 396,225	\$
		TEMP17085	3693 - Coldbrook Drain Rehabilitation - Michigan and Fuller	9880	Construction In Progress	\$	\$ 37,500	\$ 212,500	\$	\$
		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	\$ 45,000
		TEMP17110	5315 - Burton-Breton Branch of Plaster Creek - Enlg culverts	9880	Construction In Progress	\$	\$	\$	\$ 29,647	\$ 168,000
		TEMP17137	5955 - Water Quality Improvement form Daylighting Plan	9880	Construction In Progress	\$	\$	\$	\$ 45,353	\$ 257,000
		TEMP17201	3699 - Capilano Stormwater Improvements	9880	Construction In Progress	\$	\$ 41,400	\$	\$	\$
		TEMP18017	4450 - Drainage Improvements and Emergency Repairs 2020+	9880	Construction In Progress	\$	\$	\$ 195,482	\$ 97,209	\$ 97,209
		TEMP18018	6848 - Plaster Creek Bank Restoration	9880	Construction In Progress	\$	\$	\$	\$	\$ 400,000
		TEMP18019	6850 - Green Infrastructure Implementation	9880	Construction In Progress	\$	\$	\$	\$	\$ 198,486
533 Total						\$ 674,712	\$ 826,286	\$ 977,857	\$ 1,129,429	\$ 1,381,000
448	Street Lighting	401017072	Secondary Underground 16a	9880	Construction In Progress	\$ 30,000	\$ 30,000	\$ 30,000	\$ 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
		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	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000
		401017087	Substation SCADA	9880	Construction In Progress	\$ 20,000	\$ 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	\$ 50,000
448 Total						\$ 595,000	\$ 535,000	\$ 515,000	\$ 515,000	\$ 515,000
447	Engineering Services	401017151	Grand River Revitalization	9880	Construction In Progress	\$ 200,000	\$ 150,000	\$	\$ 100,000	\$ 100,000
		401018005	Grand River Edges Trail-Prelim Design	9880	Construction In Progress	\$ 200,000	\$ 150,000	\$	\$	\$
		TEMP18093	Grand River Edges Trail (East) Ph II	9880	Construction In Progress	\$	\$	\$	\$ 300,000	\$ 300,000
		TEMP18095	Grand River Edges Trail (East) Ph III	9880	Construction In Progress	\$	\$	\$ 150,000	\$	\$
		TEMP18096	Grand River Edges Trail (East) Ph IV	9880	Construction In Progress	\$	\$	\$ 150,000	\$	\$
447 Total						\$ 400,000	\$ 300,000	\$ 300,000	\$ 400,000	\$ 400,000
336	Fire	401015092	Fire Apparatus Capital Reserve	9810	Vehicles	\$ 589,678	\$ 695,576	\$ 806,296	\$ 853,913	\$ 903,462
		401016016	Fire Apparatus Hose FY16	9760	Equipment	\$ 38,000	\$ 40,000	\$ 40,000	\$ 42,000	\$ 42,000
		401016017	Personal Protect Equip FY16	9760	Equipment	\$ 94,000	\$ 94,000	\$ 100,000	\$ 105,000	\$ 105,000
		401016018	Thermal Imaging Camera FY16	9760	Equipment	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 65,000
		401017005	Fire Boots - PPE	9760	Equipment	\$ 24,375	\$ 24,375	\$ 24,375	\$ 24,375	\$ 24,375
		401017042	Auto External Defibrillator AED	9760	Equipment	\$ 24,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
		401018006	Fire Station Consultant	9880	Construction In Progress	\$ 100,000	\$	\$	\$	\$
336 Total						\$ 930,053	\$ 938,951	\$ 1,055,671	\$ 1,110,288	\$ 1,164,837
301	Police	401015071	Community Dispatch Cap Projs	9760	Equipment	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
		401016012	Vehicle Interior Equip FY16	9760	Equipment	\$ 68,000	\$	\$	\$	\$
		401016013	Patrol Laptops FY16	9760	Equipment	\$ 110,000	\$	\$ 150,000	\$ 150,000	\$ 150,000
		TEMP18098	Crisis Negotiation Team Vehicle	9760	Equipment	\$	\$ 147,247	\$	\$	\$
		TEMP18099	Real Time Crime Center FY19	9760	Equipment	\$	\$ 300,000	\$	\$	\$
		TEMP18229	FY19 Police Desk Top Computer Replacement	9760	Equipment	\$	\$ 100,000	\$ 100,000	\$	\$
301 Total						\$ 228,000	\$ 597,247	\$ 300,000	\$ 200,000	176,000,000

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2018 FINAL FISCAL PLAN
CAPITAL IMPROVEMENT FUND (4010)**

Department Number	Department Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2018	FY2019	FY2020	FY2021	FY2022
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
265	Facilities Management	401016003	City/County HVAC System Improv	9750	Building	\$ 1,785,184	\$ 2,302,893	\$	\$	\$
		401018007	Replace emergency generator at Police Admin facility	9750	Building	\$ 487,025	\$	\$	\$	\$
		401018008	Roof repairs at the Paul I. Phillips facility	9750	Building	\$ 200,000	\$	\$	\$	\$
		401018009	Miscellaneous repairs to the 61st District Court fac.	9750	Building	\$ 246,052	\$	\$ 366,222	\$ 446,791	\$ 545,085
		401018010	Parking lot repairs and upgrades at the Westside Complex	9750	Building	\$ 100,137	\$	\$	\$	\$
		401018011	Renovation of kitchens at the LaGrave station	9750	Building	\$ 27,111	\$	\$	\$	\$
		401018012	Exterior facade repairs at various fire stations	9750	Building	\$ 225,488	\$	\$	\$	\$
		401018013	Interior and exterior lighting improvements at fire stations	9750	Building	\$ 191,665	\$	\$	\$	\$
		401018014	Plainfield Station space utilization and enhancements	9750	Building	\$ 76,222	\$	\$	\$	\$
		TEMP17035	Freight elevator replacement at the Bridgeview facility	9750	Building	\$	\$	\$	\$	\$ 754,400
		TEMP17037	Window replacement at the Development Center facility	9750	Building	\$	\$	\$ 402,500	\$	\$
		TEMP17042	Cooling tower maint and repairs at Police Admin	9750	Building	\$	\$	\$ 202,095	\$	\$
		TEMP17043	Heat pump replacement at the Police Admin facility	9750	Building	\$	\$ 143,175	\$	\$	\$
		TEMP17050	Space utilization FF&E review at various facilities	9750	Building	\$	\$	\$ 281,750	\$	\$
		TEMP17051	Restoration of the Calder Stabile	9750	Building	\$	\$	\$ 241,644	\$	\$
		TEMP17058	Roof replacement at the Fleet Management facility	9750	Building	\$	\$	\$ 243,800	\$	\$
		TEMP17059	Replacement of HVAC components at the PSC facility	9750	Building	\$	\$	\$ 115,000	\$	\$
		TEMP17069	Terrazzo restoration at the City / County Complex	9750	Building	\$	\$	\$ 118,629	\$	\$
		TEMP17090	Covell station generator replacement	9750	Building	\$	\$ 91,353	\$	\$	\$
		TEMP17092	Calder Plaza maint program. Inspection & Construction	9750	Building	\$	\$ 41,213	\$	\$ 73,239	\$
		TEMP17093	Space utilization FF&E review at various facilities	9750	Building	\$	\$	\$	\$	\$ 293,250
		TEMP17094	Miscellaneous pipe replacement at the Westside Complex	9750	Building	\$	\$	\$ 200,000	\$	\$
		TEMP17095	Parking lot repairs at the Paul I. Phillips facility	9750	Building	\$	\$	\$ 158,438	\$	\$
		TEMP17096	Monroe station roof replacements	9750	Building	\$	\$ 80,746	\$	\$	\$
		TEMP17105	Central clock system at the City / County facility	9750	Building	\$	\$	\$	\$	\$ 47,175
		TEMP17107	Interior renovations to the Westside Complex	9750	Building	\$	\$	\$	\$	\$ 200,000
		TEMP17108	Replacement of HVAC components at Burton and Plainfield	9750	Building	\$	\$ 145,000	\$	\$	\$
		TEMP17112	Inspect and repair HVAC distribution lines at the Police Adm	9750	Building	\$	\$	\$	\$	\$ 99,188
		TEMP17113	Electrical upgrades at the Westside Complex	9750	Building	\$	\$	\$ 200,000	\$	\$
		TEMP17114	DDC controls and misc. HVAC at Paul I. Phillips	9750	Building	\$	\$	\$ 200,000	\$	\$
		TEMP17115	Exterior facade repairs at various fire stations	9750	Building	\$	\$ 45,000	\$	\$	\$
		TEMP17117	Roof restoration at the Public Services facility	9750	Building	\$	\$	\$	\$ 140,300	\$
		TEMP17120	Replace gymnasium bleachers at the Paul I. Phillips facility	9750	Building	\$	\$	\$	\$	\$ 200,000
		TEMP17127	Replacement of HVAC components at Monroe station	9750	Building	\$	\$	\$ 152,595	\$	\$
		TEMP17128	Franklin station generator replacement	9750	Building	\$	\$	\$ 100,312	\$	\$
		TEMP17129	Space utilization and facility condition assessment updates	9750	Building	\$	\$	\$	\$ 201,250	177 \$

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2018 FINAL FISCAL PLAN
CAPITAL IMPROVEMENT FUND (4010)**

Department Number	Department Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2018 Adopted Proposed	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast	FY2022 Adopted Forecast
		TEMP17130	Replace gymnasium wall partition at the Paul I. Phillips fac	9750	Building	\$	\$	\$	\$ 200,000	\$
		TEMP17131	Burton Station space utilization and enhancements	9750	Building	\$	\$ 65,136	\$	\$	\$
		TEMP17132	DDC upgrades at the Westside Complex	9750	Building	\$	\$	\$	\$ 200,599	\$
		TEMP17224	Lighting upgrades at various fire stations	9750	Building	\$	\$	\$ 79,029	\$	\$
		TEMP17225	Roof replacements at various fire stations	9750	Building	\$	\$	\$	\$ 242,250	\$
		TEMP17226	Roof replacement at Burton station	9750	Building	\$	\$	\$ 214,900	\$	\$
		TEMP18200	Interior improvements at various fire stations	9750	Building	\$	\$	\$	\$ 51,680	\$
		TEMP18201	Replacement of light fixtures at Chester and Division	9750	Building	\$	\$	\$	\$ 93,122	\$
		TEMP18202	Replacement of HVAC components at various locations	9750	Building	\$	\$	\$	\$ 71,205	\$
		TEMP18203	Monroe Station generator replacement	9750	Building	\$	\$	\$	\$ 102,250	\$
		TEMP18204	Burton Station generator replacement	9750	Building	\$	\$	\$	\$	\$ 153,750
		TEMP18205	Replacement of HVAC components at the Bridge Station.	9750	Building	\$	\$	\$	\$	\$ 155,595
		TEMP18206	Lighting upgrades at various fire stations	9750	Building	\$	\$	\$	\$	\$ 80,750
		TEMP18207	Interior hardware improvements at fire stations	9750	Building	\$	\$	\$	\$	\$ 184,425
		TEMP18208	Renovation of kitchens at various fire stations	9750	Building	\$	\$ 75,000	\$	\$	\$
		TEMP18209	Flooring replacement at LaGrave Station	9750	Building	\$	\$ 31,237	\$	\$	\$
265 Total						\$ 3,338,884	\$ 3,020,753	\$ 3,276,914	\$ 1,822,686	\$ 2,713,618
228	Information Technology	4010CABLA	GRIN - Cable Grant Project	8010	Contractual Services	\$ 126,000	\$ 127,260	\$ 128,530	\$ 129,815	\$ 131,115
		4010CABLB	HETA - Cable Grant Project	8010	Contractual Services	\$ 120,500	\$ 121,705	\$ 122,900	\$ 124,130	\$ 125,370
		4010CABLC	KETA - Cable Grant Project	8010	Contractual Services	\$ 120,500	\$ 121,705	\$ 122,900	\$ 124,130	\$ 125,370
		4010CABLD	GRTV - Cable Grant Project	8010	Contractual Services	\$ 120,500	\$ 121,705	\$ 122,900	\$ 124,130	\$ 125,370
		4010CABLE	GRTV2 - Cable Grant Project	8010	Contractual Services	\$ 60,500	\$ 61,105	\$ 61,715	\$ 62,330	\$ 62,950
228 Total						\$ 548,000	\$ 553,480	\$ 558,945	\$ 564,535	\$ 570,175
Grand Total						\$ 6,714,649	\$ 6,771,717	\$ 6,984,387	\$ 5,741,938	\$ 6,944,630

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

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

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%.

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
PARKING CAPITAL PROJECTS (5141)
STATEMENT OF OPERATIONS**

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
671-Other Revenues	88,703	0	0	0	0	0	0	0	0
695-Other Financing Sources	4,397,465	5,920,000	5,920,000	5,920,000	8,569,750	11,033,700	8,504,375	7,650,843	8,077,136
Parking Capital Projects Total Revenues	4,486,168	5,920,000	5,920,000	5,920,000	8,569,750	11,033,700	8,504,375	7,650,843	8,077,136
Expenditures									
701-Personal Services	1,138	0	0	0	0	0	0	0	0
800-Other Services and Charges	1,871,689	0	0	0	0	0	0	0	0
970-Capital Outlays	0	5,920,000	5,920,000	5,920,000	6,869,750	9,962,500	8,504,375	7,650,843	8,077,136
995-Other Financing	0	0	0	0	1,700,000	1,071,200	0	0	0
Parking Capital Projects Total Expenditures	1,872,827	5,920,000	5,920,000	5,920,000	8,569,750	11,033,700	8,504,375	7,650,843	8,077,136
Parking Capital Projects NET INCOME (LOSS)	2,613,341	0	0	0	0	0	0	0	0
Other Sources & Uses of Cash									
Change in receivables	-	0	0	0	0	0	0	0	0
Change in payables	-	0	0	0	0	0	0	0	0
Net Other Sources & Uses	-	0	0	0	0	0	0	0	0
Net Change in Available Cash	2,613,341	-	-	-	-	-	-	-	-
Restricted Cash - Beginning of Year	7,714,902	10,328,244	10,328,244	10,328,244	10,328,244	10,328,244	10,328,244	10,328,244	10,328,244
Restricted Cash - End of Year	10,328,244	10,328,244	10,328,244	10,328,244	10,328,244	10,328,244	10,328,244	10,328,244	10,328,244
CAFR Reconciliation:									
Ending Cash per CAFR	10,328,244								
Assigned for Uncompleted Capital Projects	(10,328,244)								
Unassigned Fund Balance Available for Reappropriation	0	0	0	0	0	0	0	0	0

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2018 FINAL FISCAL PLAN
PARKING DEPARTMENT (546)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2018	FY2019	FY2020	FY2021	FY2022
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
5141	Parking Capital Projects	514117062	Parking Expansion	9880	Construction In Progress	\$ 1,500,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
		514118024	Asset Management	9880	Construction In Progress	\$ 1,564,750	\$ 1,837,500	\$ 1,929,375	\$ 2,025,843	\$ 2,127,136
		514118025	Lighting	9880	Construction In Progress	\$ 500,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
		514118026	Communications and IT	9880	Construction In Progress	\$ 175,000	\$ 200,000	\$ 150,000	\$ 200,000	\$ 525,000
		514118027	DASH	9880	Construction In Progress	\$ 3,000,000	\$ 3,000,000	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000
		514118028	Neighborhood Improvements	9880	Construction In Progress	\$ 130,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
		514118029	Government Center Debt Service - Parking	9953	Operating Trans-Capt Projects	\$ 1,700,000	\$ 1,071,200	\$	\$	\$
		TEMP18032	Signs and Way Finding	9880	Construction In Progress	\$	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
		TEMP18034	Meters	9880	Construction In Progress	\$	\$ 1,500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
		TEMP18038	PARC Equipment	9880	Construction In Progress	\$	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Grand Total						\$ 8,569,750	\$ 11,033,700	\$ 8,504,375	\$ 7,650,843	\$ 8,077,136

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
600-Charges for Services	15,218,253	18,058,248	18,058,248	18,026,926	19,366,842	20,430,232	21,415,022	24,590,139	26,974,204
664-Investment Income & Rentals	286,888	254,511	254,511	255,511	320,708	377,568	491,500	608,186	724,873
671-Other Revenues	83,486	0	0	0	2,300,000	0	0	550,000	550,000
695-Other Financing Sources	0	0	0	0	200,000	550,000	550,000	0	0
Parking Operating Total Revenues	15,588,628	18,312,759	18,312,759	18,282,437	22,187,550	21,357,800	22,456,522	25,748,325	28,249,077
Expenditures									
701-Personal Services	2,722,850	2,820,523	2,820,523	2,262,438	3,459,508	3,695,183	3,838,383	3,946,452	4,002,735
751-Supplies	132,833	183,209	183,209	252,709	459,515	446,372	457,579	468,985	479,310
800-Other Services and Charges	8,981,943	5,524,572	5,524,572	5,796,600	7,263,717	7,369,934	7,752,365	7,879,854	8,290,333
970-Capital Outlays	35,549	14,550	14,550	15,750	87,500	87,950	88,400	88,850	89,300
990-Debt Service	1,541,059	1,265,945	1,265,945	1,277,195	1,301,768	1,177,946	1,067,436	1,001,516	931,675
995-Other Financing	5,308,106	7,813,321	7,813,321	8,049,921	8,753,116	11,320,117	8,797,952	7,951,724	8,385,466
Parking Operating Total Expenditures	18,722,340	17,622,120	17,622,120	17,654,613	21,325,124	24,097,502	22,002,115	21,337,381	22,178,819
Parking Operating NET INCOME (LOSS)	-3,133,712	690,639	690,639	627,824	862,426	-2,739,702	454,407	4,410,944	6,070,258
Other Sources & Uses of Cash									
Less: Payment of Debt Service Principal	(1,600,029)	(1,260,000)	(1,260,000)	(1,260,000)	(1,305,000)	(2,000,000)	(1,625,000)	(1,680,000)	(1,750,000)
Net Change in Available Cash	(4,733,741)	(569,361)	(569,361)	(632,176)	(442,574)	(4,739,702)	(1,170,593)	2,730,944	4,320,258
Unrestricted Cash - Beginning of Year	17,546,497	12,812,755	12,812,755	12,812,755	12,180,579	11,738,005	6,998,303	5,827,710	8,558,654
Unrestricted Cash - End of Year	12,812,755	12,243,394	12,243,394	12,180,579	11,738,005	6,998,303	5,827,710	8,558,654	12,878,913
Reserve Targets									
Assigned to Operations - 25% of Total Spending	4,680,585	4,405,530	4,405,530	4,413,653	5,331,281	6,024,376	5,500,529	5,334,345	5,544,705
Unassigned Cash	8,132,170	7,837,864	7,837,864	7,766,926	6,406,724	973,927	327,182	3,224,309	7,334,208
Total	12,812,755	12,243,394	12,243,394	12,180,579	11,738,005	6,998,303	5,827,710	8,558,654	12,878,913
Unassigned Cash as a % of Total Expenditures	43.4%	44.5%	44.5%	44.0%	30.0%	4.0%	1.5%	15.1%	33.1%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
450-Licenses & Permits	51,197	51,702	51,702	51,197	51,709	52,226	52,748	53,276	53,809
501-Federal Grants	407,614	0	0	0	0	0	0	0	0
539-State Grants	93,335	0	0	0	0	0	0	0	0
600-Charges for Services	53,139,563	53,286,435	53,286,435	53,730,649	54,874,982	55,962,584	57,071,360	58,201,726	59,354,113
664-Investment Income & Rentals	398,387	296,554	296,554	496,554	474,460	558,555	727,059	899,638	1,072,216
671-Other Revenues	-479,790	649,115	649,115	670,775	552,713	577,767	602,822	627,879	677,936
695-Other Financing Sources	8,138,016	0	0	0	0	0	0	0	0
Sewer Disposal Operations Total Revenues	61,748,321	54,283,806	54,283,806	54,949,175	55,953,864	57,151,132	58,453,989	59,782,519	61,158,074
Expenditures									
701-Personal Services	9,221,482	10,732,967	10,732,967	10,129,301	10,668,274	11,265,470	11,553,266	11,804,322	11,930,666
751-Supplies	1,655,358	1,469,309	1,469,309	1,211,854	1,450,943	1,501,170	1,520,529	1,549,443	1,549,443
800-Other Services and Charges	15,011,557	13,365,148	13,365,148	12,563,151	12,526,812	11,869,265	11,015,244	11,126,463	11,258,957
970-Capital Outlays	115,754	207,953	207,953	159,465	211,257	214,673	218,205	223,832	223,832
990-Debt Service	8,922,685	11,662,587	11,662,587	11,638,353	12,234,877	13,082,329	12,653,645	12,231,441	11,776,559
995-Other Financing	7,074,143	11,167,009	11,167,009	12,691,544	9,369,989	19,244,717	14,368,752	14,237,502	13,486,261
Sewer Disposal Operations Total Expenditures	42,000,979	48,604,973	48,604,973	48,393,668	46,462,152	57,177,624	51,329,641	51,173,003	50,225,718
Sewer Disposal Operations NET INCOME (LOSS)	19,747,342	5,678,833	5,678,833	6,555,507	9,491,712	-26,492	7,124,348	8,609,516	10,932,356
Other Sources & Uses of Cash									
Less: Payment of Debt Service Principal	(3,485,971)	(7,813,000)	(7,813,000)	(7,813,000)	(7,942,000)	(8,613,500)	(8,999,500)	(9,406,000)	(11,245,000)
Net Other Sources & Uses	(3,485,971)	(7,813,000)	(7,813,000)	(7,813,000)	(7,942,000)	(8,613,500)	(8,999,500)	(9,406,000)	(11,245,000)
Net Change in Available Cash	16,261,371	(2,134,167)	(2,134,167)	(1,257,493)	1,549,712	(8,639,992)	(1,875,152)	(796,484)	(312,644)
Unrestricted Cash - Beginning of Year	20,948,813	37,210,184	37,210,184	37,210,184	35,952,691	37,502,403	28,862,411	26,987,259	26,190,775
Unrestricted Cash - End of Year	37,210,184	35,076,017	35,076,017	35,952,691	37,502,403	28,862,411	26,987,259	26,190,775	25,878,131
Reserve Targets									
Assigned to Operations - 25% of Total Spending	10,500,245	12,151,243	12,151,243	12,098,417	11,615,538	14,294,406	12,832,410	12,793,251	12,556,430
Unassigned Cash	26,709,939	22,924,774	22,924,774	23,854,274	25,886,865	14,568,005	14,154,849	13,397,524	13,321,702
Total	37,210,184	35,076,017	35,076,017	35,952,691	37,502,403	28,862,411	26,987,259	26,190,775	25,878,131
Unassigned Cash as a % of Total Expenditures	63.6%	47.2%	47.2%	49.3%	55.7%	25.5%	27.6%	26.2%	26.5%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
539-State Grants	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	-3,410,297	9,902,140	9,636,854	9,902,140	7,599,900	17,508,500	12,647,500	12,467,000	11,613,000
Sewer Replacement & Improvement Total Revenues	-3,410,297	9,902,140	9,636,854	9,902,140	7,599,900	17,508,500	12,647,500	12,467,000	11,613,000
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
800-Other Services and Charges	2,429,335	0	0	0	0	0	0	0	0
970-Capital Outlays	0	9,902,140	9,636,854	9,902,140	7,599,900	17,508,500	12,647,500	12,467,000	11,613,000
Sewer Replacement & Improvement Total Expenditures	2,429,335	9,902,140	9,636,854	9,902,140	7,599,900	17,508,500	12,647,500	12,467,000	11,613,000
Sewer Replacement & Improvement NET INCOME (LOSS)	-5,839,631	0	0	0	0	0	0	0	0
Other Sources & Uses of Cash									
Change in receivables	-	0	0	0	0	0	0	0	0
Change in payables	547,997	0	0	0	0	0	0	0	0
Net Other Sources & Uses	547,997	0	0	0	0	0	0	0	0
Net Change in Available Cash	(5,291,634)	0	0	0	0	0	0	0	0
Unrestricted Cash - Beginning of Year	9,245,953	3,954,319	3,954,319	3,954,319	3,954,319	3,954,319	3,954,319	3,954,319	3,954,319
Unrestricted Cash - End of Year	3,954,319	3,954,319	3,954,319	3,954,319	3,954,319	3,954,319	3,954,319	3,954,319	3,954,319

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2018 FINAL FISCAL PLAN
SEWER DEPARTMENT (527)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2018	FY2019	FY2020	FY2021	FY2022
						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
		590217046	WRRF Laboratory and Administration Building Upgrades	9880	Construction In Progress	\$ 250,000	\$ 8,000,000	\$	\$	\$
		590217047	WRRF On-site Stormwater Pump Station	9880	Construction In Progress	\$ 1,500,000	\$	\$	\$	\$
		590218001	State - Lafayette to Madison	9880	Construction In Progress	\$ 60,000	\$	\$	\$	\$
		590218030	WRRF South Raw Activated Sludge (RAS) Pump Replacemen	9880	Construction In Progress	\$ 400,000	\$	\$	\$	\$
		590218031	Water System - Meter System Upgrades	9880	Construction In Progress	\$ 2,500,000	\$	\$	\$	\$
		590218032	Sheldon Blvd-Oakes St to Weston St	9880	Construction In Progress	\$ 396,000	\$	\$	\$	\$
		590218033	Sheldon Blvd-Cherry St to Oakes St	9880	Construction In Progress	\$ 396,000	\$	\$	\$	\$
		590218034	Union Av-Alexander St to Worden St	9880	Construction In Progress	\$ 108,000	\$	\$	\$	\$
		590218035	Dunham St-Eastern Av to Neland Av	9880	Construction In Progress	\$ 121,500	\$	\$	\$	\$
		590218036	Tulip St-W End to Grandville Av	9880	Construction In Progress	\$ 27,000	\$	\$	\$	\$
		590218037	Sheridan Av-Beacon St to B St	9880	Construction In Progress	\$ 86,400	\$	\$	\$	\$
		590218038	Sewer Lateral Lining	9880	Construction In Progress	\$ 150,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
		590218039	HVAC for grit building roof	9880	Construction In Progress	\$ 35,000	\$	\$	\$	\$
		590218040	Roofing replacement at MAPS	9880	Construction In Progress	\$ 50,000	\$	\$	\$	\$
		590218041	A.C. Forcemain Replacement - Kingsbury Lift Stat	9880	Construction In Progress	\$ 150,000	\$	\$	\$	\$
		590218042	Replace roofing at WRRF	9880	Construction In Progress	\$ 35,000	\$	\$	\$	\$
		590218043	A.C. Forcemain Replacement - Orchard Vista Lift Stati	9880	Construction In Progress	\$ 350,000	\$	\$	\$	\$
		590218044	Arena South Sewer Extension	9880	Construction In Progress	\$ 320,000	\$	\$	\$	\$
		590218045	Eaglecrest Lift Station Forcemain Replacement	9880	Construction In Progress	\$ 65,000	\$	\$	\$	\$
		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	\$	\$	\$ 5,200,000	\$ 2,000,000	\$
		TEMP17031	2041 - Godfrey Avenue - Liberty Street to Oxford Street	9880	Construction In Progress	\$	\$	\$ 200,000	\$ 2,340,000	\$
		TEMP17040	2513 - Brandywine Sanitary Trunk Sewer	9880	Construction In Progress	\$	\$ 100,000	\$ 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	\$	\$	\$
		TEMP17140	1405 Berkshire St-Giddings Av to Kalamazoo Av	9880	Construction In Progress	\$	\$ 225,000	\$	\$	\$
		TEMP17143	3533 Division Av-Wealthy St to Cherry St	9880	Construction In Progress	\$	\$ 331,500	\$	\$	\$
		TEMP17151	4511 Ottawa Av-Fulton St to Michigan St	9880	Construction In Progress	\$	\$ 81,000	\$	\$	\$
		TEMP17154	5347 Olympia St-W Dead End to 200' E of W Dead End	9880	Construction In Progress	\$	\$	\$ 229,500	\$	\$
		TEMP17155	5537 Worden St-Madison Av to Eastern Av	9880	Construction In Progress	\$	\$ 540,000	\$	\$	\$
		TEMP17156	5603 Thomas St-Madison Av to Fuller Av	9880	Construction In Progress	\$	\$	\$ 243,000	\$	\$ 186

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2018 FINAL FISCAL PLAN
SEWER DEPARTMENT (527)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2018	FY2019	FY2020	FY2021	FY2022
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
		TEMP17157	5856 Norwich Av-Oxford St to Hayden St	9880	Construction In Progress	\$	\$	\$	\$ 27,000	\$
		TEMP17291	1432 Garfield Av-Fulton St to BridgeSt	9880	Construction In Progress	\$	\$	\$	\$	\$ 100,000
		TEMP18002	2522 - Cascade/Kentwood Sanitary Trunk Sewer	9880	Construction In Progress	\$	\$	\$	\$	\$ 300,000
		TEMP18003	2537 - Lafayette Avenue - Fulton to Fountain	9880	Construction In Progress	\$	\$	\$	\$	\$ 200,000
		TEMP18004	4750 - Ottawa Avenue - Fairbanks to Monroe	9880	Construction In Progress	\$	\$	\$	\$	\$ 1,100,000
		TEMP18005	5539 - Prince Street - Madison to Eastern	9880	Construction In Progress	\$	\$	\$	\$	\$ 513,000
		TEMP18006	5833 - WRRF Misc Capital Investment	9880	Construction In Progress	\$	\$	\$	\$	\$ 500,000
		TEMP18015	6862 - A.C. forcemain replacement at Eastern Avenue Lift Sta	9880	Construction In Progress	\$	\$	\$ 1,000,000	\$	\$
				9880	Construction In Progress	\$	\$	\$ 675,000	\$	\$
		TEMP18090	6908 - SSO Control Project	9880	Construction In Progress	\$	\$	\$	\$	\$ 8,000,000
5902 Total						\$ 7,599,900	\$ 17,508,500	\$ 12,647,500	\$ 12,467,000	\$ 11,613,000
5907	2017 Revenue Bonds	590717119	WRRF - Phosphorus Recovery	9880	Construction In Progress	\$ 5,500,000	\$	\$	\$	\$
		590717125	WRRF - Biodigestion	9880	Construction In Progress	\$ 21,000,000	\$	\$	\$	\$
5907 Total						\$ 26,500,000	\$	\$	\$	\$
Grand Total						\$ 34,099,900	\$ 17,508,500	\$ 12,647,500	\$ 12,467,000	\$ 11,613,000

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
664-Investment Income & Rentals	38,939	0	0	0	0	0	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	187,850	0	26,500,000	0	0	0	0
SDS Revenue Bonds Total Revenues	38,939	0	187,850	0	26,500,000	0	0	0	0
Expenditures									
701-Personal Services	0	0	39	0	0	0	0	0	0
800-Other Services and Charges	13,790,383	0	0	0	0	0	0	0	0
970-Capital Outlays	0	0	187,850	0	26,500,000	0	0	0	0
SDS Revenue Bonds Total Expenditures	13,790,383	0	187,889	0	26,500,000	0	0	0	0
SDS Revenue Bonds NET INCOME (LOSS)	-13,751,443	0	-39	0	0	0	0	0	0
Other Sources & Uses of Cash									
Change in receivables	0	0	0	0	0	0	0	0	0
Change in payables	-	0	0	0	0	0	0	0	0
Net Other Sources & Uses	-	0	0	0	0	0	0	0	0
Net Change in Available Cash	(13,751,443)	0	-39	-	0	0	-	0	0
Unrestricted Cash - Beginning of Year	19,441,593	5,690,150	5,690,150	5,690,150	5,690,150	5,690,150	5,690,150	5,690,150	5,690,150
Unrestricted Cash - End of Year	5,690,150	5,690,150	5,690,111	5,690,150	5,690,150	5,690,150	5,690,150	5,690,150	5,690,150
CAFR Reconciliation:									
Ending Cash per CAFR	5,690,150	0	0	0	0	0	0	0	0
Assigned for Uncompleted Capital Projects	(5,690,150)	0	0	0	0	0	0	0	0
Unassigned Cash Available for Reappropriation	0	0	0	0	0	0	0	0	0

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
450-Licenses & Permits	32,340	27,575	27,575	37,575	37,651	38,327	39,017	39,719	40,434
539-State Grants	550,020	0	0	0	0	0	0	0	0
600-Charges for Services	40,629,782	40,135,677	40,135,677	42,813,652	42,590,903	43,617,575	44,669,880	45,748,456	46,853,962
655-Fines & Forfeitures	1,214,592	1,204,000	1,204,000	1,274,983	1,287,733	1,300,610	1,313,616	1,326,752	1,340,020
664-Investment Income & Rentals	789,854	819,769	819,769	844,733	946,926	1,014,181	1,142,621	1,274,075	1,405,592
671-Other Revenues	-389,998	7,977	7,977	5,357	8,000	8,000	8,000	8,000	8,000
695-Other Financing Sources	-2,412,812	2,281,742	2,281,742	2,275,277	2,471,339	2,495,798	2,432,045	2,490,251	2,598,705
Water Operations Total Revenues	40,413,778	44,476,740	44,476,740	47,251,577	47,342,552	48,474,491	49,605,179	50,887,253	52,246,713
Expenditures									
701-Personal Services	10,770,651	12,493,146	12,493,146	10,738,429	11,953,693	12,562,534	12,923,495	13,223,804	13,364,704
751-Supplies	2,172,491	1,478,263	1,478,263	2,071,787	2,528,591	2,602,564	2,684,349	2,766,764	2,849,820
800-Other Services and Charges	2,245,896	12,403,188	12,012,688	12,299,629	12,178,261	12,519,822	12,946,670	13,038,094	13,477,930
970-Capital Outlays	145,893	571,164	571,164	575,823	493,767	425,485	435,220	444,971	454,371
990-Debt Service	4,183,132	4,291,384	4,291,384	4,133,423	3,816,912	4,713,277	4,431,255	5,447,346	5,286,704
995-Other Financing	7,387,608	-461,861	-461,861	978,921	1,792,616	11,309,803	11,586,209	7,030,433	6,904,333
Water Operations Total Expenditures	26,905,670	30,775,284	30,384,784	30,798,012	32,763,840	44,133,485	45,007,198	41,951,412	42,337,862
Water Operations NET INCOME (LOSS)	13,508,108	13,701,456	14,091,956	16,453,565	14,578,712	4,341,006	4,597,981	8,935,841	9,908,851
Other Sources & Uses of Cash									
Less: Payment of Debt Service Principal	(14,588,398)	(10,828,968)	(10,828,968)	(10,828,968)	(11,577,687)	(7,062,454)	(7,307,342)	(4,237,355)	(4,402,495)
Net Other Sources & Uses	(14,588,398)	(10,828,968)	(10,828,968)	(10,828,968)	(11,577,687)	(7,062,454)	(7,307,342)	(4,237,355)	(4,402,495)
Net Change in Available Cash	(1,080,290)	2,872,488	3,262,988	5,624,597	3,001,025	(2,721,448)	(2,709,361)	4,698,486	5,506,356
Unrestricted Cash - Beginning of Year	10,638,610	9,558,320	9,558,320	9,558,320	15,182,917	18,183,942	15,462,494	12,753,132	17,451,618
Unrestricted Cash - End of Year	9,558,320	12,430,808	12,821,308	15,182,917	18,183,942	15,462,494	12,753,132	17,451,618	22,957,974
Reserve Targets									
Assigned to Operations - 25% of Total Spending	6,726,417	7,693,821	7,596,196	7,699,503	8,190,960	11,033,371	11,251,800	10,487,853	10,584,466
Unassigned Cash	2,831,903	4,736,987	5,225,112	7,483,414	9,992,982	4,429,122	1,501,333	6,963,765	12,373,508
Total	9,558,320	12,430,808	12,821,308	15,182,917	18,183,942	15,462,494	12,753,132	17,451,618	22,957,974
Unassigned Cash as a % of Total Expenditures	10.5%	15.4%	17.2%	24.3%	30.5%	10.0%	3.3%	16.6%	29.2%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
539-State Grants	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	95,240	0	0	0	0	0	0	0	0
695-Other Financing Sources	11,224,774	0	0	0	2,190,000	11,904,000	12,196,000	7,652,500	7,509,350
Water Replacement & Improvement Total Revenues	11,320,014	0	0	0	2,190,000	11,904,000	12,196,000	7,652,500	7,509,350
Expenditures									
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	12,915,701	0	0	0	2,190,000	11,904,000	12,196,000	7,652,500	7,509,350
990-Debt Service	0	0	0	0	0	0	0	0	0
Water Replacement & Improvement Total Expenditures	12,915,701	0	0	0	2,190,000	11,904,000	12,196,000	7,652,500	7,509,350
Water Replacement & Improvement NET INCOME (LOSS)	-1,595,687	0	0	0	0	0	0	0	0
Other Sources & Uses of Cash									
Change in receivables	0	0	0	0	0	0	0	0	0
Change in payables	0	0	0	0	0	0	0	0	0
Net Other Sources & Uses	0	0	0	0	0	0	0	0	0
Net Change in Available Cash	(1,595,687)	0	0	0	0	0	0	0	0
Unrestricted Cash - Beginning of Year	11,796,801	10,201,114	10,201,114	10,201,114	10,201,114	10,201,114	10,201,114	10,201,114	10,201,114
Unrestricted Cash - End of Year	10,201,114	10,201,114	10,201,114	10,201,114	10,201,114	10,201,114	10,201,114	10,201,114	10,201,114
CAFR Reconciliation:									
Ending Cash per CAFR	10,201,114								
Assigned for Uncompleted Capital Projects	(10,201,114)								
Unassigned Cash Available for Reappropriation	0	0	0	0	0	0	0	0	0

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
501-Federal Grants	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	0	0	0	0	0	0	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	15,000,000	5,285,631	5,285,631	14,874,000	20,085,000	11,960,000	14,000,000	10,974,000
WSS Revenue Bonds Total Revenues	0	15,000,000	5,285,631	5,285,631	14,874,000	20,085,000	11,960,000	14,000,000	10,974,000
Expenditures									
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	4,387,544	15,000,000	16,013,631	6,183,616	14,874,000	20,085,000	11,960,000	14,000,000	10,974,000
990-Debt Service	0	0	0	0	0	0	0	0	0
WSS Revenue Bonds Total Expenditures	4,387,544	15,000,000	16,013,631	6,183,616	14,874,000	20,085,000	11,960,000	14,000,000	10,974,000
WSS Revenue Bonds NET INCOME (LOSS)	-4,387,544	0	-10,728,000	-897,985	0	0	0	0	0
Net Change in Available Cash	(4,387,544)	0	(10,728,000)	(897,985)	0	0	0	0	0
Unrestricted Cash - Beginning of Year	4,678,294	290,751	290,751	290,751	0	0	0	0	0
Unrestricted Cash - End of Year	290,751	290,751	-10,437,249	-607,234	0	0	0	0	0
CAFR Reconciliation:									
Ending Cash per CAFR	290,751	290,751	(10,437,249)	(607,234)	0	0	0	0	0
Assigned for Uncompleted Capital Projects	(290,751)	(290,751)	10,437,249	607,234	0	0	0	0	0
Unassigned Cash Available for Reappropriation	0	0	0	0	0	0	0	0	0

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2018 FINAL FISCAL PLAN
WATER DEPARTMENT (536)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2018	FY2019	FY2020	FY2021	FY2022
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
5911	Water Replacement	591117096	Watermain Oversizing	9880	Construction In Progress	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
		591117149	Atlas-Wealthy to Lake Dr	9880	Construction In Progress	\$ 90,000	\$	\$	\$	\$
		591118046	Replacement of water Distribution Gear Valves	9880	Construction In Progress	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
		591118047	Water Main Lining Maint	9880	Construction In Progress	\$ 250,000	\$ 250,000	\$	\$	\$ 250,000
		591118048	Efficiency & Sustain Projs	9880	Construction In Progress	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
		591118049	PRV Replacements	9880	Construction In Progress	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
		591118050	Private Lead Service Replacement	9880	Construction In Progress	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
		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	\$
		TEMP17073	2569 Eastside Combined Sewer Overflow Contract No. 28A & B	9880	Construction In Progress	\$	\$ 2,643,000	\$	\$	\$
		TEMP17140	1405 Berkshire St-Giddings Av to Kalamazoo Av	9880	Construction In Progress	\$	\$ 1,000,000	\$	\$	\$
		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
		TEMP17168	5566 Emerald Av-Flat St to Leonard St	9880	Construction In Progress	\$	\$	\$ 711,000	\$	\$
		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	\$ 200,000
		TEMP17191	5886-Water System Various Roof Replacements	9880	Construction In Progress	\$	\$ 400,000	\$ 160,000	\$	\$
		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	\$	\$ 192
		TEMP17269	5939-LMFP Design Study	9880	Construction In Progress	\$	\$	\$ 100,000	\$	\$

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2018 FINAL FISCAL PLAN
WATER DEPARTMENT (536)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2018	FY2019	FY2020	FY2021	FY2022
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
		TEMP17270	5214-Sunnybrook-Fulton to Woodward	9880	Construction In Progress	\$	\$	\$	\$ 300,000	\$
		TEMP17271	5892-Knapp Tank Painting and Restoration	9880	Construction In Progress	\$	\$	\$	\$ 500,000	\$
		TEMP17273	5964-Booster A PS Upgrades	9880	Construction In Progress	\$	\$	\$	\$ 500,000	\$
		TEMP17289	3349-Booster D Pump Station Replacements and VFD	9880	Construction In Progress	\$	\$	\$ 500,000	\$	\$
		TEMP17291	1432 Garfield Av-Fulton St to BridgeSt	9880	Construction In Progress	\$	\$	\$	\$	\$ 775,000
		TEMP17342	5263-Water Meter System Upgrade	9880	Construction In Progress	\$	\$ 2,500,000	\$	\$	\$
		TEMP17351	6828-Property Acquisition	9880	Construction In Progress	\$	\$ 500,000	\$	\$	\$
		TEMP18020	4349-Mason - Monroe to Division	9880	Construction In Progress	\$	\$	\$ 2,000,000	\$	\$
		TEMP18029	4007-LMFP - South Clearwell	9880	Construction In Progress	\$	\$	\$ 600,000	\$	\$
		TEMP18036	6799-Wilson PS & Yard Piping Improvements	9880	Construction In Progress	\$	\$	\$	\$ 1,300,000	\$
		TEMP18041	4308 - Clancy Ave	9880	Construction In Progress	\$	\$	\$	\$	\$ 154,500
		TEMP18042	4025-Lakeside- Fulton to Michigan	9880	Construction In Progress	\$	\$	\$	\$	\$ 780,000
		TEMP18043	4172-Freeman to Hall	9880	Construction In Progress	\$	\$	\$	\$	\$ 413,100
		TEMP18045	4323-Trowbridge St - Prospect Ave	9880	Construction In Progress	\$	\$	\$	\$	\$ 98,250
		TEMP18046	4294-Sinclair Ave	9880	Construction In Progress	\$	\$	\$	\$	\$ 132,000
		TEMP18047	4266-North Avenue - Hastings to Trowbridge St	9880	Construction In Progress	\$	\$	\$	\$	\$ 171,000
		TEMP18048	5222-College - Leonard to Sweet	9880	Construction In Progress	\$	\$	\$	\$	\$ 792,000
		TEMP18050	6460-Oak Park	9880	Construction In Progress	\$	\$	\$	\$	\$ 519,000
		TEMP18051	6462-Houseman - Leonard to Spencer	9880	Construction In Progress	\$	\$	\$	\$	\$ 438,000
		TEMP18060	1967-2nd Street Lane to Valley	9880	Construction In Progress	\$	\$	\$	\$	\$ 274,500
		TEMP18061	1970-2nd St - Stocking to Lane	9880	Construction In Progress	\$	\$	\$	\$	\$ 214,000
5911 Total						\$ 2,190,000	\$ 11,904,000	\$ 12,196,000	\$ 7,652,500	\$ 7,509,350
5915	WSS Revenue Bonds 2017	591515160	LMFP-High Serv Pumps 5 & 6 VFD	9880	Construction In Progress	\$ 6,200,000	\$	\$	\$	\$
		591516058	Adams-Alger Pressure Dist Mod	9880	Construction In Progress	\$ 200,000	\$ 3,600,000	\$	\$	\$
		591517024	Wealthy St-W of Commerce Av to Division Av	9880	Construction In Progress	\$ 300,000	\$	\$	\$	\$
		591517033	Nason St-Will Av to Turner Av	9880	Construction In Progress	\$ 200,000	\$	\$	\$	\$
		591517045	LMFP Accelerator Conversion and Residual Improvement	9880	Construction In Progress	\$ 300,000	\$ 11,850,000	\$	\$	\$
		591517049	Water Distribution Pump Station Electrical Upgrades	9880	Construction In Progress	\$ 400,000	\$ 400,000	\$	\$	\$
		591517050	Water System Various Roof Replacements	9880	Construction In Progress	\$ 360,000	\$	\$	\$	\$
		591517070	Ottawa Av-Michigan St to Hastings St	9880	Construction In Progress	\$ 200,000	\$	\$	\$	\$
		591517142	Melbourne and Lawrence Watermain	9880	Construction In Progress	\$ 1,000,000	\$ 1,000,000	\$	\$	\$
		591517147	Lafayette-Hastings to Bradford	9880	Construction In Progress	\$ 350,000	\$	\$	\$	\$
		591517148	Fulton-Somerset to Maryland	9880	Construction In Progress	\$ 384,000	\$	\$	\$	\$
		591518001	State - Lafayette to Madison	9880	Construction In Progress	\$ 90,000	\$	\$	\$	\$
		591518051	LMFP North Clearwell Storage Tank Improvements	9880	Construction In Progress	\$ 1,000,000	\$	\$	\$	\$
		591518052	Maynard Avenue Watermain Extention Phase 2	9880	Construction In Progress	\$ 140,000	\$ 1,200,000	\$	\$	\$
		591518053	Leffingwell PS Decommissioning	9880	Construction In Progress	\$ 200,000	\$	\$	\$	\$
		591518054	Northridge Watermain Looping	9880	Construction In Progress	\$ 600,000	\$	\$	\$	\$
		591518055	Seward & Richmond watermain connection	9880	Construction In Progress	\$ 100,000	\$	\$	\$	\$
		591518056	Dunnigan - Knapp to Mason Lake	9880	Construction In Progress	\$ 1,350,000	\$	\$	\$	\$
		591518057	Michigan St. Watermain extension/loop	9880	Construction In Progress	\$ 200,000	\$	\$	\$	\$

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2018 FINAL FISCAL PLAN
WATER DEPARTMENT (536)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2018	FY2019	FY2020	FY2021	FY2022
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
		591518058	Wing - 52nd to 60th	9880	Construction In Progress	\$ 1,000,000	\$	\$	\$	\$
		591518059	LMFP SCADA and PLC Upgrades	9880	Construction In Progress	\$ 300,000	\$	\$	\$	\$
		TEMP17143	3533 Division Av-Wealthy St to Cherry St	9880	Construction In Progress	\$	\$ 1,448,000	\$	\$	\$
		TEMP17164	4269 Lane Av-Sibley St to Jackson St	9880	Construction In Progress	\$	\$ 93,000	\$	\$	\$
		TEMP17194	5909-Coldbrook Pump Station Decommissioning and Relocation	9880	Construction In Progress	\$	\$	\$ 4,700,000	\$	\$
		TEMP17200	1418-Cascade north river crossing	9880	Construction In Progress	\$	\$	\$ 4,200,000	\$	\$
		TEMP17272	5922-LMFP Residuals Improvements	9880	Construction In Progress	\$	\$	\$	\$ 14,000,000	\$
		TEMP18001	4448-Valley - Fulton to Butterworth	9880	Construction In Progress	\$	\$ 494,000	\$	\$	\$
		TEMP18021	6795-Ottawa - Walbridge to Mason	9880	Construction In Progress	\$	\$	\$ 525,000	\$	\$
		TEMP18022	4494-Coldbrook - Monroe to Ottawa	9880	Construction In Progress	\$	\$	\$ 235,000	\$	\$
		TEMP18023	6787-Abandon wm under Autodie	9880	Construction In Progress	\$	\$	\$ 150,000	\$	\$
		TEMP18024	6789-Newberry wm abandonment	9880	Construction In Progress	\$	\$	\$ 250,000	\$	\$
		TEMP18025	6785-Monroe Tank Decommission	9880	Construction In Progress	\$	\$	\$ 150,000	\$	\$
		TEMP18026	6797-Livingston & Hastings WM	9880	Construction In Progress	\$	\$	\$ 1,750,000	\$	\$
		TEMP18040	4039-Butterworth Low Pressure District	9880	Construction In Progress	\$	\$	\$	\$	\$ 1,374,000
		TEMP18044	4049-Northeast Elevated Storage Tank	9880	Construction In Progress	\$	\$	\$	\$	\$ 3,500,000
		TEMP18049	5920-HL Pump 13	9880	Construction In Progress	\$	\$	\$	\$	\$ 5,100,000
		TEMP18052	6440-Stevens - Steele to Division	9880	Construction In Progress	\$	\$	\$	\$	\$ 1,000,000
5915 Total						\$ 14,874,000	\$ 20,085,000	\$ 11,960,000	\$ 14,000,000	\$ 10,974,000
Grand Total						\$ 17,064,000	\$ 31,989,000	\$ 24,156,000	\$ 21,652,500	\$ 18,483,350

FUND DESCRIPTIONS

Affordable Housing Community Fund: The purpose of the Affordable Housing Community Fund is to:

Invest in the creation and preservation of affordable housing units, both owned and rented, using dedicated revenues, private contributions, and interest earnings;

Support affordable housing development for low and extremely low income renters, and provide financial assistance and incentives for low to moderate income homebuyers and low to moderate income housing developers;

Support investments that leverage and maximize the creation of affordable housing for residents with incomes up to 80% of the Area Median Income. The Area Median Income is determined annually by the Federal government. It is an income level that has one-half of residents with higher income and one-half of residents with lower income.

Building Inspection Fund: The purpose of this fund is to comply with the State's requirement in Public Act 245 of 1999, that all fees charged for Building Inspections, Licensing and Permitting are used only for operations of the enforcing agency and the Construction Board of Appeals. The Act requires that these enforcement activities be accounted for in a separate fund.

Major Revenue Source: Licenses and Permits

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

Community Dispatch Fund: The purpose of the fund is to account for the activities in the community dispatch center. The City of Grand Rapids and the City of Wyoming formed a partnership to operate call taking and dispatch operations. The partnership operated as the second public safety answer point (PSAP) in Kent County. Kent County and the remaining communities operate the other PSAP. Funding is provided by the Kent County Dispatch Authority pursuant to an agreement to share charges that are added to 911 cell phone calls. The City of Grand Rapids provides the remaining funding for the operation of the centralized community dispatch center, which provides emergency 911 calls for police and fire department services. Effective July 1, 2016, the City of Wyoming ended partnership with the City of Grand Rapids and is moving their call taking to Kent County.

Major Revenue Source: Funding comes from the City of Grand Rapids and the Kent County Dispatch Authority.

Fund Balance Policy: Maintain an assigned fund balance reserve of 15% for operations.

61st District Court Fund: The 61st District Court Fund is used to account for the revenues and expenditures related to the operations of the local branch of the Michigan Trial Court system. The 61st District Court has six judges and one full time magistrate. The Court hears cases which arise within the boundary of the City of Grand Rapids. This fund is unable to sustain itself with revenues and requires support from the General Operating Fund.

Major Revenue Source: Fines and General Operating Fund Support

Fund Balance Policy: Maintain an assigned fund balance reserve of 15% for operations, due to GOF support.

DNR Properties Fund: This fund was established to account for the maintenance and sale of tax reverted properties deeded to the City by the State of Michigan, and is managed by the Economic Development Department. Revenues have been decreasing over time as the remaining inventory has been sold off, and staff time is being redirected to other economic development activities. This fund is anticipated to be closed in Fiscal Year 2017, therefore, it has no anticipated budget beyond Fiscal Year 2017. The remaining excess properties have been transferred to the Kent County Land Bank Authority during Fiscal Year 2017.

Major Revenue Source: Property Sales

Fund Balance Policy: Fund to close in Fiscal Year 2017, resulting in no fund balance at the end of Fiscal Year 2017

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

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.

Federal Forfeitures – Department of Justice: When Grand Rapids Police Department participates in a drug investigation involving the FBI or DEA and equitable funds are seized, the GRPD will receive a portion based on their efforts in the case. Federal government funds must be separated from other funding sources.

Federal Forfeitures – Treasury Department: When Grand Rapids Police Department participates in a drug investigation involving the ATF or IRS and equitable funds are seized, the GRPD will receive a portion base on their efforts in the case. Federal government funds must be separated from other funding sources.

Historical Commission Fund: The Historical Commission has responsibility for the collection of source materials and other data for the purpose of compiling and keeping current the history of the City of Grand Rapids and such other responsibilities as may be assigned to it from time to time by the City Commission.

Major Revenue Source: Grants and contributions

Fund Balance Policy: To have all funds committed to compiling and keeping current the history of the City of Grand Rapids.

MET Drug Law Enforcement Fund: This fund receives revenue as a result of the public auction and sales of adjudicated forfeited property. This is to include the sales of the property and cash seizures pursuant to the enforcement of controlled substances. Funds are to be used to only enhance drug enforcement laws. Operating costs of MET paid from this fund include 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 was established to account for property transactions, including certain lease arrangements and real-estate sales.

Major Revenue Source: Property sales and transactions

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

Public Library Grants/Capital Fund: 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: The Receivership Fund was established to account for repairs and rehabilitation of dilapidated structures as a result of Court-ordered receiverships during the code enforcement process, and is generally used as a tool of last resort.

Major Revenue Source: Rehab Loan Repayments

Fund Balance Policy: To have all funds committed to rehab activities.

Refuse Collection and Disposal Fund: This fund accounts for the collection and removal of trash and debris. Financing is provided by special tax millage (for FY 2018 at 1.6 mills; maximum allowed is 3.0 mills), cart program revenues, bags/tags, and other miscellaneous fees and charges. The department promotes recycling and composting of yard waste.

Major Revenue Source: Property Taxes, Charges for Services

Fund Balance Policy: To have all funds committed to refuse collection and disposal activities.

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

Major Revenue Source: Fees from impounding cars and storage

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

AFFORDABLE HOUSING COMMUNITY FUND

	ESTIMATED FY2017	PROPOSED FY2018	FORECAST FY2019	FORECAST FY2020	FORECAST FY2021	FORECAST FY2022	FORECAST FY2023	FORECAST FY2024	FORECAST FY2025	FORECAST FY2026	FORECAST FY2027
Revenues											
401-Taxes											
- 100% of General Operating Fund 1% PILOT Payments ¹	61,337	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
664-Investment Income											
- Interest Earnings (Estimated)	0	15,000	15,000	15,000	20,000	25,000	30,000	35,000	40,000	45,000	50,000
671-Other Revenues											
- Grand Rapids Housing Commission	50,000	0	0	0	0	0	0	0	0	0	0
- Past Program Income from MSHDA Projects	420,659	0	0	0	0	0	0	0	0	0	0
- Union Square Income Diversity Homeownership Program	358,233	0	0	0	0	0	0	0	0	0	0
- Private Contributions (Estimated)	0	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
695-Other Financing Sources											
- Operating Transfer from GOF Income Tax Growth ²	0	336,682	200,000	204,000	208,000	212,000	216,000	220,000	225,000	230,000	234,000
- Operating Transfer from GOF Year-End Balance ³	0	0	100,000	102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000
- 100% of Affordable Housing Fund Agreement Payments ⁴	0	0	200,000	204,000	208,000	212,000	216,000	220,000	225,000	230,000	234,000
- Operating Transfer from General Operating Fund	50,000	0	0	0	0	0	0	0	0	0	0
- Operating Transfer From Property Management Fund	100,000	0	0	0	0	0	0	0	0	0	0
Affordable Housing Community Fund Revenues	1,040,229	866,682	1,030,000	1,040,000	1,055,000	1,070,000	1,085,000	1,100,000	1,117,000	1,134,000	1,149,000
Expenditures											
701 - Personal Services	0	0	0	0	0	0	0	0	0	0	0
726 - Supplies	0	0	0	0	0	0	0	0	0	0	0
800-Other Services and Charges⁵	0	750,000	750,000	371,537	474,056	563,448	641,681	710,428	771,414	825,802	874,282
970 - Capital Outlays	0	0	0	0	0	0	0	0	0	0	0
995 - Other Financing	0	0	0	0	0	0	0	0	0	0	0
Affordable Housing Community Fund Expenditures	0	750,000	750,000	371,537	474,056	563,448	641,681	710,428	771,414	825,802	874,282
Affordable Housing Community Fund Net Income (Loss)	1,040,229	116,682	280,000	668,463	580,944	506,552	443,319	389,572	345,586	308,198	274,718
Beginning Fund Balance	0	1,040,229	1,156,911	1,436,911	2,105,374	2,686,318	3,192,870	3,636,190	4,025,761	4,371,347	4,679,545
Ending Fund Balance	1,040,229	1,156,911	1,436,911	2,105,374	2,686,318	3,192,870	3,636,190	4,025,761	4,371,347	4,679,545	4,954,263

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	4,804,771	3,832,746	3,832,746	4,196,178	3,213,114	3,239,561	3,498,735	3,795,180	3,205,313
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	336,240	198,942	198,942	250,725	188,048	191,954	210,100	230,059	186,148
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	75,835	35,650	35,650	35,650	47,420	57,530	77,787	98,533	119,280
671-Other Revenues	(290)	0	0	0	0	0	0	0	0
695-Other Financing Sources	61,873	63,854	63,854	59,102	59,171	60,665	62,187	63,036	63,892
BUILDING INSPECTIONS Total Revenues	5,278,429	4,131,192	4,131,192	4,541,655	3,507,753	3,549,710	3,848,809	4,186,808	3,574,633
Expenditures									
701-Personal Services	2,693,379	2,839,082	2,898,084	2,944,209	3,006,754	3,165,818	3,237,037	3,287,973	3,322,416
751-Supplies	28,294	60,950	60,950	47,650	60,500	60,500	60,500	60,500	60,500
800-Other Services And Charges	649,848	719,813	719,813	703,050	641,183	638,025	651,789	668,499	691,410
970-Capital Outlays	15,821	21,500	21,500	4,500	6,000	6,000	6,000	6,000	6,000
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	217,203	298,514	331,514	331,514	361,191	295,663	300,917	306,275	311,740
BUILDING INSPECTIONS Total Expenditures	3,604,545	3,939,859	4,031,861	4,030,923	4,075,628	4,166,006	4,256,243	4,329,247	4,392,066
BUILDING INSPECTIONS NET INCOME (LOSS)	1,673,884	191,333	99,331	510,732	(567,875)	(616,296)	(407,434)	(142,439)	(817,433)
Fund Balance - Beginning of Year	3,591,657	5,265,541	5,265,541	5,265,541	5,776,273	5,208,398	4,592,102	4,184,668	4,042,229
Fund Balance - End of Year	5,265,541	5,456,874	5,364,872	5,776,273	5,208,398	4,592,102	4,184,668	4,042,229	3,224,796
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	901,136	984,965	1,007,965	1,007,731	1,018,907	1,041,502	1,064,061	1,082,312	1,098,017
Unassigned Fund Balance	4,364,405	4,471,909	4,356,907	4,768,542	4,189,491	3,550,600	3,120,607	2,959,917	2,126,779
Total	5,265,541	5,456,874	5,364,872	5,776,273	5,208,398	4,592,102	4,184,668	4,042,229	3,224,796
Unassigned Fund Balance as a % of Total Current Spending	121.1%	113.5%	108.1%	118.3%	102.8%	85.2%	73.3%	68.4%	48.4%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
580-Contribution from Local Units	2,595,390	1,420,500	1,420,500	1,504,401	2,245,500	2,245,500	2,245,500	2,245,500	2,245,500
664-Investment Income & Rentals	31,596	7,687	7,687	7,687	10,226	12,406	16,774	21,248	25,722
671-Other Revenues	1,951	0	0	0	0	0	0	0	0
695-Other Financing Sources	3,624,117	4,299,400	4,299,400	4,299,444	3,250,929	3,510,478	3,592,723	3,707,050	3,783,226
Community Dispatch Total Revenues	6,253,054	5,727,587	5,727,587	5,811,532	5,506,655	5,768,384	5,854,997	5,973,798	6,054,448
Expenditures									
701-Personal Services	5,101,412	5,038,591	5,038,591	4,753,196	4,902,564	5,168,788	5,230,240	5,324,872	5,382,424
726-Supplies	14,937	18,700	18,700	15,000	17,500	17,500	17,500	18,000	18,000
800-Other Services and Charges	434,087	474,373	474,373	381,688	354,623	370,862	386,178	399,787	412,715
970-Capital Outlays	7,315	8,000	8,000	8,000	8,000	8,160	8,323	8,490	8,659
995-Other Financing	268,336	180,236	180,236	380,280	213,742	190,668	195,982	201,401	206,928
Community Dispatch Total Expenditures	5,826,087	5,719,900	5,719,900	5,538,164	5,496,429	5,755,978	5,838,223	5,952,550	6,028,726
Community Dispatch NET INCOME (LOSS)	426,967	7,687	7,687	273,368	10,226	12,406	16,774	21,248	25,722
Beginning Fund Balance	1,464,336	1,891,303	1,891,303	1,891,303	2,164,671	2,174,897	2,187,303	2,204,077	2,225,325
Ending Fund Balance	1,891,303	1,898,990	1,898,990	2,164,671	2,174,897	2,187,303	2,204,077	2,225,325	2,251,047
Reserve Targets									
Assigned to Operations - 15% of Total Spending	873,913	857,985	857,985	830,725	824,464	863,397	875,733	892,883	904,309
Unassigned Fund Balance	1,017,390	1,041,005	1,041,005	1,333,946	1,350,433	1,323,906	1,328,344	1,332,443	1,346,738
Total	1,891,303	1,898,990	1,898,990	2,164,671	2,174,897	2,187,303	2,204,077	2,225,325	2,251,047
Unassigned FB as a % of Total Expenditures	17.5%	18.2%	18.2%	24.1%	24.6%	23.0%	22.8%	22.4%	22.3%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	305,955	328,344	328,344	328,344	328,344	328,344	328,344	328,344	328,344
600-Charges For Services	5,774,123	6,859,100	6,859,100	6,156,840	6,923,100	6,883,100	6,883,100	6,883,100	6,883,100
655-Fines And Forfeitures	456,012	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	10,116	722	722	722	961	1,166	1,576	1,997	2,417
671-Other Revenues	(117)	0	0	0	0	0	0	0	0
695-Other Financing Sources	7,450,473	6,551,064	6,551,064	6,551,064	6,561,994	6,966,900	7,219,434	7,420,355	7,496,712
61ST DISTRICT COURT Total Revenues	13,996,562	13,739,230	13,739,230	13,036,970	13,814,399	14,179,510	14,432,454	14,633,796	14,710,573
Expenditures									
701-Personal Services	7,037,016	7,434,335	7,434,335	7,018,084	7,653,312	8,030,972	8,210,810	8,345,775	8,440,303
751-Supplies	89,836	84,161	84,161	84,051	93,439	96,179	99,001	101,908	104,903
800-Other Services And Charges	5,765,691	6,353,829	6,353,829	5,769,719	5,898,741	6,016,033	6,133,145	6,248,281	6,361,937
970-Capital Outlays	16,016	28,000	28,000	20,000	37,792	38,547	39,318	40,105	40,907
990-Debt Service	(592)	0	0	0	0	0	0	0	0
995-Appropriation Lapse	0	(592,969)	(592,969)	0	(420,868)	(435,535)	(444,753)	(452,573)	(459,142)
995-Other Financing	349,913	409,270	409,270	409,270	345,643	336,102	342,824	349,681	356,674
61ST DISTRICT COURT Total Expenditures	13,257,880	13,716,626	13,716,626	13,301,124	13,608,059	14,082,298	14,380,345	14,633,177	14,845,582
61ST DISTRICT COURT NET INCOME (LOSS)	738,682	22,604	22,604	(264,154)	206,340	97,212	52,109	619	(135,009)
Fund Balance - Beginning of Year	(446,625)	292,057	292,057	292,057	27,903	234,243	331,455	383,564	384,182
Fund Balance - End of Year	292,057	314,661	314,661	27,903	234,243	331,455	383,564	384,182	249,174
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	1,988,682	2,057,494	2,057,494	1,995,169	2,041,209	2,112,345	2,157,052	2,194,977	2,226,837
Unassigned Fund Balance	(1,696,625)	(1,742,833)	(1,742,833)	(1,967,266)	(1,806,966)	(1,780,890)	(1,773,488)	(1,810,794)	(1,977,664)
Total	292,057	314,661	314,661	27,903	234,243	331,455	383,564	384,182	249,174
Unassigned Fund Balance as a % of Total Current Spending	-12.8%	-12.7%	-12.7%	-14.8%	-13.3%	-12.6%	-12.3%	-12.4%	-13.3%
Capital Reserve Subsidy	1,450,473	1,451,064	1,451,064	1,451,064	1,451,994	1,451,900	1,454,434	1,455,355	1,456,712
GOF Subsidy	6,000,000	5,100,000	5,100,000	5,100,000	5,110,000	5,515,000	5,765,000	5,965,000	6,040,000
	7,450,473	6,551,064	6,551,064	6,551,064	6,561,994	6,966,900	7,219,434	7,420,355	7,496,712

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	300	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	2,101	1,545	1,545	1,545	0	0	0	0	0
671-Other Revenues	5,300	47,500	47,500	0	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
DNR PROPERTIES Total Revenues	7,701	49,045	49,045	1,545	0	0	0	0	0
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0
800-Other Services And Charges	37,340	3,500	115,000	112,580	0	0	0	0	0
970-Capital Outlays	66	0	0	56	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	447	685	685	34,405	0	0	0	0	0
DNR PROPERTIES Total Expenditures	37,853	4,185	115,685	147,041	0	0	0	0	0
DNR PROPERTIES NET INCOME (LOSS)	(30,152)	44,860	(66,640)	(145,496)	0	0	0	0	0
Fund Balance - Beginning of Year	175,648	145,496	145,496	145,496	-	-	-	-	-
Fund Balance - End of Year	145,496	190,356	78,856	0	0	0	0	0	0
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	5,678	628	17,353	22,056	0	0	0	0	0
Unassigned Fund Balance	139,818	189,728	61,503	(22,056)	0	0	0	0	0
Total	145,496	190,356	78,856	0	0	0	0	0	0
Unassigned Fund Balance as a % of Total Current Spending	369.4%	4533.5%	53.2%	-15.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	94,709	24,000	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	89,556	84,200	84,200	84,200	114,250	114,250	114,250	114,250	114,250
655-Fines And Forfeitures	224,432	210,000	210,000	210,000	123,000	123,000	123,000	123,000	123,000
664-Investment Income & Rentals	14,875	9,414	9,414	9,414	12,522	15,192	20,541	26,019	31,498
671-Other Revenues	5,200	5,000	5,000	5,000	5,500	5,500	5,500	5,500	5,500
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
DRUG LAW ENFORCEMENT Total Revenues	428,772	332,614	308,614	308,614	255,272	257,942	263,291	268,769	274,248
Expenditures									
701-Personal Services	94,725	88,176	151,025	151,025	90,466	94,239	95,582	96,782	97,878
751-Supplies	9,612	10,000	10,250	10,250	10,000	10,000	10,000	10,000	10,000
800-Other Services And Charges	122,180	159,618	174,618	174,618	164,312	164,793	165,033	165,097	165,141
970-Capital Outlays	81,039	175,000	305,000	305,000	300,000	75,000	75,000	75,000	75,000
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	119,313	119,313	0	0	0	0	0
DRUG LAW ENFORCEMENT Total Expenditures	307,556	432,794	760,206	760,206	564,778	344,032	345,615	346,879	348,019
DRUG LAW ENFORCEMENT NET INCOME (LOSS)	121,216	(100,180)	(451,592)	(451,592)	(309,506)	(86,090)	(82,324)	(78,110)	(73,771)
Fund Balance - Beginning of Year	969,971	1,091,187	1,091,187	1,091,187	639,595	330,089	243,999	161,675	83,565
Fund Balance - End of Year	1,091,187	991,007	639,595	639,595	330,089	243,999	161,675	83,565	9,794
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	46,133	64,919	114,031	114,031	84,717	51,605	51,842	52,032	52,203
Unassigned Fund Balance	1,045,054	926,088	525,564	525,564	245,372	192,394	109,833	31,533	(42,409)
Total	1,091,187	991,007	639,595	639,595	330,089	243,999	161,675	83,565	9,794
Unassigned Fund Balance as a % of Total Current Spendin	339.8%	214.0%	69.1%	69.1%	43.4%	55.9%	31.8%	9.1%	-12.2%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	245,363	105,300	105,300	68,710	51,585	48,500	46,500	45,500	45,500
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	10,521	9,135	9,135	5,535	7,363	8,932	12,077	15,299	18,520
671-Other Revenues	0	3,658	3,658	5,200	5,314	6,500	7,000	7,500	7,500
695-Other Financing Sources	204,281	205,000	303,744	338,199	306,966	260,757	266,723	272,977	273,907
EDC-ECONOMIC DEVELOPMENT CORP Total Revenues	460,165	323,093	421,837	417,644	371,228	324,689	332,300	341,276	345,427
Expenditures									
701-Personal Services	140,545	139,648	238,392	179,324	232,065	249,062	260,022	268,717	270,518
751-Supplies	698	2,100	2,100	1,300	1,100	1,100	1,100	1,100	1,100
800-Other Services And Charges	137,793	338,299	338,299	267,116	253,567	204,917	205,806	206,686	207,213
970-Capital Outlays	0	0	0	1,200	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	8,133	13,748	13,748	13,748	100,600	15,912	16,230	16,555	16,886
EDC-ECONOMIC DEVELOPMENT CORP Total Expenditures	287,169	493,795	592,539	462,688	587,332	470,991	483,158	493,058	495,717
EDC-ECONOMIC DEVELOPMENT CORP NET INCOME (LOSS)	172,996	(170,702)	(170,702)	(45,044)	(216,104)	(146,302)	(150,858)	(151,782)	(150,290)
Fund Balance - Beginning of Year	591,306	764,302	764,302	764,302	719,258	503,154	356,852	205,994	54,212
Fund Balance - End of Year	764,302	593,600	593,600	719,258	503,154	356,852	205,994	54,212	(96,078)
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	71,792	123,449	148,135	115,672	146,833	117,748	120,789	123,264	123,929
Unassigned Fund Balance	692,510	470,151	445,465	603,586	356,321	239,104	85,205	(69,052)	(220,007)
Total	764,302	593,600	593,600	719,258	503,154	356,852	205,994	54,212	(96,078)
Unassigned Fund Balance as a % of Total Current Spending	241.2%	95.2%	75.2%	130.5%	60.7%	50.8%	17.6%	-14.0%	-44.4%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
501-Federal Grants	0	0	24,000	24,000	66,000	66,000	66,000	66,000	66,000
600-Charges for Services	0	0	0	0	0	0	0	0	0
655-Fines & Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	0	0	0	0	0	0	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	119,313	119,313	0	0	0	0	0
Federal Forfeitures-Department of Justice Total Revenues	0	0	143,313	143,313	66,000	66,000	66,000	66,000	66,000
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0
800-Other Services and Charges	0	0	0	0	20,000	20,000	20,000	20,000	20,000
970-Capital Outlays	0	0	75,000	75,000	46,000	46,000	46,000	46,000	46,000
Federal Forfeitures-Department of Justice Total Expenditures	0	0	75,000	75,000	66,000	66,000	66,000	66,000	66,000
Federal Forfeitures-Department of Justice NET INCOME (LOSS)	0	0	68,313	68,313	0	0	0	0	0
Beginning Fund Balance	0	0	0	0	68,313	68,313	68,313	68,313	68,313
Ending Fund Balance	0	0	68,313	68,313	68,313	68,313	68,313	68,313	68,313
Reserve Targets									
Assigned to Operations - 15% of Total Spending	0	0	11,250	11,250	9,900	9,900	9,900	9,900	9,900
Unassigned Fund Balance	0	0	57,063	57,063	58,413	58,413	58,413	58,413	58,413
Total	0	0	68,313	68,313	68,313	68,313	68,313	68,313	68,313
Unassigned FB as a % of Total Expenditures	#DIV/0!	#DIV/0!	76.1%	76.1%	88.5%	88.5%	88.5%	88.5%	88.5%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
501-Federal Grants	0	0	13,500	13,500	13,500	13,500	13,500	13,500	13,500
600-Charges for Services	0	0	0	0	0	0	0	0	0
655-Fines & Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	0	0	0	0	0	0	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0	0
Federal Forfeitures-Treasury Department Total Revenues	0	0	13,500	13,500	13,500	13,500	13,500	13,500	13,500
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0
800-Other Services and Charges	0	0	0	0	0	0	0	0	0
970-Capital Outlays	0	0	13,500	13,500	10,000	10,000	10,000	10,000	10,000
Federal Forfeitures-Treasury Department Total Expenditures	0	0	13,500	13,500	10,000	10,000	10,000	10,000	10,000
Federal Forfeitures-Treasury Department NET INCOME (LOSS)	0	0	0	0	3,500	3,500	3,500	3,500	3,500
Beginning Fund Balance	0	0	0	0	0	3,500	7,000	10,500	14,000
Ending Fund Balance	0	0	0	0	3,500	7,000	10,500	14,000	17,500
Reserve Targets									
Assigned to Operations - 15% of Total Spending	0	0	2,025	2,025	1,500	1,500	1,500	1,500	1,500
Unassigned Fund Balance	0	0	-2,025	-2,025	2,000	5,500	9,000	12,500	16,000
Total	0	0	0	0	3,500	7,000	10,500	14,000	17,500
Unassigned FB as a % of Total Expenditures	#DIV/0!	#DIV/0!	-15.0%	-15.0%	20.0%	55.0%	90.0%	125.0%	160.0%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	2,222	0	4,750	4,750	4,750	4,750	4,750	4,750	4,750
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	688	0	0	0	0	0	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
<i>HISTORICAL COMMISSION Total Revenues</i>	2,910	0	4,750	4,750	4,750	4,750	4,750	4,750	4,750
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	190	0	0	0	0	0	0	0	0
800-Other Services And Charges	1,112	0	5,900	5,400	5,400	5,400	5,400	5,400	5,400
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
<i>HISTORICAL COMMISSION Total Expenditures</i>	1,302	0	5,900	5,400	5,400	5,400	5,400	5,400	5,400
<i>HISTORICAL COMMISSION NET INCOME (LOSS)</i>	1,608	0	(1,150)	(650)	(650)	(650)	(650)	(650)	(650)
<i>Fund Balance - Beginning of Year</i>	47,717	49,325	49,325	49,325	48,675	48,025	47,375	46,725	46,075
<i>Fund Balance - End of Year</i>	49,325	49,325	48,175	48,675	48,025	47,375	46,725	46,075	45,425
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	195	0	885	810	810	810	810	810	810
Unassigned Fund Balance	49,130	49,325	47,290	47,865	47,215	46,565	45,915	45,265	44,615
Total	49,325	49,325	48,175	48,675	48,025	47,375	46,725	46,075	45,425
Unassigned Fund Balance as a % of Total Current Spending	3773.4%	#DIV/0!	801.5%	886.4%	874.4%	862.3%	850.3%	838.2%	826.2%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
501-Federal Grants	7,299	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
600-Charges for Services	38,891	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
655-Fines & Forfeitures	193,139	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000
664-Investment Income & Rentals	5,232	500	500	3,249	4,821	5,742	7,588	9,479	11,369
671-Other Revenues	22,953	36,667	36,667	36,667	36,667	36,667	36,667	36,667	36,667
Metropolitan Enforcement Team Total Revenues	267,514	310,167	310,167	312,916	314,488	315,409	317,255	319,146	321,036
Expenditures									
701-Personal Services	114,846	128,432	128,432	128,432	132,134	135,493	137,787	139,817	140,892
751-Supplies	2,592	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
800-Other Services and Charges	157,256	166,735	166,735	166,735	163,534	159,595	159,520	158,549	158,549
970-Capital Outlays	2,233	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Metropolitan Enforcement Team Total Expenditures	276,927	310,167	310,167	310,167	310,668	310,088	312,307	313,366	314,441
Metropolitan Enforcement Team NET INCOME (LOSS)	-9,413	0	0	2,749	3,820	5,321	4,948	5,780	6,595
Beginning Fund Balance	337,957	328,544	328,544	328,544	331,293	335,113	340,434	345,382	351,162
Ending Fund Balance	328,544	328,544	328,544	331,293	335,113	340,434	345,382	351,162	357,757
Reserve Targets									
Assigned to Operations - 15% of Total Spending	41,539	46,525	46,525	46,525	46,600	46,513	46,846	47,005	47,166
Unassigned Fund Balance	287,005	282,019	282,019	284,768	288,513	293,921	298,536	304,157	310,591
Total	328,544	328,544	328,544	331,293	335,113	340,434	345,382	351,162	357,757
Unassigned FB as a % of Total Expenditures	103.6%	90.9%	90.9%	91.8%	92.9%	94.8%	95.6%	97.1%	98.8%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	56,426	52,000	52,000	52,000	55,000	55,000	55,000	55,000	55,000
600-Charges For Services	0	0	0	0	0	0	0	0	0
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	2,692	1,489	1,489	1,489	1,982	2,404	3,251	4,118	4,985
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
MICHIGAN JUSTICE TRAINING Total Revenues	59,118	53,489	53,489	53,489	56,982	57,404	58,251	59,118	59,985
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0
800-Other Services And Charges	35,518	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
MICHIGAN JUSTICE TRAINING Total Expenditures	35,518	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
MICHIGAN JUSTICE TRAINING NET INCOME (LOS)	23,600	(1,511)	(1,511)	(1,511)	1,982	2,404	3,251	4,118	4,985
Fund Balance - Beginning of Year	175,024	198,624	198,624	198,624	197,113	199,095	201,499	204,750	208,868
Fund Balance - End of Year	198,624	197,113	197,113	197,113	199,095	201,499	204,750	208,868	213,853
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	5,328	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250
Unassigned Fund Balance	193,296	188,863	188,863	188,863	190,845	193,249	196,500	200,618	205,603
Total	198,624	197,113	197,113	197,113	199,095	201,499	204,750	208,868	213,853
Unassigned Fund Balance as a % of Total Current Spending	544.2%	343.4%	343.4%	343.4%	347.0%	351.4%	357.3%	364.8%	373.8%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	600	600	600	600	600	600
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	0	0	0	0	4,080	4,080	4,080	4,080	4,080
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	17,377	8,979	8,979	9,479	11,697	14,030	18,707	23,496	28,285
671-Other Revenues	832,611	900,000	900,000	715,817	479,000	350,000	300,000	250,000	200,000
695-Other Financing Sources	450,000	0	0	0	0	0	0	0	0
PROPERTY MANAGEMENT Total Revenues	1,299,988	908,979	908,979	725,896	495,377	368,710	323,387	278,176	232,965
Expenditures									
701-Personal Services	11,620	12,214	12,214	12,214	13,255	13,747	13,855	13,954	14,037
751-Supplies	7	0	0	1,200	0	0	0	0	0
800-Other Services And Charges	47,267	32,648	353,148	348,296	51,749	32,090	32,389	32,658	32,919
970-Capital Outlays	832,611	900,000	900,000	405,637	450,200	350,200	300,200	250,200	200,200
990-Debt Service	40,781	40,512	40,512	40,512	40,395	38,946	42,899	43,125	42,184
995-Other Financing	10,398	12,172	12,172	470,405	9,976	9,544	9,735	9,930	10,128
PROPERTY MANAGEMENT Total Expenditures	942,684	997,546	1,318,046	1,278,264	565,575	444,527	399,078	349,867	299,468
PROPERTY MANAGEMENT NET INCOME (LOSS)	357,304	(88,567)	(409,067)	(552,368)	(70,198)	(75,817)	(75,691)	(71,691)	(66,503)
Fund Balance - Beginning of Year	911,661	1,268,965	1,268,965	1,268,965	716,597	646,399	570,583	494,892	423,201
Fund Balance - End of Year	1,268,965	1,180,398	859,898	716,597	646,399	570,583	494,892	423,201	356,698
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	235,671	249,387	329,512	319,566	141,394	111,132	99,769	87,467	74,867
Unassigned Fund Balance	1,033,294	931,012	530,387	397,031	505,006	459,451	395,123	335,734	281,832
Total	1,268,965	1,180,398	859,898	716,597	646,399	570,583	494,892	423,201	356,698
Unassigned Fund Balance as a % of Total Current Spending	109.6%	93.3%	40.2%	31.1%	89.3%	103.4%	99.0%	96.0%	94.1%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>Public Library Operating (2710)</i>									
Revenues									
401-Taxes	8,409,045	8,545,878	8,545,878	8,545,878	8,722,418	8,679,768	8,728,469	8,779,836	8,838,894
539-State Grants	217,678	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
580-Contribution from Local Units	375,534	375,000	375,000	370,316	370,000	370,000	370,000	370,000	370,000
600-Charges for Services	138,638	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
655-Fines & Forfeitures	199,320	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
664-Investment Income & Rentals	60,798	48,768	48,768	48,768	64,868	78,698	106,408	134,788	163,168
671-Other Revenues	10,598	-	-	-	-	-	-	-	-
<i>Public Library Operating Total Revenues</i>	9,411,611	9,414,646	9,414,646	9,409,962	9,602,286	9,573,466	9,649,877	9,729,624	9,817,062
Expenditures									
701-Personal Services	5,535,164	6,172,427	6,172,427	5,949,387	6,362,057	6,553,389	6,646,171	6,701,016	6,730,967
751-Supplies	1,182,601	1,230,000	1,230,000	1,230,000	1,258,000	1,173,000	1,173,500	1,174,000	1,174,500
800-Other Services and Charges	1,763,512	1,431,995	1,431,995	1,421,041	1,489,920	1,466,362	1,478,364	1,488,168	1,496,039
970-Capital Outlays	56,497	112,070	112,070	187,743	76,590	71,540	71,590	71,640	71,640
995-Lapse	-	(36,832)	(36,832)	-	(61,394)	(110,000)	(110,000)	(110,000)	(110,000)
995-Other Financing	553,961	426,968	787,142	787,142	503,854	537,401	554,149	571,532	589,577
<i>Public Library Operating Total Expenditures</i>	9,091,735	9,336,628	9,696,802	9,575,313	9,629,027	9,691,692	9,813,774	9,896,356	9,952,723
<i>Public Library Operating NET INCOME (LOSS)</i>	319,876	78,018	(282,156)	(165,351)	(26,741)	(118,226)	(163,897)	(166,732)	(135,661)
<i>Beginning Fund Balance</i>	1,684,787	2,004,663	2,004,663	2,004,663	1,839,312	1,812,571	1,694,345	1,530,448	1,363,716
<i>Ending Fund Balance</i>	2,004,663	2,082,681	1,722,507	1,839,312	1,812,571	1,694,345	1,530,448	1,363,716	1,228,055
Reserve Targets									
Assigned to Operations - 15% of Total Spending	1,363,760	1,400,494	1,454,520	1,436,297	1,444,354	1,453,754	1,472,066	1,484,453	1,492,908
Unassigned Fund Balance	640,903	682,187	267,987	403,015	368,217	240,591	58,382	(120,737)	(264,853)
Total	2,004,663	2,082,681	1,722,507	1,839,312	1,812,571	1,694,345	1,530,448	1,363,716	1,228,055
Unassigned FB as a % of Total Expenditures	7.05%	7.31%	2.76%	4.21%	3.82%	2.48%	0.59%	-1.22%	-2.66%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	1,543,389	1,566,468	1,566,468	1,565,869	1,572,029	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	118,166	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	19,799	14,905	14,905	14,905	19,827	0	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	707,493	762,823	1,122,997	1,122,997	802,809	200,000	210,000	220,500	231,525
LIBRARY GRANTS/CAPITAL Total Revenues	2,388,847	2,344,196	2,704,370	2,703,771	2,394,665	200,000	210,000	220,500	231,525
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0
800-Other Services And Charges	0	0	0	0	0	0	0	0	0
970-Capital Outlays	0	265,400	265,400	265,400	745,860	288,823	201,991	429,671	402,195
990-Debt Service	750	750	750	750	750	0	0	0	0
995-Other Financing	1,990,250	2,120,000	2,120,000	2,120,000	2,184,000	0	0	0	0
LIBRARY GRANTS/CAPITAL Total Expenditures	1,991,000	2,386,150	2,386,150	2,386,150	2,930,610	288,823	201,991	429,671	402,195
LIBRARY GRANTS/CAPITAL NET INCOME (LOSS)	397,847	(41,954)	318,220	317,621	(535,945)	(88,823)	8,009	(209,171)	(170,670)
Fund Balance - Beginning of Year	554,882	952,729	952,729	952,729	1,270,350	734,405	645,582	653,591	444,420
Fund Balance - End of Year	952,729	910,775	1,270,949	1,270,350	734,405	645,582	653,591	444,420	273,750
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	298,650	357,923	357,923	357,923	439,592	43,323	30,299	64,451	60,329
Unassigned Fund Balance	654,079	552,853	913,027	912,428	294,814	602,259	623,292	379,969	213,421
Total	952,729	910,775	1,270,949	1,270,350	734,405	645,582	653,591	444,420	273,750
Unassigned Fund Balance as a % of Total Current Spending	32.9%	23.2%	38.3%	38.2%	10.1%	208.5%	308.6%	88.4%	53.1%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	0	0	0	0	0	0	0	0	0
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	5,812	3,910	3,910	3,910	5,201	6,310	8,532	10,807	13,083
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
LIBRARY TRUST Total Revenues	5,812	3,910	3,910	3,910	5,201	6,310	8,532	10,807	13,083
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0
800-Other Services And Charges	0	0	0	0	0	0	0	0	0
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
LIBRARY TRUST Total Expenditures	0	0	0	0	0	0	0	0	0
LIBRARY TRUST NET INCOME (LOSS)	5,812	3,910	3,910	3,910	5,201	6,310	8,532	10,807	13,083
Fund Balance - Beginning of Year	386,609	392,421	392,421	392,421	396,331	401,532	407,842	416,374	427,181
Fund Balance - End of Year	392,421	396,331	396,331	396,331	401,532	407,842	416,374	427,181	440,264
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	0	0	0	0	0	0	0	0	0
Unassigned Fund Balance	392,421	396,331	396,331	396,331	401,532	407,842	416,374	427,181	440,264
Total	392,421	396,331	396,331	396,331	401,532	407,842	416,374	427,181	440,264
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 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	0	0	0	0	0	0	0	0	0
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	1,535	900	900	901	1,198	1,453	1,965	2,489	3,013
671-Other Revenues	3,120	15,000	15,000	0	15,000	15,000	15,000	15,000	15,000
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
RECEIVERSHIP Total Revenues	4,655	15,900	15,900	901	16,198	16,453	16,965	17,489	18,013
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0
800-Other Services And Charges	0	15,000	15,000	0	15,000	15,000	15,000	15,000	15,000
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
RECEIVERSHIP Total Expenditures	0	15,000	15,000	0	15,000	15,000	15,000	15,000	15,000
RECEIVERSHIP NET INCOME (LOSS)	4,655	900	900	901	1,198	1,453	1,965	2,489	3,013
Fund Balance - Beginning of Year	104,644	109,299	109,299	109,299	110,200	111,398	112,851	114,816	117,305
Fund Balance - End of Year	109,299	110,199	110,199	110,200	111,398	112,851	114,816	117,305	120,318
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	0	2,250	2,250	0	2,250	2,250	2,250	2,250	2,250
Unassigned Fund Balance	109,299	107,949	107,949	110,200	109,148	110,601	112,566	115,055	118,068
Total	109,299	110,199	110,199	110,200	111,398	112,851	114,816	117,305	120,318
Unassigned Fund Balance as a % of Total Current Spending	#DIV/0!	719.7%	719.7%	#DIV/0!	727.7%	737.3%	750.4%	767.0%	787.1%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	6,491,897	6,506,678	6,506,678	6,506,678	6,633,814	6,681,259	6,719,206	6,759,234	6,805,254
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	17,534	0	0	0	0	0	0	0	0
600-Charges for Services	5,836,645	5,816,674	5,816,674	6,034,344	6,101,969	6,193,174	6,293,851	6,398,147	6,526,221
664-Investment Income & Rentals	69,510	36,618	36,618	36,618	48,708	59,092	79,898	101,208	122,518
671-Other Revenues	5,409	0	0	10,327	10,000	10,000	10,000	10,000	10,000
695-Other Financing Sources	0	0	30,000	0	0	0	0	0	0
Refuse Collection Total Revenues	12,420,995	12,359,970	12,389,970	12,587,967	12,794,491	12,943,525	13,102,955	13,268,589	13,463,993
Expenditures									
701-Personal Services	3,424,676	3,609,480	3,609,480	3,538,473	4,139,590	4,329,869	4,419,805	4,497,444	4,548,234
726-Supplies	131,677	46,800	46,800	163,950	197,275	199,020	200,782	202,537	200,106
800-Other Services and Charges	6,312,796	7,328,171	7,308,171	7,162,680	7,719,994	7,722,053	7,771,646	7,924,842	8,078,823
970-Capital Outlays	51	125	125	125	125	150	150	150	150
995-Other Financing	275,591	384,463	434,463	434,463	378,369	709,610	702,373	695,267	688,301
Refuse Collection Total Expenditures	10,144,791	11,369,039	11,399,039	11,299,691	12,435,353	12,960,702	13,094,756	13,320,240	13,515,614
Refuse Collection NET INCOME (LOSS)	2,276,204	990,931	990,931	1,288,276	359,138	-17,177	8,199	-51,651	-51,621
Beginning Fund Balance	314,209	2,590,413	2,590,413	2,590,413	3,878,689	4,237,827	4,220,650	4,228,849	4,177,199
Ending Fund Balance	2,590,413	3,581,344	3,581,344	3,878,689	4,237,827	4,220,650	4,228,849	4,177,199	4,125,578
Reserve Targets									
Assigned to Operations - 25% of Total Spending	2,536,198	2,842,260	2,849,760	2,824,923	3,108,838	3,240,176	3,273,689	3,330,060	3,378,903
Unassigned Fund Balance	54,215	739,084	731,584	1,053,766	1,128,989	980,475	955,161	847,139	746,674
Total	2,590,413	3,581,344	3,581,344	3,878,689	4,237,827	4,220,650	4,228,849	4,177,199	4,125,578
Unassigned FB as a % of Total Expenditures	0.5%	6.5%	6.4%	9.3%	9.1%	7.6%	7.3%	6.4%	5.5%
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 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	730	0	0	0	0	0	0	0	0
600-Charges For Services	676,194	750,244	750,244	765,207	781,399	798,723	816,047	837,481	858,915
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	6,840	3,509	3,509	3,509	4,669	5,664	7,658	9,701	11,743
671-Other Revenues	(1,620)	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
VEHICLE STORAGE FACILITY Total Revenues	682,144	753,753	753,753	768,716	786,068	804,387	823,705	847,182	870,658
Expenditures									
701-Personal Services	118,627	123,379	123,379	123,379	159,006	165,384	167,585	169,063	170,248
751-Supplies	2,081	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
800-Other Services And Charges	352,351	396,098	396,098	389,649	458,991	482,377	505,142	528,546	552,212
970-Capital Outlays	10,069	5,000	5,000	5,000	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	137,090	167,065	167,065	171,294	182,810	187,845	191,946	196,122	200,409
VEHICLE STORAGE FACILITY Total Expenditures	620,218	693,542	693,542	691,322	807,807	842,606	871,673	900,731	929,869
VEHICLE STORAGE FACILITY NET INCOME (LOSS)	61,926	60,211	60,211	77,394	(21,739)	(38,219)	(47,968)	(53,549)	(59,211)
Fund Balance - Beginning of Year	350,923	412,849	412,849	412,849	490,243	468,504	430,285	382,317	328,768
Fund Balance - End of Year	412,849	473,060	473,060	490,243	468,504	430,285	382,317	328,768	269,557
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	155,055	173,386	173,386	172,831	201,952	210,651	217,918	225,183	232,467
Unassigned Fund Balance	257,795	299,675	299,675	317,413	266,552	219,633	164,399	103,585	37,090
Total	412,849	473,060	473,060	490,243	468,504	430,285	382,317	328,768	269,557
Unassigned Fund Balance as a % of Total Current Spending	41.6%	43.2%	43.2%	45.9%	33.0%	26.1%	18.9%	11.5%	4.0%



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FUND DESCRIPTIONS

Customer Service Fund: This fund was established as the 3-1-1 Fund in FY2014, replacing the previous Information Technology 311 Subfund. The fund 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 Customer Service Department's total operating costs are allocated to the departments/funds according to the calculated percentage of use, and the result is the budget amount for each department/fund.

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

Engineering Services Fund: This fund was established in FY2005 to account for engineering services provided to other City funds and departments. Revenues are generated by charges for services rendered as well as monies received from permits issued. The Engineering Department achieved the business plan objectives and the commitments that were made when the activities were removed from the General Operating Fund.

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

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

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

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

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 25%, commit a capital reserve amount for replacement and upgrade of Information Technology capital infrastructure.

Motor Equipment System Capital Fund: The Motor Equipment System Capital Fund accounts for the purchase of the City's centralized motor vehicle fleet. The fleet is comprised of licensed motor vehicles as well as off-the-road pieces of equipment. Revenue is generated from rental rates assigned to each vehicle and is 100% restricted for the purchase of fleet vehicles and

equipment. A portion of the rental rate is for replacement or depreciation cost for the vehicle in the class. A replacement reserve is maintained for vehicle replacement by class.

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

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

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

Risk Management/Other Reserves 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 25%.

City of Grand Rapids
CUSTOMER SERVICE (6110)
STATEMENT OF OPERATIONS

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
REVENUE									
<u>Customer Service (6110)</u>									
401 Taxes	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0
600 Charges For Services	1,401,544	1,504,653	1,504,653	1,343,318	1,549,992	1,551,387	1,555,349	1,579,438	1,593,653
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	4,927	4,613	4,613	4,613	6,136	7,445	10,066	12,750	15,435
671 Other Revenue	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	625,000	625,000	0	0	0	0	0
Customer Service Total Revenue	1,406,471	1,509,266	2,134,266	1,972,931	1,556,128	1,558,832	1,565,415	1,592,188	1,609,088
EXPENDITURES									
<u>Customer Service (6110)</u>									
701 Personal Services	949,340	1,166,842	1,284,641	942,712	1,288,344	1,386,910	1,453,362	1,515,159	1,540,673
751 Supplies	8,911	9,500	9,500	7,000	7,250	6,750	6,252	6,255	6,257
800 Other Services And Charges	377,622	305,514	812,714	579,550	247,620	211,584	202,444	194,395	204,963
970 Capital Outlay	708	2,500	2,500	0	2,800	2,803	2,828	2,853	2,879
990 Debt Service	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse		(100,000)	(100,000)	0	0	(40,000)	(73,863)	(75,340)	(76,846)
999 Transfers Out	52,742	69,232	69,232	69,232	72,481	63,710	64,984	66,284	67,610
Customer Service Total Expenditures	1,389,323	1,453,588	2,078,587	1,598,494	1,618,495	1,631,757	1,656,007	1,709,606	1,745,536
Customer Service NET INCOME (LOSS)	17,148	55,678	55,679	374,437	(62,367)	(72,925)	(90,592)	(117,418)	(136,448)
Unrestricted Cash - Beginning of Year	326,344	343,492	343,492	343,492	717,929	655,562	582,637	492,045	374,627
Unrestricted Cash - End of Year	343,492	399,170	399,171	717,929	655,562	582,637	492,045	374,627	238,179
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	347,331	363,397	519,647	399,624	404,624	407,939	414,002	427,402	436,384
Assigned to Capital	0	0	0	0	0	0	0	0	0
Unassigned Cash	(3,839)	35,773	(120,476)	318,306	250,938	174,698	78,044	(52,775)	(198,205)
Total	343,492	399,170	399,171	717,929	655,562	582,637	492,045	374,627	238,179
Unassigned Cash as a % of Total Current Spending	-0.3%	2.5%	-5.8%	19.9%	15.5%	10.7%	4.7%	-3.1%	-11.4%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
450-Licenses & Permits	248,800	96,500	96,500	117,500	96,500	66,500	66,500	66,500	66,500
600-Charges for Services	5,940,066	5,404,139	5,404,139	5,287,017	5,715,804	6,115,761	6,151,111	6,158,112	6,583,222
664-Investment Income & Rentals	46,887	22,477	22,477	22,477	29,898	36,272	49,044	62,124	75,205
671-Other Revenues	2,593	0	0	0	0	0	0	0	0
Engineering Services Total Revenues	6,238,346	5,523,116	5,523,116	5,426,994	5,842,202	6,218,533	6,266,655	6,286,736	6,724,927
Expenditures									
701-Personal Services	2,977,470	4,150,979	4,150,979	3,656,199	4,286,617	4,539,511	4,670,749	4,779,353	4,824,562
726-Supplies	69,279	94,849	94,849	93,687	103,697	97,057	99,445	100,564	108,013
800-Other Services and Charges	989,221	1,018,470	1,018,470	1,062,887	1,022,638	1,075,441	1,093,178	987,052	1,010,324
970-Capital Outlays	98,284	0	0	183,674	0	0	0	0	0
995-Other Financing	268,781	214,593	214,593	214,538	331,271	312,872	319,134	325,521	332,035
Engineering Services Total Expenditures	4,403,035	5,478,891	5,478,891	5,210,985	5,744,223	6,024,881	6,182,506	6,192,490	6,274,934
Engineering Services NET INCOME (LOSS)	1,835,311	44,225	44,225	216,009	97,979	193,652	84,149	94,246	449,993
Unrestricted Cash - Beginning of Year	3,122,563	4,957,874	4,957,874	4,957,874	5,173,883	5,271,862	5,465,514	5,549,664	5,643,910
Unrestricted Cash - End of Year	4,957,874	5,002,099	5,002,099	5,173,883	5,271,862	5,465,514	5,549,664	5,643,910	6,093,903
Reserve Targets									
Assigned to Reserves - 25% of Current Spending	1,100,759	1,369,723	1,369,723	1,302,746	1,436,056	1,506,220	1,545,626	1,548,123	1,568,734
Unassigned Cash	3,857,115	3,632,376	3,632,376	3,871,137	3,835,807	3,959,294	4,004,038	4,095,787	4,525,169
Total	4,957,874	5,002,099	5,002,099	5,173,883	5,271,862	5,465,514	5,549,664	5,643,910	6,093,903
Unassigned Cash as a % of Total Current Spending	87.6%	66.3%	66.3%	74.3%	66.8%	65.7%	64.8%	66.1%	72.1%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
580-Contribution from Local Units	81,372	0	0	0	1,108,596	1,382,613	126,057	43,198	27,825
600-Charges for Services	2,071,453	1,774,696	1,774,696	1,820,144	1,669,834	1,641,494	1,677,104	1,708,234	1,800,625
664-Investment Income & Rentals	36,226	0	0	0	0	0	0	0	0
671-Other Revenues	3,810	0	0	0	0	0	0	0	0
Facilities Management-Capital Total Revenues	2,192,861	1,774,696	1,774,696	1,820,144	2,778,430	3,024,107	1,803,161	1,751,432	1,828,450
Expenditures									
800-Other Services and Charges	55,492	0	0	0	0	0	0	0	0
970-Capital Outlays	622,943	1,774,696	2,774,696	4,350,622	2,757,966	3,103,550	1,874,240	1,838,012	1,907,708
Facilities Management-Capital Total Expenditures	678,435	1,774,696	2,774,696	4,350,622	2,757,966	3,103,550	1,874,240	1,838,012	1,907,708
Facilities Management-Capital NET INCOME (LOSS)	1,514,426	0	-1,000,000	-2,530,478	20,464	-79,443	-71,079	-86,580	-79,258
Unrestricted Cash - Beginning of Year	2,748,150	4,262,576	4,262,576	4,262,576	1,732,098	1,752,562	1,673,119	1,602,040	1,515,460
Unrestricted Cash - End of Year	4,262,576	4,262,576	3,262,576	1,732,098	1,752,562	1,673,119	1,602,040	1,515,460	1,436,202

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2018 FINAL FISCAL PLAN
FACILITIES DEPARTMENT (265)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2018	FY2019	FY2020	FY2021	FY2022
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
6311	Facilities Management-Capital	TEMP17030	Facility upgrades for alt. fuels at the Fleet Mgmt.	9750	Building	\$	\$	\$ 362,466	\$	\$
		TEMP17032	Roof repair / replacement at the 1110 Monroe facility	9750	Building	\$ 30,654	\$	\$	\$	\$
		TEMP17033	Replace HVAC boilers at the Bridgeview facility	9750	Building	\$ 201,250	\$	\$	\$	\$
		TEMP17034	Passenger elevator replacement at the Bridgeview facility	9750	Building	\$	\$	\$	\$	\$ 447,695
		TEMP17036	Replace the HVAC units at the Development Center fac.	9750	Building	\$ 354,149	\$	\$	\$	\$
		TEMP17038	Security upgrades at Community Archives facility	9750	Building	\$ 65,000	\$	\$	\$	\$
		TEMP17039	Improvements to the City / County HVAC	9750	Building	\$	\$	\$	\$	\$
		TEMP17041	Exterior facade repairs at City Hall	9750	Building	\$ 181,125	\$ 185,438	\$	\$	\$
		TEMP17043	Heat pump replacement at the Police Admin facility	9750	Building	\$ 115,000	\$	\$ 158,125	\$ 168,188	\$ 171,925
		TEMP17046	HVAC makeup air unit replacement Police Admin	9750	Building	\$ 364,967	\$	\$	\$	\$
		TEMP17047	Roof replacement at the Pistol Range facility	9750	Building	\$ 32,200	\$	\$	\$	\$
		TEMP17048	Annual flooring replacement following flooring schedule	9750	Building	\$ 107,625	\$ 110,316	\$ 113,074	\$ 115,900	\$ 118,798
		TEMP17049	Annual interior finishes and paint following paint schedule	9750	Building	\$ 103,050	\$ 105,440	\$ 108,339	\$ 109,882	\$ 113,652
		TEMP17056	Demolition and site restoration of 235/273 Market facility	9750	Building	\$	\$ 354,260	\$	\$	\$
		TEMP17057	Replacement of HVAC components at the Refuse facility	9750	Building	\$	\$ 41,400	\$	\$	\$
		TEMP17060	Annual roof repair / replacement at the 201 Market facility	9750	Building	\$	\$ 24,150	\$	\$	\$
		TEMP17061	Concrete repairs at the PSC facilities	9750	Building	\$	\$ 78,488	\$	\$	\$
		TEMP17062	Replacement of the concrete pads at the Fleet fuel	9750	Building	\$	\$ 185,438	\$	\$	\$
		TEMP17063	Roof replacement at the Fleet Management fuel island/canopy	9750	Building	\$	\$ 97,031	\$	\$	\$
		TEMP17064	Window shade replacement at the Bridgeview facility	9750	Building	\$	\$ 57,500	\$	\$	\$
		TEMP17065	Concrete floor restoration in the Bridgeview basement	9750	Building	\$	\$ 34,500	\$	\$	\$
		TEMP17066	Annual roof repair / replacement at 601 Ottawa	9750	Building	\$	\$	\$	\$	\$ 166,750
		TEMP17067	Security system upgrade at the Development Center	9750	Building	\$	\$ 72,450	\$	\$	\$
		TEMP17068	Exterior facade repairs at Community Archives	9750	Building	\$	\$ 158,125	\$	\$	\$
		TEMP17070	Parking lot repair / replacement at the PSC	9750	Building	\$	\$	\$	\$	\$ 388,125
		TEMP17071	Overhead Door replacement at the Community Archives facility	9750	Building	\$	\$	\$	\$	\$ 26,450
		TEMP17087	Construction of Family Restrooms at the City/County Complex	9750	Building	\$ 94,350	\$	\$	\$	\$
		TEMP17089	Police parking garage inspection and construction	9750	Building	\$	\$ 216,401	\$	\$ 200,531	\$
		TEMP17098	Concrete injection at the 201 Market facility	9750	Building	\$	\$	\$ 100,050	\$	\$
		TEMP17099	Parking lot repairs at the Fuel Island / Car Wash	9750	Building	\$	\$	\$ 345,000	\$	\$
		TEMP17100	Replacement of fire panel at the Development Center	9750	Building	\$	\$	\$ 86,250	\$	\$
		TEMP17101	Parking lot maintenance and repairs at various facilities	9750	Building	\$	\$	\$ 145,475	\$	\$
		TEMP17102	Liebert replacement at the Community Archives facility	9750	Building	\$	\$	\$ 172,500	\$	225 \$

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2018 FINAL FISCAL PLAN
FACILITIES DEPARTMENT (265)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2018	FY2019	FY2020	FY2021	FY2022
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
		TEMP17103	Marble wall restoration at City Hall	9750	Building	\$	\$	\$ 61,813	\$	\$
		TEMP17104	Concrete pad replacement of Monroe entrance of City/County	9750	Building	\$	\$	\$ 95,091	\$	\$
		TEMP17116	Miscellaneous renovations at the 201 Market facility	9750	Building	\$	\$	\$	\$ 426,650	\$
		TEMP17119	Roof replacement at the Community Archives Center building	9750	Building	\$	\$	\$	\$	\$ 363,688
		TEMP17121	Replace infrared system at the Fleet Management	9750	Building	\$	\$	\$	\$ 161,000	\$
		TEMP17122	Annual roof repair / replacement at the Police Admin.	9750	Building	\$	\$	\$	\$ 488,750	\$
		TEMP17123	Shooting range backstop repairs at the Pistol Range facility	9750	Building	\$	\$	\$	\$ 85,100	\$
		TEMP17124	Window and door replacement at the Pistol Range facility	9750	Building	\$	\$	\$	\$ 38,813	\$
		TEMP18210	Interior stairwell painting at the City Hall facility	9750	Building	\$	\$	\$	\$	\$ 82,800
6311 Total						\$ 1,649,370	\$ 1,720,937	\$ 1,748,183	\$ 1,794,814	\$ 1,879,883
Grand Total						\$ 1,649,370	\$ 1,720,937	\$ 1,748,183	\$ 1,794,814	\$ 1,879,883
					Contribution from Local Units	\$ 1,108,596	\$ 1,382,613	\$ 126,057	\$ 43,198	\$ 27,825
					Appropriation per Fund Stmt	\$ 2,757,966	\$ 3,103,550	\$ 1,874,240	\$ 1,838,012	\$ 1,907,708

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
600-Charges for Services	3,931,027	4,713,396	4,713,396	4,614,213	4,626,946	4,835,691	4,966,116	5,100,534	5,173,175
664-Investment Income & Rentals	355,723	262,650	262,650	262,650	277,392	290,338	314,466	339,165	363,895
671-Other Revenues	15,768	0	0	0	0	0	0	0	0
695-Other Financing Sources	52,000	0	0	0	0	0	0	0	0
Facilities Mgmt-Operating Total Revenues	4,354,518	4,976,046	4,976,046	4,876,863	4,904,338	5,126,029	5,280,582	5,439,699	5,537,070
Expenditures									
701-Personal Services	1,302,967	1,484,949	1,484,949	1,473,774	1,497,531	1,578,520	1,611,095	1,635,887	1,654,185
726-Supplies	229,349	178,949	178,949	178,949	188,000	193,550	199,267	205,155	211,280
800-Other Services and Charges	2,766,539	3,082,495	3,082,495	3,042,965	3,047,206	3,147,793	3,255,710	3,370,677	3,460,115
970-Capital Outlays	98,644	60,000	60,000	45,000	50,000	50,000	50,000	50,000	51,000
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	180,693	131,618	131,618	181,323	150,440	126,592	128,701	130,881	133,635
Facilities Mgmt-Operating Total Expenditures	4,578,192	4,938,011	4,938,011	4,922,011	4,933,177	5,096,455	5,244,773	5,392,600	5,510,215
Facilities Mgmt-Operating NET INCOME (LOSS)	-223,674	38,035	38,035	-45,148	-28,839	29,574	35,809	47,099	26,855
Unrestricted Cash - Beginning of Year	1,499,325	1,275,651	1,275,651	1,275,651	1,230,503	1,201,664	1,231,238	1,267,047	1,314,146
Unrestricted Cash - End of Year	1,275,651	1,313,686	1,313,686	1,230,503	1,201,664	1,231,238	1,267,047	1,314,146	1,341,001
Reserve Targets									
Assigned to Reserves - 25% of Current Spending	1,144,548	1,234,503	1,234,503	1,230,503	1,233,294	1,274,114	1,311,193	1,348,150	1,377,554
Unassigned Cash	131,103	79,183	79,183	0	-31,630	-42,876	-44,146	-34,004	-36,553
Total	1,275,651	1,313,686	1,313,686	1,230,503	1,201,664	1,231,238	1,267,047	1,314,146	1,341,001
Unassigned Cash as a % of Total Current Spending	2.9%	1.6%	1.6%	0.0%	(0.6%)	(0.8%)	(0.8%)	(0.6%)	(0.7%)

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
REVENUE									
<u>FINANCIAL MANAGEMENT SYSTEM (6820)</u>									
401 Taxes	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0
539 State Grants	1,096,981	0	0	500,000	0	0	0	0	0
600 Charges For Services	0	0	0	0	0	0	0	0	0
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	29,488	0	0	15,000	3,000	1,000	0	0	0
671 Other Revenue	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
FMS Total Revenue	1,126,469	0	0	515,000	3,000	1,000	0	0	0
EXPENDITURES									
<u>FINANCIAL MANAGEMENT SYSTEM (6820)</u>									
701 Personal Services	239,425	300,000	300,000	300,000	100,000	49,811	0	0	0
726 Supplies	2,440	2,500	2,500	2,500	0	0	0	0	0
800 Other Services And Charges	2,683,889	2,683,658	2,683,658	2,000,000	502,500	301,000	0	0	0
970 Capital Outlay	32,749	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	334,040	335,000	0	0	0	0	0
FMS Total Expenditures	2,958,503	2,986,158	3,320,198	2,637,500	602,500	350,811	0	0	0
FMS NET INCOME (LOSS)	(1,832,034)	(2,986,158)	(3,320,198)	(2,122,500)	(599,500)	(349,811)	0	0	0
Unrestricted Cash - Beginning of Year	4,903,845	3,071,811	3,071,811	3,071,811	949,311	349,811	-	-	-
Unrestricted Cash - End of Year	3,071,811	85,653	(248,387)	949,311	349,811	0	0	0	0
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	739,626	746,540	830,050	659,375	150,625	87,703	0	0	0
Unassigned Cash	2,332,185	(660,887)	(1,078,437)	289,936	199,186	(87,703)	0	0	0
Total	3,071,811	85,653	(248,387)	949,311	349,811	0	0	0	0
Unassigned Cash as a % of Total Current Spending	78.8%	-22.1%	-32.5%	11.0%	33.1%	-25.0%	#DIV/0!	#DIV/0!	#DIV/0!

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
REVENUE									
<u>INFORMATION TECHNOLOGY-CAPITAL (6810)</u>									
401 Taxes	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0
600 Charges For Services	1,208,829	1,087,197	1,087,197	1,087,197	895,715	969,364	1,093,695	1,250,335	1,674,579
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	22,863	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
<i>INFORMATION TECHNOLOGY-CAPITAL Total Revenue</i>	1,231,692	1,087,197	1,087,197	1,087,197	895,715	969,364	1,093,695	1,250,335	1,674,579
EXPENDITURES									
<u>INFORMATION TECHNOLOGY-CAPITAL (6810)</u>									
701 Personal Services	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	108,852	0	0	0	0	0	0	0	0
970 Capital Outlay	415,631	495,000	1,351,713	1,351,713	990,664	98,500	809,284	1,189,474	1,194,164
990 Debt Service	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0
999 Transfers Out	0	0	290,960	290,960	0	0	0	0	0
<i>INFORMATION TECHNOLOGY-CAPITAL Total Expenditures</i>	524,483	495,000	1,642,673	1,642,673	990,664	98,500	809,284	1,189,474	1,194,164
<i>INFORMATION TECHNOLOGY-CAPITAL NET INCOME (LOSS)</i>	707,209	592,197	(555,476)	(555,476)	(94,949)	870,864	284,411	60,861	480,415
<i>Unrestricted Cash - Beginning of Year</i>	1,955,308	2,662,517	2,662,517	2,662,517	2,107,041	2,012,092	2,882,956	3,167,367	3,228,228
<i>Unrestricted Cash - End of Year</i>	2,662,517	3,254,714	2,107,041	2,107,041	2,012,092	2,882,956	3,167,367	3,228,228	3,708,643
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	131,121	123,750	410,668	410,668	247,666	24,625	202,321	297,369	298,541
Assigned to Capital	2,531,396	3,130,964	1,696,373	1,696,373	1,764,426	2,858,331	2,965,046	2,930,860	3,410,102
Unassigned Cash	0	0	0	0	0	0	0	0	0
Total	2,662,517	3,254,714	2,107,041	2,107,041	2,012,092	2,882,956	3,167,367	3,228,228	3,708,643
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%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
REVENUE									
<u>INFORMATION TECH-OPERATING (6800)</u>									
401 Taxes	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0
600 Charges For Services	5,090,317	5,727,502	5,727,502	5,727,502	5,377,448	5,526,513	5,632,800	5,810,902	5,978,410
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	64,885	61,380	61,380	61,380	81,645	99,051	133,928	169,648	205,368
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
INFORMATION TECH-OPERATING Total Revenue	5,155,202	5,788,882	5,788,882	5,788,882	5,459,093	5,625,564	5,766,728	5,980,550	6,183,778
EXPENDITURES									
<u>INFORMATION TECH-OPERATING (6800)</u>									
701 Personal Services	327,997	381,301	381,301	317,070	370,834	389,998	400,282	409,118	410,372
752 Supplies	48,188	36,376	36,376	30,605	16,771	17,094	17,428	17,770	18,124
800 Other Services And Charges	4,213,167	5,213,417	5,213,417	5,089,821	5,175,201	5,238,092	5,385,002	5,565,654	5,757,396
970 Capital Outlay	150,489	9,416	9,416	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	105,217	99,966	99,966	99,966	119,769	96,890	98,828	100,804	102,820
INFORMATION TECH-OPERATING Total Expenditures	4,845,058	5,740,476	5,740,476	5,537,462	5,682,575	5,742,074	5,901,540	6,093,346	6,288,712
REVENUE OVER EXPENSE	310,144	48,406	48,406	251,420	(223,482)	(116,510)	(134,812)	(112,796)	(104,934)
Unrestricted Cash - Beginning of Year	1,179,725	1,489,869	1,489,869	1,489,869	1,741,289	1,517,807	1,401,297	1,266,485	1,153,689
Unrestricted Cash - End of Year	1,489,869	1,538,275	1,538,275	1,741,289	1,517,807	1,401,297	1,266,485	1,153,689	1,048,755
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	1,211,265	1,435,119	1,435,119	1,384,366	1,420,644	1,435,519	1,475,385	1,523,337	1,572,178
Assigned to Capital	0	0	0	0	0	0	0	0	0
Unassigned Cash	278,605	103,156	103,156	356,924	97,163	(34,222)	(208,900)	(369,648)	(523,423)
Total	1,489,869	1,538,275	1,538,275	1,741,289	1,517,807	1,401,297	1,266,485	1,153,689	1,048,755
Unassigned Cash as a % of Total Current Spending	5.8%	1.8%	1.8%	6.4%	1.7%	-0.6%	-3.5%	-6.1%	-8.3%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
664-Investment Income & Rentals	4,640,532	4,693,225	4,693,225	4,781,245	4,961,973	5,182,413	5,413,085	5,645,702	5,894,781
671-Other Revenues	651,261	316,599	316,599	316,599	324,420	248,643	150,417	393,755	290,044
Motor Equipment-Capital Total Revenues	5,291,793	5,009,824	5,009,824	5,097,844	5,286,393	5,431,056	5,563,502	6,039,457	6,184,825
Expenditures									
800-Other Services and Charges	0	0	0	0	0	0	0	0	0
970-Capital Outlays	4,376,904	4,221,320	7,918,675	5,456,675	5,434,571	4,852,039	4,548,817	5,625,071	5,643,489
Motor Equipment-Capital Total Expenditures	4,376,904	4,221,320	7,918,675	5,456,675	5,434,571	4,852,039	4,548,817	5,625,071	5,643,489
Motor Equipment-Capital NET INCOME (LOSS)	914,889	788,504	-2,908,851	-358,831	-148,178	579,017	1,014,685	414,386	541,336
Unrestricted Cash - Beginning of Year	3,183,850	4,098,739	4,098,739	4,098,739	3,739,908	3,591,730	4,170,747	5,185,432	5,599,818
Unrestricted Cash - End of Year	4,098,739	4,887,243	1,189,888	3,739,908	3,591,730	4,170,747	5,185,432	5,599,818	6,141,154
CAFR Reconciliation									
Ending Cash per CAFR	4,098,739	0	0	0	0	0	0	0	0
Assigned for Uncompleted Capital Projects	-4,098,739	0	0	0	0	0	0	0	0
Unassigned Cash Available for Reappropriation	0	0	0	0	0	0	0	0	0

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
600-Charges for Services	726,477	946,656	946,656	930,000	959,956	1,009,775	1,062,085	1,117,010	1,171,935
664-Investment Income & Rentals	6,953,074	6,663,071	6,663,071	6,689,170	6,638,982	6,738,357	6,702,130	6,678,561	6,833,570
671-Other Revenues	142,439	199,738	199,738	180,000	194,738	194,738	194,738	194,738	194,738
Motor Equipment-Operating Total Revenues	7,821,990	7,809,465	7,809,465	7,799,170	7,793,676	7,942,870	7,958,953	7,990,309	8,200,243
Expenditures									
701-Personal Services	2,845,726	3,284,169	3,284,169	3,090,169	3,243,396	3,410,511	3,485,429	3,547,239	3,585,524
726-Supplies	2,517,091	3,019,221	3,019,221	2,844,221	3,172,127	3,221,552	3,274,757	3,351,703	3,480,834
800-Other Services and Charges	868,839	898,926	898,926	907,926	858,478	883,328	904,891	925,368	950,230
970-Capital Outlays	119,711	234,004	234,004	234,004	130,000	130,000	130,000	130,000	130,300
990-Debt Service	31,234	23,671	23,671	23,671	14,562	8,292	2,892	547	390
995-Other Financing	194,154	156,136	156,136	232,501	152,124	186,480	190,364	194,183	198,219
Motor Equipment-Operating Total Expenditures	6,576,755	7,616,127	7,616,127	7,332,492	7,570,687	7,840,163	7,988,333	8,149,040	8,345,497
Motor Equipment-Operating NET INCOME (LOSS)	1,245,235	193,338	193,338	466,678	222,989	102,707	-29,380	-158,731	-145,254
Less: Payment of Debt Service Principal	-625,510	-274,777	-274,777	-274,777	-210,526	-210,256	-152,143	-5,263	-5,263
Unrestricted Cash - Beginning of Year	1,529,240	2,148,965	2,148,965	2,148,965	2,340,866	2,353,329	2,245,780	2,064,257	1,900,263
Unrestricted Cash - End of Year	2,148,965	2,067,526	2,067,526	2,340,866	2,353,329	2,245,780	2,064,257	1,900,263	1,749,746
Reserve Targets									
Assigned to Reserves - 25% of Current Spending	1,644,189	1,904,032	1,904,032	1,833,123	1,892,672	1,960,041	1,997,083	2,037,260	2,086,374
Unassigned Cash	504,776	163,494	163,494	507,743	460,657	285,739	67,174	-136,997	-336,628
Total	2,148,965	2,067,526	2,067,526	2,340,866	2,353,329	2,245,780	2,064,257	1,900,263	1,749,746
Unassigned Cash as a % of Total Current Spending	7.7%	2.1%	2.1%	6.9%	6.1%	3.6%	0.8%	(1.7%)	(4.%)

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
REVENUE									
<u>RISK MGMT/OTHER RESERVES (6771)</u>									
401 Taxes	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0
600 Charges For Services	3,523,524	3,043,916	3,043,916	3,112,044	3,427,847	3,750,632	3,999,176	4,113,152	4,191,414
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	715,714	64,165	64,165	64,165	85,349	103,545	140,004	177,345	214,686
671 Other Revenue	124,954	372,087	372,087	372,087	380,484	394,878	406,783	414,126	420,218
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
<i>RISK MGMT/OTHER RESERVES Total Revenue</i>	4,364,192	3,480,168	3,480,168	3,548,296	3,893,680	4,249,055	4,545,963	4,704,623	4,826,318
EXPENDITURES									
<u>OTHER RESERVES (6771)</u>									
701 Personal Services	549,165	561,088	561,086	346,043	401,656	421,527	431,571	436,593	439,638
726 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	2,360,505	4,027,717	4,202,717	3,941,467	3,762,419	3,971,874	4,047,100	4,047,361	4,047,809
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	225,541	194,251	194,251	194,251	148,672	177,371	180,918	184,537	188,227
<i>RISK MGMT/OTHER RESERVES Total Expenditures</i>	3,135,211	4,783,056	4,958,054	4,481,761	4,312,747	4,570,772	4,659,589	4,668,491	4,675,674
<i>RISK MGMT/OTHER RESERVES NET INCOME (LOSS)</i>	1,228,981	(1,302,888)	(1,477,886)	(933,465)	(419,067)	(321,717)	(113,626)	36,132	150,644
<i>Unrestricted Cash - Beginning of Year</i>	7,254,550	8,483,531	8,483,531	8,483,531	7,550,066	7,130,999	6,809,282	6,695,656	6,731,788
<i>Unrestricted Cash - End of Year</i>	8,483,531	7,180,643	7,005,645	7,550,066	7,130,999	6,809,282	6,695,656	6,731,788	6,882,431
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	783,803	1,195,764	1,239,514	1,120,440	1,078,187	1,142,693	1,164,897	1,167,123	1,168,919
Assigned to Capital	0	0	0	0	0	0	0	0	0
Unassigned Cash	7,699,728	5,984,879	5,766,132	6,429,626	6,052,812	5,666,589	5,530,758	5,564,665	5,713,513
Total	8,483,531	7,180,643	7,005,645	7,550,066	7,130,999	6,809,282	6,695,656	6,731,788	6,882,431
Unassigned Cash as a % of Total Current Spending	245.6%	125.1%	116.3%	143.5%	140.3%	124.0%	118.7%	119.2%	122.2%



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FUND DESCRIPTIONS

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.

General Retiree Health Care Fund: The General Retiree Health Care fund was established in FY 2008 to account for the costs and funding obligations associated with the City-provided general retiree health plan. Contributions charged to departments are accumulated in the fund. The fund issues payments on current retiree health care claims and also funds the general retiree health care trust account.

Fund Balance Policy: To achieve a fully funded general retiree care trust.

Health Insurance 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 25%.

Library Retiree Health Care Fund: The Library Retiree Health Care fund was established in FY 2008 to account for the costs and funding obligations associated with the City-provided library retiree health plan. The Library Retiree Health Care fund differs from the General, Police, and Fire Retiree Health Care funds in that the library retiree health plan does not include any pre-funding of the benefit. Since all but one member of the plan have already received the benefit or are currently receiving the benefit, this plan is funded on a "pay-as-you-go" basis.

Fund Balance Policy: To fund library retiree care benefits on an annual basis with no fund balance reserve or pre-funding.

Police 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.

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
REVENUE									
<u>FIREFIGHTER RETIREE HEALTH CARE (7373)</u>									
401 Taxes	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0
600 Charges For Services	3,911,824	3,243,992	3,243,992	3,243,992	3,182,852	3,134,263	3,076,601	3,038,869	3,007,692
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	182,384	728,740	728,740	728,740	808,706	853,449	876,741	878,644	866,575
671 Other Revenue	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
<i>FIREFIGHTER RETIREE HEALTH CARE Total Revenue</i>	4,094,208	3,972,732	3,972,732	3,972,732	3,991,558	3,987,712	3,953,342	3,917,513	3,874,267
EXPENDITURES									
<u>FIREFIGHTER RETIREE HEALTH CARE (7373)</u>									
701 Personal Services	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	1,959,520	2,431,401	2,431,401	2,431,401	2,597,773	2,986,794	3,423,171	3,737,316	3,861,684
970 Capital Outlay	0	0	0	0	0	0	0	0	0
990 Debt Service	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0
999 Transfers Out	0	0	0	0	0	0	0	0	0
<i>FIREFIGHTER RETIREE HEALTH CARE Total Expenditures</i>	1,959,520	2,431,401	2,431,401	2,431,401	2,597,773	2,986,794	3,423,171	3,737,316	3,861,684
<i>FIREFIGHTER RETIREE HEALTH CARE NET INCOME (LOSS)</i>	2,134,688	1,541,331	1,541,331	1,541,331	1,393,785	1,000,918	530,171	180,197	12,583
<i>Beginning Fund Balance</i>	12,289,119	14,423,807	14,423,807	14,423,807	15,965,138	17,358,923	18,359,841	18,890,012	19,070,209
<i>Ending Fund Balance</i>	14,423,807	15,965,138	15,965,138	15,965,138	17,358,923	18,359,841	18,890,012	19,070,209	19,082,792
Assigned to DB Retiree Health Care Costs	14,423,807	15,965,138	15,965,138	15,965,138	17,358,923	18,359,841	18,890,012	19,070,209	19,082,792
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-
Total	14,423,807	15,965,138	15,965,138	15,965,138	17,358,923	18,359,841	18,890,012	19,070,209	19,082,792
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
GENERAL RETIREE HEALTH CARE FUND (7371)
STATEMENT OF OPERATIONS

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
REVENUE									
<u>GENERAL RETIREE HEALTH CARE FUND (7371)</u>									
401 Taxes	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0
600 Charges For Services	6,975,022	6,172,815	6,172,815	6,172,815	6,629,328	6,636,480	6,660,826	6,674,925	6,578,454
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	81,060	429,866	429,866	429,866	433,560	429,329	427,986	428,902	437,682
671 Other Revenue	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
GENERAL RETIREE HEALTH CARE FUND Total Revenue	7,056,082	6,602,681	6,602,681	6,602,681	7,062,888	7,065,809	7,088,812	7,103,827	7,016,136
EXPENDITURES									
<u>GENERAL RETIREE HEALTH CARE FUND (7371)</u>									
701 Personal Services	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	6,678,242	6,404,288	6,404,288	6,404,288	6,591,609	6,373,739	6,411,716	6,178,281	5,886,311
970 Capital Outlay	0	0	0	0	0	0	0	0	0
990 Debt Service	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0
999 Transfers Out	0	0	0	0	0	0	0	0	0
GENERAL RETIREE HEALTH CARE FUND Total Expenditures	6,678,242	6,404,288	6,404,288	6,404,288	6,591,609	6,373,739	6,411,716	6,178,281	5,886,311
GENERAL RETIREE HEALTH CARE FUND NET INCOME (LOSS)	377,840	198,393	198,393	198,393	471,279	692,070	677,096	925,546	1,129,825
Beginning Fund Balance	9,036,095	9,413,935	9,413,935	9,413,935	9,612,328	10,083,607	10,775,677	11,452,773	12,378,319
Ending Fund Balance	9,413,935	9,612,328	9,612,328	9,612,328	10,083,607	10,775,677	11,452,773	12,378,319	13,508,144
Assigned to DB Retiree Health Care Costs	9,413,935	9,612,328	9,612,328	9,612,328	10,083,607	10,775,677	11,452,773	12,378,319	13,508,144
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-
Total	9,413,935	9,612,328	9,612,328	9,612,328	10,083,607	10,775,677	11,452,773	12,378,319	13,508,144
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
HEALTH INSURANCE (6770)
STATEMENT OF OPERATIONS

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
REVENUE									
<u>HEALTH INSURANCE (6770)</u>									
401 Taxes	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0
600 Charges For Services	19,029,434	18,559,317	18,559,317	18,648,317	18,796,363	21,164,448	23,809,857	26,125,820	28,472,795
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	247,648	128,980	128,980	128,980	171,562	208,138	281,425	356,485	431,544
671 Other Revenue	4,351,223	4,725,265	4,725,265	4,725,265	4,883,027	5,549,960	6,288,389	6,927,491	7,573,495
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
HEALTH INSURANCE Total Revenue	23,628,305	23,413,562	23,413,562	23,502,562	23,850,952	26,922,546	30,379,671	33,409,796	36,477,834
EXPENDITURES									
<u>HEALTH INSURANCE (6770)</u>									
701 Personal Services	258,962	268,614	268,614	268,614	277,212	290,573	294,697	297,180	299,314
726 Supplies	106	0	0	0	0	0	0	0	0
800 Other Services And Charges	21,072,879	24,933,422	24,933,422	25,013,995	25,103,348	27,545,716	31,036,875	34,083,176	37,168,154
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	109,702	157,417	157,417	157,417	147,464	123,389	125,857	128,374	130,942
HEALTH INSURANCE Total Expenditures	21,441,649	25,359,453	25,359,453	25,440,026	25,528,024	27,959,678	31,457,429	34,508,730	37,598,410
HEALTH INSURANCE NET INCOME (LOSS)	2,186,656	(1,945,891)	(1,945,891)	(1,937,464)	(1,677,072)	(1,037,132)	(1,077,758)	(1,098,934)	(1,120,576)
Unrestricted Cash - Beginning of Year	16,488,131	18,674,787	18,674,787	18,674,787	16,737,323	15,060,251	14,023,119	12,945,361	11,846,428
Unrestricted Cash - End of Year	18,674,787	16,728,896	16,728,896	16,737,323	15,060,251	14,023,119	12,945,361	11,846,428	10,725,852
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	5,360,412	6,339,863	6,339,863	6,360,007	6,382,006	6,989,919	7,864,357	8,627,182	9,399,602
Unassigned Cash	13,314,375	10,389,033	10,389,033	10,377,317	8,678,245	7,033,200	5,081,004	3,219,245	1,326,250
Total	18,674,787	16,728,896	16,728,896	16,737,323	15,060,251	14,023,119	12,945,361	11,846,428	10,725,852
Unassigned Cash as a % of Total Current Spending	62.1%	41.0%	41.0%	40.8%	34.0%	25.2%	16.2%	9.3%	3.5%

City of Grand Rapids
LIBRARY RETIREE HEALTH CARE FUND (7374)
STATEMENT OF OPERATIONS

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
REVENUE									
<u>LIBRARY RETIREE HEALTH CARE FUND (7374)</u>									
401 Taxes	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0
600 Charges For Services	231,866	0	161,409	161,409	131,532	0	0	0	0
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	0	0	9	9	0	0	0	0	0
671 Other Revenue	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
LIBRARY RETIREE HEALTH CARE FUND Total Revenue	231,866	0	161,418	161,418	131,532	0	0	0	0
EXPENDITURES									
<u>LIBRARY RETIREE HEALTH CARE FUND (7374)</u>									
701 Personal Services	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	231,866	0	161,418	161,418	131,532	0	0	0	0
970 Capital Outlay	0	0	0	0	0	0	0	0	0
990 Debt Service	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0
999 Transfers Out	0	0	0	0	0	0	0	0	0
LIBRARY RETIREE HEALTH CARE FUND Total Expenditures	231,866	0	161,418	161,418	131,532	0	0	0	0
LIBRARY RETIREE HEALTH CARE FUND NET INCOME (LOSS)	0	0	0	0	0	0	0	0	0
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-	-	-	-
Assigned to DB Retiree Health Care Costs	-	-	-	-	-	-	-	-	-
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-
Unassigned FB as a % of Total Expenditures	0.0%	#DIV/0!	0.0%	0.0%	0.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
REVENUE									
<u>POLICE OFFICER RETIREE HEALTH (7372)</u>									
401 Taxes	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0
600 Charges For Services	6,240,454	4,524,774	4,524,774	4,524,774	4,599,336	4,516,507	4,417,481	4,298,960	4,160,334
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	303,980	1,261,779	1,261,779	1,261,779	1,410,423	1,549,028	1,669,785	1,766,768	1,833,138
671 Other Revenue	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
<i>POLICE OFFICER RETIREE HEALTH Total Revenue</i>	6,544,434	5,786,553	5,786,553	5,786,553	6,009,759	6,065,535	6,087,266	6,065,728	5,993,472
EXPENDITURES									
<u>POLICE OFFICER RETIREE HEALTH (7372)</u>									
701 Personal Services	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	2,221,220	2,277,024	2,277,024	2,277,024	2,740,813	3,117,705	3,546,035	4,038,518	4,655,064
970 Capital Outlay	0	0	0	0	0	0	0	0	0
990 Debt Service	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0
999 Transfers Out	0	0	0	0	0	0	0	0	0
<i>POLICE OFFICER RETIREE HEALTH Total Expenditures</i>	2,221,220	2,277,024	2,277,024	2,277,024	2,740,813	3,117,705	3,546,035	4,038,518	4,655,064
<i>POLICE OFFICER RETIREE HEALTH NET INCOME (LOSS)</i>	4,323,214	3,509,529	3,509,529	3,509,529	3,268,946	2,947,830	2,541,231	2,027,210	1,338,408
<i>Beginning Fund Balance</i>	19,770,732	24,093,946	24,093,946	24,093,946	27,603,475	30,872,421	33,820,251	36,361,482	38,388,692
<i>Ending Fund Balance</i>	24,093,946	27,603,475	27,603,475	27,603,475	30,872,421	33,820,251	36,361,482	38,388,692	39,727,100
Assigned to DB Retiree Health Care Costs	24,093,946	27,603,475	27,603,475	27,603,475	30,872,421	33,820,251	36,361,482	38,388,692	39,727,100
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-
Total	24,093,946	27,603,475	27,603,475	27,603,475	30,872,421	33,820,251	36,361,482	38,388,692	39,727,100
Unassigned FB as a % of Total Expenditures	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>Community Development Program (2733)</i>									
Revenues									
501-Federal Grants	3,894,806	4,316,210	4,316,210	4,816,210	4,060,210	4,180,210	4,180,210	4,180,210	4,180,210
655-Fines & Forfeitures	807	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	14,660	0	0	0	0	0	0	0	0
671-Other Revenues	365,626	0	370,738	0	0	0	0	0	0
695-Other Financing Sources	502,117	500,000	500,000	0	500,000	380,000	380,000	380,000	380,000
<i>Community Development Program Total Revenues</i>	4,778,016	4,816,210	5,186,948	4,816,210	4,560,210	4,560,210	4,560,210	4,560,210	4,560,210
Expenditures									
701-Personal Services	887,722	1,110,572	1,110,506	0	914,686	958,127	976,520	994,013	1,001,081
751-Supplies	18,091	13,906	7,216	0	16,326	16,326	16,326	16,326	16,326
800-Other Services and Charges	2,009,471	2,320,044	2,277,536	4,299,202	2,256,010	2,212,569	2,194,176	2,176,683	2,169,615
970-Capital Outlays	12,249	3,000	1,000	0	4,500	4,500	4,500	4,500	4,500
995-Other Financing	1,453,002	1,368,688	1,257,866	0	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688
<i>Community Development Program Total Expenditures</i>	4,380,535	4,816,210	4,654,124	4,299,202	4,560,210	4,560,210	4,560,210	4,560,210	4,560,210
<i>Community Development Program NET INCOME (LOSS)</i>	397,481	0	532,824	517,008	0	0	0	0	0
<i>Beginning Fund Balance</i>	750,214	1,147,695	1,147,695	1,147,695	1,664,703	1,664,703	1,664,703	1,664,703	1,664,703
<i>Ending Fund Balance</i>	1,147,695	1,147,695	1,680,519	1,664,703	1,664,703	1,664,703	1,664,703	1,664,703	1,664,703

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	351,994	0	439,937	514,000	0	0	0	0	0
539-State Grants	105,453	0	300,000	280,000	0	0	0	0	0
580-Contribution from Local Units	80,700	0	68,627	60,000	0	0	0	0	0
600-Charges For Services	135,860	0	125,605	131,000	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	(16,328)	0	0	0	0	0	0
695-Other Financing Sources	50,964	0	54,568	54,568	0	0	0	0	0
61ST DISTRICT COURT GRANTS Total Revenues	724,971	0	972,409	1,039,568	0	0	0	0	0
Expenditures									
701-Personal Services	370,359	0	403,261	372,300	0	0	0	0	0
751-Supplies	100,633	0	126,120	109,400	0	0	0	0	0
800-Other Services And Charges	274,485	0	443,028	478,140	0	0	0	0	0
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
61ST DISTRICT COURT GRANTS Total Expenditures	745,477	0	972,409	959,840	0	0	0	0	0
61ST DISTRICT COURT GRANTS NET INCOME (LOSS)	(20,506)	0	0	79,728	0	0	0	0	0
Fund Balance - Beginning of Year	36,811	16,305	16,305	16,305	96,033	96,033	96,033	96,033	96,033
Fund Balance - End of Year	16,305	16,305	16,305	96,033	96,033	96,033	96,033	96,033	96,033
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	111,822	0	145,861	143,976	0	0	0	0	0
Unassigned Fund Balance	(95,517)	16,305	(129,556)	(47,943)	96,033	96,033	96,033	96,033	96,033
Total	16,305	16,305	16,305	96,033	96,033	96,033	96,033	96,033	96,033
Unassigned Fund Balance as a % of Total Current Spending	-12.8%	#DIV/0!	-13.3%	-5.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<u>Fire Grants (2732)</u>									
Revenues									
501-Federal Grants	1,102,155	0	172,351	0	0	0	0	0	0
580-Contribution from Local Units	0	0	0	0	0	0	0	0	0
671-Other Revenues	4,587	0	0	0	0	0	0	0	0
695-Other Financing Sources	163,381	0	9,457	0	0	0	0	0	0
Fire Grants Total Revenues	1,270,123	0	181,808	0	0	0	0	0	0
Expenditures									
701-Personal Services	-2,996	0	0	0	0	0	0	0	0
751-Supplies	155,658	0	155,902	0	0	0	0	0	0
800-Other Services and Charges	5,617	0	32,951	0	0	0	0	0	0
970-Capital Outlays	997,954	0	-7,045	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
Fire Grants Total Expenditures	1,156,233	0	181,808	0	0	0	0	0	0
Fire Grants NET INCOME (LOSS)	113,890	0	0	0	0	0	0	0	0
Beginning Fund Balance	-4,735	109,155	109,155	109,155	109,155	109,155	109,155	109,155	109,155
Ending Fund Balance	109,155	109,155	109,155	109,155	109,155	109,155	109,155	109,155	109,155

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<u>Home Investment Partnership (2734)</u>									
Revenues									
501-Federal Grants	988,042	1,020,000	728,529	1,020,000	1,021,092	1,021,092	1,021,092	1,021,092	1,021,092
655-Fines & Forfeitures	1	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	239	0	0	0	0	0	0	0	0
671-Other Revenues	34,708	0	1,173,772	0	144,737	144,737	144,737	144,737	144,737
Home Investment Partnership Total Revenues	1,022,990	1,020,000	1,902,301	1,020,000	1,165,829	1,165,829	1,165,829	1,165,829	1,165,829
Expenditures									
701-Personal Services	85,775	90,707	90,707	0	93,701	100,972	105,617	110,473	111,243
751-Supplies	583	1,140	0	0	400	400	400	400	400
800-Other Services and Charges	928,957	928,153	934,822	1,025,000	1,071,728	1,064,457	1,059,812	1,054,956	1,054,186
995-Other Financing	5,027	0	0	0	0	0	0	0	0
Home Investment Partnership Total Expenditures	1,020,342	1,020,000	1,025,529	1,025,000	1,165,829	1,165,829	1,165,829	1,165,829	1,165,829
Home Investment Partnership NET INCOME (LOSS)	2,648	0	876,772	-5,000	0	0	0	0	0
Beginning Fund Balance	46,043	48,691	48,691	48,691	43,691	43,691	43,691	43,691	43,691
Ending Fund Balance	48,691	48,691	925,463	43,691	43,691	43,691	43,691	43,691	43,691

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<u>Lead Hazard Control/Reduction (2735)</u>									
Revenues									
501-Federal Grants	146,057	0	2,900,000	884,877	0	0	0	0	0
655-Fines & Forfeitures	439	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	88	0	0	0	0	0	0	0	0
671-Other Revenues	185,507	0	100,000	0	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
Lead Hazard Control/Reduction Total Revenues	332,091	0	3,000,000	884,877	0	0	0	0	0
Expenditures									
701-Personal Services	132,266	0	820,687	0	0	0	0	0	0
751-Supplies	6,195	0	1,950	0	0	0	0	0	0
800-Other Services and Charges	206,025	0	2,177,363	884,877	0	0	0	0	0
995-Other Financing	10,246	0	0	0	0	0	0	0	0
Lead Hazard Control/Reduction Total Expenditures	354,732	0	3,000,000	884,877	0	0	0	0	0
Lead Hazard Control/Reduction NET INCOME (LOSS)	-22,641	0	0	0	0	0	0	0	0
Beginning Fund Balance	362,512	339,871	339,871	339,871	339,871	339,871	339,871	339,871	339,871
Ending Fund Balance	339,871	339,871	339,871	339,871	339,871	339,871	339,871	339,871	339,871

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>Other Grants (2730)</i>									
Revenues									
501-Federal Grants	292,447	0	640,910	288,879	0	0	0	0	0
539-State Grants	29,923	45,000	42,647	0	0	0	0	0	0
664-Investment Income & Rentals	7,523	9,499	9,499	9,500	0	0	0	0	0
671-Other Revenues	472,276	0	1,260,222	773,182	0	0	0	0	0
695-Other Financing Sources	476,105	93,826	172,665	58,726	126,457	128,607	130,710	132,914	135,265
<i>Other Grants Total Revenues</i>	1,278,274	148,325	2,125,943	1,130,287	126,457	128,607	130,710	132,914	135,265
Expenditures									
701-Personal Services	363,979	0	549,115	306,799	50,000	50,000	50,000	50,000	50,000
751-Supplies	157,172	0	6,403	2,100	0	0	0	0	0
800-Other Services and Charges	994,382	126,099	1,539,799	488,117	37,903	39,282	40,598	42,000	43,533
970-Capital Outlays	41,364	0	8,400	1,100	0	0	0	0	0
995-Other Financing	15,654	12,727	12,727	12,727	38,554	39,325	40,112	40,914	41,732
<i>Other Grants Total Expenditures</i>	1,572,551	138,826	2,116,444	810,843	126,457	128,607	130,710	132,914	135,265
<i>Other Grants NET INCOME (LOSS)</i>	-294,277	9,499	9,499	319,444	0	0	0	0	0
<i>Beginning Fund Balance</i>	592,336	298,059	298,059	298,059	617,503	617,503	617,503	617,503	617,503
<i>Ending Fund Balance</i>	298,059	307,558	307,558	617,503	617,503	617,503	617,503	617,503	617,503

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>Police Grants (2731)</i>									
Revenues									
501-Federal Grants	795,127	400,000	650,000	400,000	0	0	0	0	0
539-State Revenues	196,072	0	500,415	542,421	0	0	0	0	0
600-Charges for Services	0	0	0	0	0	0	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	868,188	583,822	992,560	992,560	1,038,819	0	0	0	0
<i>Police Grants Total Revenues</i>	1,859,387	983,822	2,142,975	1,934,981	1,038,819	0	0	0	0
Expenditures									
701-Personal Services	1,531,506	983,822	1,892,113	1,642,113	1,038,819	0	0	0	0
751-Supplies	738	0	900	900	0	0	0	0	0
800-Other Services and Charges	100,896	0	197,962	239,968	0	0	0	0	0
970-Capital Outlays	47,771	0	52,000	52,000	0	0	0	0	0
<i>Police Grants Total Expenditures</i>	1,680,911	983,822	2,142,975	1,934,981	1,038,819	0	0	0	0
<i>Police Grants NET INCOME (LOSS)</i>	178,476	0	0	0	0	0	0	0	0
<i>Beginning Fund Balance</i>	-156,453	22,023	22,023	22,023	22,023	22,023	22,023	22,023	22,023
<i>Ending Fund Balance</i>	22,023	22,023	22,023	22,023	22,023	22,023	22,023	22,023	22,023



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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 tax increases from the increased property values which result from capital investment. These types of programs include abatements for industrial and commercial facilities, obsolete property redevelopment, neighborhood enterprise zones, 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 or to provide professional expertise needed to access the State's economic development programs and agencies.

Another tool to encourage economic development is direct investment in the City's public, business, and residential infrastructure. Revenues for these investments are provided when City Commission targets specific areas within the City then diverts property tax revenues, usually known as 'capture,' derived from increased property values. This type of revenue program is called, "tax increment financing" or "TIF." Investing TIF revenues creates a culture of capital investment which increases property values and the number of jobs in the various TIF districts. The culture of neighborhood business district investment spills into surrounding areas, inspiring other property improvements and attracting new residents and businesses. The oldest of the City's TIF districts is the Downtown Development Authority and the newest is the Michigan Street Corridor Improvement District Authority which will begin to capture TIF revenues in 2017 / Fiscal Year 2018.

Board members for the City's various economic development entities are appointed by City Commission. The entities included in this section of the City's Fiscal Plan document operate independently but in compliance with each entity's authorizing statute and applicable City policies and procedures. For accounting purposes, 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.

TIF revenues can be more variable compared to other revenue sources. As a result, the City's TIF authority budgets are prepared later than other City departments and follow a separate budget approval process, which begins after the City Assessor finalizes the upcoming year's taxable values at the March Board of Review.

BROWNFIELD REDEVELOPMENT AUTHORITY ("BROWNFIELD")

The Grand Rapids Brownfield was created by the City in 1998 under the provisions of Act 381, Public Acts of 1996 of the State of Michigan, as amended. The purpose of the Authority is to promote the revitalization of environmentally distressed areas and functionally obsolete properties within the City. The entire City of Grand Rapids has been designated as a brownfield district. However, Brownfield tax increment revenues are captured only 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")

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.

BID Special Assessments are currently being requested in single year periods. Therefore, revenues and expenditures included the BID fund statement for fiscal years 2019 through 2022 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”)

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. 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”) – MICHIGAN STREET, NORTH QUARTER, SOUTHTOWN / MADISON SQUARE, AND WESTSIDE

The Southtown CIDA (also known as “Madison Square CIDA”) was originally created in 2009, then expanded in 2016, under the provisions of Act 280, Public Acts of 2005 of the State of Michigan, as amended. The North Quarter CIDA was created in 2012. The WestSide CIDA was created in 2014. The Michigan Street CIDA was created in 2015. 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.

For FY2017, none of the CIDA in this section were expected to capture tax increment revenues; however, each will capture tax increment revenues in FY2018. As these CIDA districts illustrate, tax increment revenues are not a guaranteed source of revenue particularly in smaller and newer districts like the CIDA.

DOWNTOWN DEVELOPMENT AUTHORITY (“DDA”)

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

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

The DDA captures tax increment revenues from two sources, local tax increments and school tax increments. Local tax increment (LTI) revenues are captured from millages levied by the City of Grand Rapids, Kent County, Interurban Transportation Partnership (“The Rapid”), and Grand Rapids Community College. School tax increment (STI) revenues are captured from the State Education Tax millage; the Grand Rapids Public Schools operating 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, the latter which result primarily from interest and parking revenues generated by facilities located on property owned by the DDA.

Due to level debt service and increases in forecasted STI revenues, beginning with FY2018 the DDA expects to reduce the percentage of STI revenues captured from 100% to 60% in FY2018 and either 70% or 75% in FY2019 through FY2022.

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 downtown business district.

In December, 2015, the DID Board adopted a motion recommending that the City Commission declare necessity for special assessments beginning July 1, 2016 and ending June 30, 2020. The special assessments 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.

GRAND RAPIDS ECONOMIC DEVELOPMENT CORPORATION (“EDC”)

The Grand Rapids EDC is a public economic development corporation which does not capture tax increment revenues. The EDC was created to alleviate and prevent conditions of unemployment; to assist and retain local industries and commercial enterprises; to strengthen and revitalize the economy of the City of Grand Rapids and of the State of Michigan; to provide means and methods for the encouragement and assistance of industrial and commercial enterprises in locating, purchasing construction, reconstructing, modernizing, improving, maintaining, repairing, furnishing, equipping, and expanding in the City of Grand Rapids; and to encourage the location of commercial enterprises in Grand Rapids to more conveniently provide services and facilities to Grand Rapids businesses and residents. For accounting purposes, the EDC is considered a special revenue fund, which is a governmental fund type. Please go to the “Community,” tab in this Fiscal Plan to find the EDC’s fund statement.

MONROE NORTH TAX INCREMENT FINANCING AUTHORITY (“MNTIFA”)

The MNTIFA was created 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 eligible debt obligations outstanding prior to January 1, 1995.

SMARTZONE LOCAL DEVELOPMENT FINANCING AUTHORITY (“SMARTZONE”)

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

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

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

THE BUDGETING AND MONITORING PROCESS FOR ECONOMIC DEVELOPMENT AUTHORITIES

The process for the budgets 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 considers the budget request for the upcoming fiscal year. Once City Commission approves the request, the budget returns to the appropriate board for adoption. Only the upcoming fiscal year is appropriated. The remaining four years of the priority plans are used for planning purposes.

The Downtown Development Authority, Downtown Improvement District, and Monroe North Tax Increment Financing Authority FY2018 budgets were approved by City Commission on May 23, 2017. All other City authority and district budgets for the fiscal year ending June 30, 2018 were approved by City Commission on June 6, 2017. Following City Commission approval, the authority boards adopted the fiscal year 2018 budgets at their next scheduled meetings.

The following fund statements have been formatted to match the City’s budget format. However, authority and district budgets are typically approved and monitored by redevelopment project so board members and staff can monitor whether priorities are being achieved. Boards receive monthly, bi-monthly, or ad hoc interim financial statements depending on the needs of each board and the volume of financial transactions. For example, the DDA, 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 a Balance Sheet / Trial Balance; Statement of Revenues and Expenditures; and Schedule of Payments (also known as the “warrant”) charged to the entity. Certain authority boards, particularly the DDA and the Brownfield, also receive Statements of Project Expenditures as part of their interim financial reporting.

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>Brownfield Operations (2430)</i>									
Revenues									
401-Taxes	3,394,057	3,964,301	3,964,301	3,773,671	4,945,319	6,813,756	7,292,271	6,875,061	6,908,754
501-Federal Grants	127,165	-	-	-	18,291	-	-	-	-
539-State Grants	-	40,000	40,000	83,937	-	-	-	-	-
600-Charges for Services	159,751	147,226	147,226	122,404	123,549	118,689	120,357	122,052	123,772
664-Investment Income & Rentals	38,835	8,000	8,000	8,000	30,013	32,397	35,446	39,444	42,264
671-Other Revenues	75,000	75,000	75,000	75,000	-	-	-	-	-
695-Other Financing Sources	-	-	-	-	75,000	75,000	75,000	75,000	75,000
<i>Brownfield Operations Total Revenues</i>	3,794,808	4,234,527	4,234,527	4,063,012	5,192,172	7,039,842	7,523,074	7,111,557	7,149,790
Expenditures									
701-Personal Services	226,927	302,236	302,236	224,999	353,017	377,468	388,477	394,357	396,832
751-Supplies	1,306	2,300	2,300	1,638	1,150	1,150	1,150	1,150	1,150
800-Other Services and Charges	3,001,068	3,506,960	3,506,960	3,313,887	4,336,036	6,030,556	6,429,163	6,011,608	6,045,487
970-Capital Outlays	-	-	-	-	-	-	-	-	-
990-Debt Service	174,663	238,387	238,387	238,387	235,174	236,960	232,548	233,134	233,572
995-Other Financing	85,471	30,704	30,704	30,704	35,779	36,495	37,224	37,969	38,728
<i>Brownfield Operations Total Expenditures</i>	3,489,434	4,080,587	4,080,587	3,809,615	4,961,156	6,682,629	7,088,562	6,678,218	6,715,769
<i>Brownfield Operations NET INCOME (LOSS)</i>	305,374	153,940	153,940	253,397	231,016	357,213	434,512	433,339	434,021
<i>Beginning Fund Balance</i>	418,144	723,518	723,518	723,518	976,915	1,207,931	1,565,143	1,999,656	2,432,994
<i>Ending Fund Balance</i>	723,518	877,458	877,458	976,915	1,207,931	1,565,143	1,999,656	2,432,994	2,867,015
<i>Reserve Targets</i>									
Assigned to Operations - 15% of Total Spending	523,415	612,088	612,088	571,442	744,173	1,002,394	1,063,284	1,001,733	1,007,365
Unassigned Fund Balance	200,102	265,369	265,369	405,472	463,758	562,749	936,371	1,431,262	1,859,650
Total	723,518	877,458	877,458	976,915	1,207,931	1,565,143	1,999,656	2,432,994	2,867,015
Unassigned FB as a % of Total Expenditures	5.7%	6.5%	6.5%	10.6%	9.3%	8.4%	13.2%	21.4%	27.7%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>Brownfield Revolving Loan Fund (2431)</i>									
Revenues									
401-Taxes	-	371,727	371,727	346,377	462,143	570,015	1,209,191	883,139	887,555
<i>Brownfield Revolving Loan Fund Total Revenues</i>	-	371,727	371,727	346,377	462,143	570,015	1,209,191	883,139	887,555
Expenditures									
800-Other Services and Charges	-	371,727	371,727	346,377	462,143	570,015	1,209,191	883,139	887,555
<i>Brownfield Revolving Loan Fund Total Expenditures</i>	-	371,727	371,727	346,377	462,143	570,015	1,209,191	883,139	887,555
<i>Brownfield Revolving Loan Fund NET INCOME (LOSS)</i>	-	-	-	-	-	-	-	-	-
<i>Beginning Fund Balance</i>	-	-	-	-	-	-	-	-	-
<i>Ending Fund Balance</i>	-	-	-	-	-	-	-	-	-
<i>Reserve Targets</i>									
Assigned to Operations - 15% of Total Spending	-	55,759	55,759	51,957	69,321	85,502	181,379	132,471	133,133
Unassigned Fund Balance Total	-	(55,759)	(55,759)	(51,957)	(69,321)	(85,502)	(181,379)	(132,471)	(133,133)
Unassigned FB as a % of Total Expenditures	-	0.0%	0.0%	0.0%	-15.0%	-15.0%	-15.0%	-15.0%	-15.0%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<u>DDA Debt Proceeds (2481)</u>									
Revenues									
664-Investment Income & Rentals	-	-	-	4,000	5,161	46	-	-	-
695-Other Financing Sources	-	-	1,250,808	1,250,808	-	-	-	-	-
DDA Debt Proceeds Total	-	-	1,250,808	1,254,808	5,161	46	-	-	-
Expenditures									
970-Capital Outlays	-	-	1,024,228	-	1,024,228	9,207	-	-	-
990-Debt Service	-	-	226,580	226,580	-	-	-	-	-
DDA Debt Proceeds Total	-	-	1,250,808	226,580	1,024,228	9,207	-	-	-
DDA Debt Proceeds NET INCOME (LOSS)	-	-	-	1,028,228	(1,019,067)	(9,161)	-	-	-
Beginning Fund Balance	-	-	-	-	1,028,228	9,161	-	-	-
Ending Fund Balance	-	-	-	1,028,228	9,161	-	-	-	-
Reserve Targets									
Assigned to Operations - 15% of Total Spending	-	-	187,621	33,987	153,634	1,381	-	-	-
Unassigned Fund Balance	-	-	(187,621)	994,241	(144,473)	(1,381)	-	-	-
Total	-	-	-	1,028,228	9,161	-	-	-	-
Unassigned FB as a % of Total Expenditures	-	-	(15.%)	438.8%	(14.1%)	(15.%)	-	-	-

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<u>DDA School Tax Increment (2482)</u>									
Revenues									
401-Taxes	5,410,888	5,245,365	5,245,365	5,191,199	5,385,463	6,804,200	7,230,500	6,986,750	6,814,500
664-Investment Income & Rentals	39,976	5,000	5,000	20,000	20,000	20,000	1,500	1,500	1,500
695-Other Financing Sources	-	-	26,805,386	26,805,386	-	-	-	-	-
DDA School Tax Increment Total Revenues	5,450,864	5,250,365	32,055,751	32,016,585	5,405,463	6,824,200	7,232,000	6,988,250	6,816,000
Expenditures									
800-Other Services and Charges	-	-	-	-	-	-	-	-	-
990-Debt Service	5,479,525	5,809,525	5,770,949	5,771,199	9,380,463	7,649,200	7,230,500	6,986,750	6,814,500
995-Other Financing	-	-	26,805,386	26,805,386	-	-	-	-	-
DDA School Tax Increment Total Expenditures	5,479,525	5,809,525	32,576,335	32,576,585	9,380,463	7,649,200	7,230,500	6,986,750	6,814,500
DDA School Tax Increment NET INCOME (LOSS)	(28,661)	(559,160)	(520,584)	(560,000)	(3,975,000)	(825,000)	1,500	1,500	1,500
Beginning Fund Balance	4,158,000	4,129,339	4,129,339	4,129,339	3,569,339	(405,661)	(1,230,661)	(1,229,161)	(1,227,661)
Ending Fund Balance	4,129,339	3,570,179	3,608,755	3,569,339	(405,661)	(1,230,661)	(1,229,161)	(1,227,661)	(1,226,161)
Reserve Targets									
Assigned to Operations - 15% of Total Spending	821,929	871,429	4,886,450	4,886,488	1,407,069	1,147,380	1,084,575	1,048,013	1,022,175
Unassigned Fund Balance	3,307,410	2,698,750	(1,277,695)	(1,317,149)	(1,812,730)	(2,378,041)	(2,313,736)	(2,275,674)	(2,248,336)
Total	4,129,339	3,570,179	3,608,755	3,569,339	(405,661)	(1,230,661)	(1,229,161)	(1,227,661)	(1,226,161)
Unassigned FB as a % of Total Expenditures	60.4%	46.5%	(3.9%)	(4.%)	(19.3%)	(31.1%)	(32.%)	(32.6%)	(33.%)

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<u>DDA Non Tax Increment (2483)</u>									
Revenues									
600-Charges for Services	313,356	321,332	321,332	440,000	442,200	444,411	446,633	448,866	451,111
664-Investment Income & Rentals	141,575	101,304	101,304	119,133	106,219	128,821	151,351	152,353	198,862
671-Other Revenues	199,792	6,675,600	6,675,600	113,198	4,259,708	2,896,323	115,637	115,656	115,675
DDA Non Tax Increment Total Revenues	654,723	7,098,236	7,098,236	672,331	4,808,127	3,469,555	713,621	716,875	765,648
Expenditures									
701-Personal Services	84,140	-	-	-	-	-	-	-	-
751-Supplies	56,392	220,700	220,700	235,731	314,200	339,300	4,400	4,500	4,600
800-Other Services and Charges	740,078	799,500	799,500	735,042	759,500	713,000	-	-	-
970-Capital Outlays	-	2,051,451	2,051,451	-	2,051,451	-	-	-	-
990-Debt Service	-	213,997	213,997	-	213,997	207,883	201,768	195,654	189,450
DDA Non Tax Increment Total Expenditures	880,610	3,285,648	3,285,648	970,773	3,339,148	1,260,183	206,168	200,154	194,050
DDA Non Tax Increment NET INCOME (LOSS)	(225,887)	3,812,588	3,812,588	(298,442)	1,468,979	2,209,372	507,453	516,721	571,598
Beginning Fund Balance	4,760,898	4,535,011	4,535,011	4,535,011	4,236,569	5,705,548	7,914,920	8,422,373	8,939,094
Ending Fund Balance	4,535,011	8,347,599	8,347,599	4,236,569	5,705,548	7,914,920	8,422,373	8,939,094	9,510,692
Reserve Targets									
Assigned to Operations - 15% of Total Spending	132,092	492,847	492,847	145,616	500,872	189,027	30,925	30,023	29,108
Unassigned Fund Balance	4,402,919	7,854,751	7,854,751	4,090,953	5,204,675	7,725,892	8,391,447	8,909,070	9,481,584
Total	4,535,011	8,347,599	8,347,599	4,236,569	5,705,548	7,914,920	8,422,373	8,939,094	9,510,692
Unassigned FB as a % of Total Expenditures	499.98%	239.06%	239.06%	421.41%	155.87%	613.08%	4070.2%	4451.11%	4886.16%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<u>DDA Local Tax Increment (2484)</u>									
Revenues									
401-Taxes	4,782,799	5,159,900	5,159,900	5,199,328	5,483,817	5,511,611	5,539,544	5,567,617	5,280,784
539-State Grants	-	-	-	-	-	-	-	-	-
600-Charges for Services	-	-	-	-	-	-	-	-	-
664-Investment Income & Rentals	138,848	54,308	54,308	55,000	73,649	50,944	46,462	54,789	65,381
671-Other Revenues	38,111	1,203,159	1,203,159	326,563	773,244	47,781	36,963	37,099	37,234
DDA Local Tax Increment Total Revenues	4,959,758	6,417,367	6,417,367	5,580,891	6,330,710	5,610,336	5,622,969	5,659,505	5,383,399
Expenditures									
701-Personal Services	701,223	260,574	260,574	102,863	49,994	51,787	52,105	52,402	52,635
751-Supplies	76,938	804,526	804,526	217,147	309,914	752,069	260,011	268,406	277,131
800-Other Services and Charges	1,863,368	2,377,075	2,377,075	2,577,162	4,253,337	3,553,884	2,955,822	2,938,643	3,034,804
970-Capital Outlays	2,075,300	3,549,000	3,549,000	1,504,054	3,335,000	2,385,000	1,100,000	1,000,000	-
990-Debt Service	384,791	380,487	380,487	380,737	379,637	341,257	343,058	338,460	316,100
995-Other Financing	73,830	175,689	175,689	175,689	214,618	176,873	178,910	180,988	183,108
DDA Local Tax Increment Total Expenditures	5,175,450	7,547,351	7,547,351	4,957,652	8,542,500	7,260,870	4,889,906	4,778,899	3,863,778
DDA Local Tax Increment NET INCOME (LOSS)	(215,692)	(1,129,984)	(1,129,984)	623,239	(2,211,790)	(1,650,534)	733,063	880,606	1,519,621
Beginning Fund Balance	4,150,345	3,934,653	3,934,653	3,934,653	4,557,892	2,346,102	695,568	1,428,631	2,309,236
Ending Fund Balance	3,934,653	2,804,669	2,804,669	4,557,892	2,346,102	695,568	1,428,631	2,309,236	3,828,858
Reserve Targets									
Assigned to Operations - 15% of Total Spending	776,318	1,132,103	1,132,103	743,648	1,281,375	1,089,130	733,486	716,835	579,567
Unassigned Fund Balance	3,158,335	1,672,567	1,672,567	3,814,244	1,064,727	(393,562)	695,145	1,592,402	3,249,291
Total	3,934,653	2,804,669	2,804,669	4,557,892	2,346,102	695,568	1,428,631	2,309,236	3,828,858
Unassigned FB as a % of Total Expenditures	61.03%	22.16%	22.16%	76.94%	12.46%	(5.42%)	14.22%	33.32%	84.1%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<u>DID-General (2510)</u>									
Revenues									
664-Investment Income & Rentals	8,433	-	-	1,000	-	-	-	-	-
671-Other Revenues	693,896	846,567	846,567	842,190	826,773	868,112	911,518	957,093	1,004,948
DID-General Total Revenues	702,329	846,567	846,567	843,190	826,773	868,112	911,518	957,093	1,004,948
Expenditures									
701-Personal Services	121,557	-	-	125,000	7,575	7,847	7,895	7,940	7,975
751-Supplies	5,860	91,495	91,495	91,495	16,476	16,806	17,142	17,485	17,834
800-Other Services and Charges	581,372	720,830	720,830	595,830	762,199	777,443	792,991	808,851	825,028
995-Other Financing	166,837	34,242	34,242	34,242	40,522	41,332	42,159	43,002	43,862
DID-General Total Expenditures	875,626	846,567	846,567	846,567	826,772	843,428	860,187	877,278	894,699
DID-General NET INCOME (LOSS)	(173,297)	-	-	(3,377)	1	24,685	51,331	79,815	110,249
Beginning Fund Balance	576,991	403,694	403,694	403,694	400,317	400,318	425,003	476,334	556,149
Ending Fund Balance	403,694	403,694	403,694	400,317	400,318	425,003	476,334	556,149	666,398
Reserve Targets									
Assigned to Operations - 15% of Total Spending	131,344	126,985	126,985	126,985	124,016	126,514	129,028	131,592	134,205
Unassigned Fund Balance	272,350	276,709	276,709	273,332	276,302	298,488	347,306	424,557	532,193
Total	403,694	403,694	403,694	400,317	400,318	425,003	476,334	556,149	666,398
Unassigned FB as a % of Total Expenditures	31.1%	32.7%	32.7%	32.3%	33.4%	35.4%	40.4%	48.4%	59.5%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>DID-Campau (2511)</i>									
Revenues									
664-Investment Income & Rentals	-	-	-	300	-	-	-	-	-
671-Other Revenues	40,000	42,000	42,000	42,410	40,000	42,000	44,100	46,305	48,620
695-Other Financing Sources	67,460	-	-	-	-	-	-	-	-
<i>DID-Campau Total Revenues</i>	107,460	42,000	42,000	42,710	40,000	42,000	44,100	46,305	48,620
Expenditures									
800-Other Services and Charges	42,984	42,000	59,000	59,000	50,000	52,500	55,125	57,881	60,775
<i>DID-Campau Total Expenditures</i>	42,984	42,000	59,000	59,000	50,000	52,500	55,125	57,881	60,775
<i>DID-Campau NET INCOME (LOSS)</i>	64,476	-	(17,000)	(16,290)	(10,000)	(10,500)	(11,025)	(11,576)	(12,155)
<i>Beginning Fund Balance</i>	-	64,476	64,476	64,476	48,186	38,186	27,686	16,661	5,085
<i>Ending Fund Balance</i>	64,476	64,476	47,476	48,186	38,186	27,686	16,661	5,085	(7,070)
Reserve Targets									
Assigned to Operations - 15% of Total Spending	6,448	6,300	8,850	8,850	7,500	7,875	8,269	8,682	9,116
Unassigned Fund Balance	58,028	58,176	38,626	39,336	30,686	19,811	8,392	(3,597)	(16,187)
Total	64,476	64,476	47,476	48,186	38,186	27,686	16,661	5,085	(7,070)
Unassigned FB as a % of Total Expenditures	135.0%	138.51%	65.47%	66.67%	61.37%	37.73%	15.22%	(6.22%)	(26.63%)

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>DID-Monroe Center (2512)</i>									
Revenues									
600-Charges for Services	-	-	-	-	-	-	-	-	-
664-Investment Income & Rentals	580	-	-	500	-	-	-	-	-
671-Other Revenues	137,070	154,500	154,500	154,872	154,500	162,225	170,336	178,853	187,796
695-Other Financing Sources	83,129	-	-	-	-	-	-	-	-
<i>DID-Monroe Center Total</i>	220,779	154,500	154,500	155,372	154,500	162,225	170,336	178,853	187,796
Expenditures									
800-Other Services and Charges	46,819	154,500	154,500	63,000	154,500	162,225	170,336	178,853	187,796
970-Capital Outlays	17,083	-	-	15,000	-	-	-	-	-
<i>DID-Monroe Center Total</i>	63,901	154,500	154,500	78,000	154,500	162,225	170,336	178,853	187,796
<i>DID-Monroe Center NET INCOME (LOSS)</i>	156,878	-	-	77,372	-	-	-	-	-
<i>Beginning Fund Balance</i>	(2)	156,876	156,876	156,876	234,248	234,248	234,248	234,248	234,248
<i>Ending Fund Balance</i>	156,876	156,876	156,876	234,248	234,248	234,248	234,248	234,248	234,248
Reserve Targets									
Assigned to Operations - 15% of Total Spending	9,585	23,175	23,175	11,700	23,175	24,334	25,550	26,828	28,169
Unassigned Fund Balance	147,291	133,701	133,701	222,548	211,073	209,914	208,698	207,420	206,079
Total	156,876	156,876	156,876	234,248	234,248	234,248	234,248	234,248	234,248
Unassigned FB as a % of Total Expenditures	230.5%	86.54%	86.54%	285.32%	136.62%	129.4%	122.52%	115.97%	109.74%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<u>DID-Monument Park (2513)</u>									
Revenues									
671-Other Revenues	7,539	15,750	15,750	5,324	15,750	16,537	17,364	18,232	19,144
DID-Monument Park Total Revenues	7,539	15,750	15,750	5,324	15,750	16,537	17,364	18,232	19,144
Expenditures									
800-Other Services and Charges	11,707	15,750	15,750	15,750	15,750	16,538	17,364	18,232	19,144
DID-Monument Park Total Expenditures	11,707	15,750	15,750	15,750	15,750	16,538	17,364	18,232	19,144
DID-Monument Park NET INCOME (LOSS)	(4,168)	-	-	(10,426)	-	(1)	-	-	-
Beginning Fund Balance	-	(4,168)	(4,168)	(4,168)	(14,594)	(14,594)	(14,595)	(14,595)	(14,595)
Ending Fund Balance	(4,168)	(4,168)	(4,168)	(14,594)	(14,594)	(14,595)	(14,595)	(14,595)	(14,595)
Reserve Targets									
Assigned to Operations - 15% of Total Spending	1,756	2,363	2,363	2,363	2,363	2,481	2,605	2,735	2,872
Unassigned Fund Balance	(5,924)	(6,531)	(6,531)	(16,957)	(16,957)	(17,076)	(17,200)	(17,330)	(17,467)
Total	(4,168)	(4,168)	(4,168)	(14,594)	(14,594)	(14,595)	(14,595)	(14,595)	(14,595)
Unassigned FB as a % of Total Expenditures	(50.61%)	(41.47%)	(41.47%)	(107.66%)	(107.66%)	(103.25%)	(99.06%)	(95.05%)	(91.24%)

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>Tax Increment Finance Authority (2470)</i>									
Revenues									
401-Taxes	527,254	357,738	357,738	471,500	359,514	361,349	363,193	365,047	366,910
664-Investment Income & Rentals	86,635	9,472	9,472	10,008	15,040	11,870	7,849	5,016	4,733
<i>Tax Increment Finance Authority Total Revenues</i>	613,889	367,210	367,210	481,508	374,554	373,219	371,042	370,063	371,643
Expenditures									
701-Personal Services	49,182	60,000	60,000	55,000	4,545	4,708	4,737	4,764	4,785
751-Supplies	372	56,300	56,300	29,450	61,400	36,500	6,600	11,700	6,800
800-Other Services and Charges	121,150	264,735	264,735	114,735	383,827	233,275	490,396	467,547	217,260
970-Capital Outlays	89,702	110,000	110,000	118,216	2,500	452,500	202,500	-	-
990-Debt Service	121,539	122,849	122,849	122,849	123,089	37,877	37,640	37,944	-
995-Other Financing	8,901	20,666	20,666	20,666	23,084	23,546	24,017	24,497	24,987
<i>Tax Increment Finance Authority Total Expenditures</i>	390,846	634,550	634,550	460,916	598,445	788,406	765,890	546,452	253,832
<i>Tax Increment Finance Authority NET INCOME (LOSS)</i>	223,043	(267,340)	(267,340)	20,592	(223,891)	(415,187)	(394,848)	(176,389)	117,811
<i>Beginning Fund Balance</i>	1,200,079	1,423,122	1,423,122	1,423,122	1,443,714	1,219,823	804,636	409,788	233,399
<i>Ending Fund Balance</i>	1,423,122	1,155,782	1,155,782	1,443,714	1,219,823	804,636	409,788	233,399	351,210
<i>Reserve Targets</i>									
Assigned to Operations - 15% of Total Spending	58,627	95,183	95,183	69,137	89,767	118,261	114,883	81,968	38,075
Unassigned Fund Balance	1,364,495	1,060,599	1,060,599	1,374,576	1,130,056	686,375	294,904	151,431	313,135
Total	1,423,122	1,155,782	1,155,782	1,443,714	1,219,823	804,636	409,788	233,399	351,210
Unassigned FB as a % of Total Expenditures	349.1%	167.1%	167.1%	298.2%	188.8%	87.1%	38.5%	27.7%	123.4%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>Michigan Street Corridor (7815)</i>									
Revenues									
401- Taxes	-	-	-	-	13,800	13,869	13,938	14,008	14,078
664-Investment Income & Rentals	-	-	-	-	-	-	-	-	-
695-Other Financing Sources	-	-	-	15,000	10,000	-	-	-	-
<i>DID-Monroe Center Total</i>	-	-	-	15,000	23,800	13,869	13,938	14,008	14,078
Revenues									
Expenditures									
800-Other Services and Charges	-	-	-	-	38,800	-	-	-	-
970-Capital Outlays	-	-	-	-	-	-	-	-	-
<i>DID-Monroe Center Total</i>	-	-	-	-	38,800	-	-	-	-
Expenditures									
<i>DID-Monroe Center NET</i>	-	-	-	15,000	(15,000)	13,869	13,938	14,008	14,078
INCOME (LOSS)	-	-	-	15,000	(15,000)	13,869	13,938	14,008	14,078
Beginning Fund Balance	-	-	-	-	15,000	-	13,869	27,807	41,815
Ending Fund Balance	-	-	-	15,000	-	13,869	27,807	41,815	55,893
Reserve Targets									
Assigned to Operations - 15% of Total Spending	-	-	-	-	5,820	-	-	-	-
Unassigned Fund Balance	-	-	-	15,000	(5,820)	13,869	27,807	41,815	55,893
Total	-	-	-	15,000	-	13,869	27,807	41,815	55,893
Unassigned FB as a % of Total Expenditures	-	-	-	-	(15.%)	-	-	-	-

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>North Quarter Corridor Improvement District (7812)</i>									
Revenues									
401-Taxes	12,410	-	-	-	-	-	-	-	-
664-Investment Income & Rentals	126	-	-	-	-	-	-	-	-
671-Other Revenues	-	-	-	5,800	6,000	-	-	-	-
695-Other Financing Sources	-	-	-	5,000	-	-	-	-	-
<i>North Quarter Corridor Improvement District Total</i>	12,536	-	-	10,800	6,000	-	-	-	-
Expenditures									
800-Other Services and Charges	23,420	11,000	11,000	9,333	11,000	-	-	-	-
<i>North Quarter Corridor Improvement District Total</i>	23,420	11,000	11,000	9,333	11,000	-	-	-	-
<i>North Quarter Corridor Improvement District NET INCOME (LOSS)</i>									
<i>Beginning Fund Balance</i>	23,777	12,893	12,893	12,893	14,360	9,360	9,360	9,360	9,360
<i>Ending Fund Balance</i>	12,893	1,893	1,893	14,360	9,360	9,360	9,360	9,360	9,360
Reserve Targets									
Assigned to Operations - 15% of Total Spending	3,513	1,650	1,650	1,400	1,650	-	-	-	-
Unassigned Fund Balance	9,380	243	243	12,960	7,710	9,360	9,360	9,360	9,360
Total	12,893	1,893	1,893	14,360	9,360	9,360	9,360	9,360	9,360
Unassigned FB as a % of Total Expenditures	40.05%	2.21%	2.21%	138.86%	70.09%	-	-	-	-

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>SmartZone LDFA (2500)</i>									
Revenues									
401-Taxes	1,367,066	1,157,996	1,157,996	1,209,017	1,048,343	1,053,885	1,059,454	1,065,051	1,070,677
539-State Grants	154,875	-	-	127,097	125,000	100,000	75,000	50,000	25,000
600-Charges for Services	-	-	-	3,520	-	-	-	-	-
664-Investment Income & Rentals	66,904	29,820	29,820	48,984	65,156	79,047	106,880	135,386	163,892
671-Other Revenues	30,189	150	150	67,670	200	200	200	200	200
695-Other Financing Sources	-	-	-	-	-	-	-	-	-
<i>SmartZone LDFA Total Revenues</i>	1,619,034	1,187,966	1,187,966	1,456,288	1,238,699	1,233,132	1,241,534	1,250,637	1,259,769
Expenditures									
701-Personal Services	121,949	159,337	159,337	125,000	125,963	135,385	141,921	145,091	145,796
751-Supplies	373	700	700	700	950	979	1,008	1,038	1,069
800-Other Services and Charges	1,770,328	1,398,165	1,398,165	1,285,694	2,739,439	947,106	949,352	951,505	953,857
970-Capital Outlays	77,083	2,514,834	2,514,834	-	2,648,596	285,000	-	-	-
995-Other Financing	13,819	21,989	21,989	21,989	23,951	24,430	24,919	25,417	25,925
<i>SmartZone LDFA Total Expenditures</i>	1,983,552	4,095,025	4,095,025	1,433,383	5,538,899	1,392,900	1,117,200	1,123,051	1,126,647
<i>SmartZone LDFA NET INCOME (LOSS)</i>	(364,518)	(2,907,059)	(2,907,059)	22,905	(4,300,200)	(159,768)	124,334	127,586	133,122
<i>Beginning Fund Balance</i>	4,808,061	4,443,543	4,443,543	4,443,543	4,466,448	166,248	6,480	130,815	258,400
<i>Ending Fund Balance</i>	4,443,543	1,536,484	1,536,484	4,466,448	166,248	6,480	130,815	258,400	391,522
<i>Reserve Targets</i>									
Assigned to Operations - 15% of Total Spending	297,533	614,254	614,254	215,007	830,835	208,935	167,580	168,458	168,997
Unassigned Fund Balance	4,146,011	922,231	922,231	4,251,441	(664,586)	(202,455)	(36,765)	89,942	222,525
Total	4,443,543	1,536,484	1,536,484	4,466,448	166,248	6,480	130,815	258,400	391,522
Unassigned FB as a % of Total Expenditures	209.02%	22.52%	22.52%	296.6%	(12.%)	(14.53%)	(3.29%)	8.01%	19.75%

Grand Rapids MI - FMS
SOUTHTOWN / MADISON SQUARE CORRIDOR IMPROVEMENT DISTRICT AUTHORITY (7811)
STATEMENT OF OPERATIONS

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>Southtown / Madison Square Corridor Improvement District (7811)</i>									
Revenues									
401-Taxes	-	-	-	-	90,156	-	-	-	-
664-Investment Income & Rentals	34	5	5	5	-	-	-	-	-
695-Other Financing Sources	-	-	-	15,000	10,000	-	-	-	-
<i>Madison Square Corridor Improvement District Total</i>	34	5	5	15,005	100,156	-	-	-	-
Expenditures									
800-Other Services and Charges	240	2,326	2,326	-	115,156	-	-	-	-
<i>Madison Square Corridor Improvement District Total</i>	240	2,326	2,326	-	115,156	-	-	-	-
Expenditures									
<i>Madison Square Corridor Improvement District NET INCOME (LOSS)</i>	(206)	(2,321)	(2,321)	15,005	(15,000)	-	-	-	-
<i>Beginning Fund Balance</i>	2,557	2,351	2,351	2,351	17,356	2,356	2,356	2,356	2,356
<i>Ending Fund Balance</i>	2,351	30	30	17,356	2,356	2,356	2,356	2,356	2,356
Reserve Targets									
Assigned to Operations - 15% of Total Spending	36	349	349	-	17,273	-	-	-	-
Unassigned Fund Balance	2,315	(319)	(319)	17,356	(14,917)	2,356	2,356	2,356	2,356
Total	2,351	30	30	17,356	2,356	2,356	2,356	2,356	2,356
Unassigned FB as a % of Total Expenditures	964.58%	(13.71%)	(13.71%)	-	(12.95%)	-	-	-	-

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>Uptown Business Improv Dist (2520)</i>									
Revenues									
600-Charges for Services	8,610	-	-	-	9,396	9,396	9,396	9,396	9,396
664-Investment Income & Rentals	592	20	20	20	32	3	4	6	8
671-Other Revenues	81,801	97,207	97,207	86,630	101,418	101,418	101,418	101,418	101,418
<i>Uptown Business Improv Dist Total Revenues</i>	91,003	97,227	97,227	86,650	110,846	110,817	110,818	110,820	110,822
Expenditures									
701-Personal Services	219	-	-	-	-	-	-	-	-
751-Supplies	-	13,552	13,552	5,410	7,500	7,500	7,500	7,500	7,500
800-Other Services and Charges	106,233	69,435	69,435	92,386	106,000	103,000	103,000	103,000	103,000
970-Capital Outlays	-	22,240	22,240	2,987	-	-	-	-	-
995-Other Financing	2,890	-	-	-	-	-	-	-	-
<i>Uptown Business Improv Dist Total Expenditures</i>	109,342	105,227	105,227	100,783	113,500	110,500	110,500	110,500	110,500
<i>Uptown Business Improv Dist NET INCOME (LOSS)</i>	(18,339)	(8,000)	(8,000)	(14,133)	(2,654)	317	318	320	322
<i>Beginning Fund Balance</i>	35,591	17,252	17,252	17,252	3,119	465	782	1,100	1,420
<i>Ending Fund Balance</i>	17,252	9,252	9,252	3,119	465	782	1,100	1,420	1,742
Reserve Targets									
Assigned to Operations - 15% of Total Spending	16,401	15,784	15,784	15,117	17,025	16,575	16,575	16,575	16,575
Unassigned Fund Balance	850	(6,532)	(6,532)	(11,999)	(16,560)	(15,793)	(15,475)	(15,155)	(14,833)
Total	17,252	9,252	9,252	3,119	465	782	1,100	1,420	1,742
Unassigned FB as a % of Total Expenditures	0.78%	(6.21%)	(6.21%)	(11.91%)	(14.59%)	(14.29%)	(14.%)	(13.72%)	(13.42%)

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<u>Uptown Corridor Improvement District (7813)</u>									
Revenues									
401-Taxes	18,449	36,766	36,766	34,853	59,500	59,800	60,102	60,405	60,709
539-State Grants	-	-	-	8,248	-	-	-	-	-
664-Investment Income & Rentals	173	225	225	225	438	462	684	910	1,139
Uptown Corridor Improvement District Total	18,622	36,991	36,991	43,326	59,938	60,262	60,786	61,315	61,848
Revenues									
Expenditures									
751-Supplies	-	29,550	29,550	16,309	15,000	15,000	15,000	15,000	15,000
800-Other Services and Charges	3,590	10,000	10,000	21,000	46,000	16,000	16,000	16,000	16,000
970-Capital Outlays	-	-	-	-	-	-	-	-	-
990-Debt Service	-	6,884	6,884	6,884	6,884	-	-	-	-
995-Other Financing	-	-	-	-	-	-	-	-	-
Uptown Corridor Improvement District Total	3,590	46,434	46,434	44,193	67,884	31,000	31,000	31,000	31,000
Expenditures									
Uptown Corridor Improvement District NET	15,032	(9,443)	(9,443)	(867)	(7,946)	29,262	29,786	30,315	30,848
INCOME (LOSS)									
Beginning Fund Balance	(15,991)	(959)	(959)	(959)	(1,826)	(9,772)	19,490	49,276	79,591
Ending Fund Balance	(959)	(10,402)	(10,402)	(1,826)	(9,772)	19,490	49,276	79,591	110,439
Reserve Targets									
Assigned to Operations - 15% of Total Spending	539	6,965	6,965	6,629	10,183	4,650	4,650	4,650	4,650
Unassigned Fund Balance	(1,498)	(17,367)	(17,367)	(8,455)	(19,955)	14,840	44,626	74,941	105,789
Total	(959)	(10,402)	(10,402)	(1,826)	(9,772)	19,490	49,276	79,591	110,439
Unassigned FB as a % of Total Expenditures	(41.71%)	(37.4%)	(37.4%)	(19.13%)	(29.4%)	47.87%	143.95%	241.75%	341.25%

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

	ACTUAL 2016	ADOPTED 2017	AMENDED 2017	2017 Fiscal Year Estimate	PROPOSED 2018	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022
<i>West Side Corridor Improvement District (7814)</i>									
Revenues									
401-Taxes	14,246	-	-	-	66,207	69,517	72,993	76,643	80,475
664-Investment Income & Rentals	201	45	45	45	34	-	-	-	-
671-Other Revenues	-	-	-	1,800	-	-	-	-	-
695-Other Financing Sources	-	-	-	5,000	-	-	-	-	-
<i>West Side Corridor Improvement District Total</i>	14,447	45	45	6,845	66,241	69,517	72,993	76,643	80,475
Expenditures									
800-Other Services and Charges	5,284	8,992	8,992	4,000	53,000	-	-	-	-
<i>West Side Corridor Improvement District Total</i>	5,284	8,992	8,992	4,000	53,000	-	-	-	-
Expenditures									
<i>West Side Corridor Improvement District NET INCOME (LOSS)</i>	9,163	(8,947)	(8,947)	2,845	13,241	69,517	72,993	76,643	80,475
<i>Beginning Fund Balance</i>	-	9,163	9,163	9,163	12,008	25,249	94,766	167,759	244,402
<i>Ending Fund Balance</i>	9,163	216	216	12,008	25,249	94,766	167,759	244,402	324,877
Reserve Targets									
Assigned to Operations - 15% of Total Spending	793	1,349	1,349	600	7,950	-	-	-	-
Unassigned Fund Balance	8,370	(1,133)	(1,133)	11,408	17,299	94,766	167,759	244,402	324,877
Total	9,163	216	216	12,008	25,249	94,766	167,759	244,402	324,877
Unassigned FB as a % of Total Expenditures	158.41%	(12.6%)	(12.6%)	285.2%	32.64%	-	-	-	-

CITY OF GRAND RAPIDS
APPENDIX A - STATEMENT OF REVENUES BY SOURCE
FY2018 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				
						FY2018 Adopted Proposed	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast	FY2022 Adopted Forecast
402	Property Taxes	4020	Real Property Taxes	253	Treasurer	\$ 10,573,146	\$ 10,699,765	\$ 10,805,228	\$ 10,911,011	\$ 11,017,062
		4100	Personal Property Taxes	253	Treasurer	\$ 942,189	\$ 899,115	\$ 863,667	\$ 831,144	\$ 807,646
		4140	Allowance for Refunds-BOR, MTT	253	Treasurer	(\$ 34,125)	(\$ 34,125)	(\$ 34,125)	(\$ 34,125)	(\$ 34,125)
		4150	Allowance for Charge Backs	253	Treasurer	(\$ 14,550)	(\$ 14,550)	(\$ 14,550)	(\$ 14,550)	\$ 14,450
		4260	Payment In Lieu of Taxes	253	Treasurer	\$ 60,580	\$ 60,549	\$ 60,548	\$ 60,546	\$ 60,545
		261		General Administration	\$ 17,750	\$ 14,750	\$ 11,750	\$ 8,750	\$ 5,750	
		4370	Industrial Facilities Tax	253	Treasurer	\$ 23,985	\$ 16,351	\$ 11,314	\$ 6,671	\$ 3,257
402 Total						\$ 11,568,975	\$ 11,641,855	\$ 11,703,832	\$ 11,769,447	\$ 11,874,585
438	Income Taxes	4380	City Income Taxes	255	Income Tax	\$ 87,380,216	\$ 90,001,623	\$ 92,251,663	\$ 94,805,869	\$ 97,176,015
		4382	City Income Tax Refunds	255	Income Tax	(\$ 6,864,164)	(\$ 7,070,089)	(\$ 7,246,841)	(\$ 7,447,487)	(\$ 7,633,674)
438 Total						\$ 80,516,052	\$ 82,931,534	\$ 85,004,822	\$ 87,358,382	\$ 89,542,341
441	Local Community Stabilization Share Tax	4410	Local Community Stabilization Share Tax	253	Treasurer	\$ 424,727	\$ 431,098	\$ 437,565	\$ 444,128	\$ 450,790
				261	General Administration	\$	\$	\$	\$	\$
441 Total						\$ 424,727	\$ 431,098	\$ 437,565	\$ 444,128	\$ 450,790
445	Penalty & Interest on Taxes	4450	Penalty & Interest on Taxes	253	Treasurer	\$ 52,500	\$ 52,500	\$ 52,500	\$ 52,500	\$ 52,500
				255	Income Tax	\$ 322,988	\$ 332,678	\$ 340,995	\$ 350,436	\$ 359,197
445 Total						\$ 375,488	\$ 385,178	\$ 393,495	\$ 402,936	\$ 411,697
447	Property Tax Administration	4470	Property Tax Administration Fee	253	Treasurer	\$ 1,796,861	\$ 1,809,529	\$ 1,819,599	\$ 1,830,232	\$ 1,842,496
447 Total						\$ 1,796,861	\$ 1,809,529	\$ 1,819,599	\$ 1,830,232	\$ 1,842,496
448	Collection Fees	4480	Collection Fees	253	Treasurer	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
448 Total						\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
476	Business Licenses & Permits	4760	Miscellaneous Licenses	215	Clerk	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000
		4770	Cable TV Franchise Fees	261	General Administration	\$ 2,302,161	\$ 2,325,183	\$ 2,348,435	\$ 2,371,919	\$ 2,395,638
476 Total						\$ 2,487,161	\$ 2,510,183	\$ 2,533,435	\$ 2,556,919	\$ 2,580,638
490	Non-Business Licenses & Permits	4908	Miscellaneous Permits	301	Police	\$	\$	\$	\$	\$
				701	Planning	\$ 96,220	\$ 98,337	\$ 100,501	\$ 102,711	\$ 104,971
				301	Police	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 12,000
				533	Stormwater	\$ 311,428	\$ 320,771	\$ 324,800	\$ 328,400	\$ 336,596
490 Total						\$ 418,648	\$ 430,108	\$ 436,301	\$ 442,111	\$ 453,567
539	State Grants	5522	MI Dept of Environmental Quality	533	Stormwater	\$ 215,072	\$ 229,365	\$ 238,962	\$ 248,422	\$ 254,213
539 Total						\$ 215,072	\$ 229,365	\$ 238,962	\$ 248,422	\$ 254,213
574	State Revenue Sharing	5741	Sales & Use Tax	261	General Administration	\$ 17,368,296	\$ 17,618,600	\$ 17,873,159	\$ 18,132,045	\$ 18,395,333
		5743	Liquor Licenses	301	Police	\$ 215,000	\$ 217,000	\$ 218,000	\$ 220,000	\$ 222,000
		5744	Fire Protect-State Owned Build	336	Fire	\$ 255,742	\$ 251,905	\$ 248,127	\$ 244,405	\$ 240,739
574 Total						\$ 17,839,038	\$ 18,087,505	\$ 18,339,286	\$ 18,596,450	\$ 18,858,072
607	Fees	6131	Processing Fees	215	Clerk	\$ 87,000	\$ 90,000	\$ 92,500	\$ 100,000	\$ 102,500
				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	\$ 161,754	\$ 165,313	\$ 168,949	\$ 172,666	\$ 176,465
		6166	LUDS Fee-Land Use & Develop	533	Stormwater	\$ 41,524	\$ 42,056	\$ 43,045	\$ 45,123	\$ 45,123
				701	Planning	\$ 71,498	\$ 73,071	\$ 74,678	\$ 76,321	\$ 78,000
		6167	LUDS Enforcement Fees	533	Stormwater	\$ 31,962	\$ 33,016	\$ 34,560	\$ 36,254	\$ 36,254
		6172	False Alarm Fines-Fees	301	Police	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
		6174	Police Records-Reproc Fees	301	Police	\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000
		6193	Zoning, Noise, Parking-Zoning Appeal	701	Planning	\$ 24,385	\$ 24,921	\$ 25,470	\$ 26,030	\$ 26,603
		6195	Historic Preservation-Other Fee	701	Planning	\$ 13,082	\$ 13,369	\$ 13,664	\$ 13,964	\$ 14,271
		6197	Nuisance Fees	733	Code Compliance	\$ 80,568	\$ 82,985	\$ 85,475	\$ 88,038	\$ 90,680
		6199	Housing Fees-Lienable	733	Code Compliance	\$ 2,211,651	\$ 2,278,000	\$ 2,346,340	\$ 2,416,731	\$ 2,489,232
6201	Investment-Cash Mgmt Fees	253	Treasurer	\$ 295,000	\$ 312,500	\$ 345,000	\$ 345,000	\$ 345,000		
607 Total						\$ 3,145,674	\$ 3,242,481	\$ 3,356,931	\$ 3,447,377	\$ 3,531,378

CITY OF GRAND RAPIDS
APPENDIX A - STATEMENT OF REVENUES BY SOURCE
FY2018 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						
						FY2018 Adopted Proposed	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast	FY2022 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	\$ 3,704,861	\$ 3,718,747	\$ 3,733,049	\$ 3,747,780	\$ 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	\$	\$	\$	\$	\$		
				336	Fire	\$ 357,857	\$ 365,014	\$ 372,315	\$ 433,125	\$ 385,825		
		701	Planning	\$ 238,441	\$ 260,181	\$ 259,862	\$ 267,002	\$ 264,445				
		6261	Administration Services	257	Assessor	\$	\$	\$	\$	\$		
				448	Street Lighting	\$ 640,000	\$ 650,000	\$ 660,993	\$ 675,252	\$ 690,445		
				701	Planning	\$ 105,401	\$ 107,720	\$ 110,090	\$ 112,512	\$ 114,987		
				733	Code Compliance	\$ 39,255	\$ 40,433	\$ 41,646	\$ 42,895	\$ 44,182		
				6275	Housing-Code Enforcement Fees	\$ 5,958	\$ 6,137	\$ 6,321	\$ 6,511	\$ 6,706		
				6276	Housing-Housing Appeal Fee	\$ 10,260	\$ 10,568	\$ 10,885	\$ 11,211	\$ 11,548		
				6310	Street-Expressway Lighting Main	\$ 10,000	\$ 10,000	\$ 10,000	\$ 12,500	\$ 12,500		
				6312	Street Lighting Services	\$ 270,000	\$ 278,000	\$ 286,000	\$ 295,000	\$ 303,500		
				6332	Special Event Billings Labor	\$	\$	\$	\$	\$		
				6333	Special Event Services	\$	\$	\$	\$	\$		
		626 Total						\$ 5,436,358	\$ 5,501,125	\$ 5,545,486	\$ 5,658,113	\$ 5,636,243
		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	\$ 978,500	\$ 1,007,855	\$ 1,038,091	\$ 1,069,233	\$ 1,090,407	
642 Total						\$ 980,000	\$ 1,009,355	\$ 1,039,591	\$ 1,070,733	\$ 1,091,907		
651	Use & Admission	6512	Special Event Fees	301	Police	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000		
651 Total						\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000		
655	Fines & Forfeitures	6581	Parking Fines	253	Treasurer	\$ 1,800,000	\$ 1,900,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000		
			301	Police	\$ 349,000	\$ 350,000	\$ 352,000	\$ 353,000	\$ 354,000			
			6583	Parking Fines-Collection Agency	253	Treasurer	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	
655 Total						\$ 2,157,000	\$ 2,258,000	\$ 2,360,000	\$ 2,361,000	\$ 2,362,000		
665	Investment Income	6651	Interest on Investment	253	Treasurer	\$ 617,716	\$ 749,407	\$ 1,013,280	\$ 1,283,534	\$ 1,553,788		
665 Total						\$ 617,716	\$ 749,407	\$ 1,013,280	\$ 1,283,534	\$ 1,553,788		
667	Rentals	6671	Rentals-Facilities	301	Police	\$	\$	\$	\$	\$		
			6673	Rentals-Equipment	301	Police	\$	\$	\$	\$	\$	
667 Total						\$	\$	\$	\$	\$		
672	Special Assessments	6723	Interest-Penalties on Special Assessment	253	Treasurer	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		
672 Total						\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		
674	Private Contributions & Donations	6743	Restricted Contributions	261	General Administration	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000		
674 Total						\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000		
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	\$ 1,500	\$ 1,500		
		6769	Reimbursement-Special Elections	215	Clerk	\$	\$	\$	\$	\$		
				215	Clerk	\$ 100,000	\$	\$	\$ 140,000	\$		
		6771	Claims-Damage-Accident Billings	301	Police	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000		
				448	Street Lighting	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000		
		6871	Refunds-Rebates	261	General Administration	\$ 208,350	\$ 208,350	\$ 208,350	\$ 208,350	\$ 208,350		
301	Police			\$ 500,000	\$ 510,000	\$ 520,200	\$ 530,604	\$ 541,216				
676 Total						\$ 939,733	\$ 849,733	\$ 859,933	\$ 972,474	272 843,086		

**CITY OF GRAND RAPIDS
APPENDIX A - STATEMENT OF REVENUES BY SOURCE
FY2018 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						
						FY2018 Adopted Proposed	FY2019 Adopted Forecast	FY2020 Adopted Forecast	FY2021 Adopted Forecast	FY2022 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	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000		
				694	Community Development Services	\$	\$	\$	\$	\$		
				733	Code Compliance	\$ 147	\$ 152	\$ 156	\$ 161	\$ 166		
				6921	Bad Check Fees	253	Treasurer	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400
690 Total						\$ 13,237	\$ 13,242	\$ 13,246	\$ 13,251	\$ 13,256		
699	Interfund Transfers In			172	Executive Office	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000		
				261	General Administration	\$	\$ 1,322,437	\$ 1,950,849	\$ 1,071,200	\$		
				270	Human Resources	\$	\$	\$	\$	\$		
				271	Admin Services Support	\$ 75,000	\$	\$	\$	\$		
				301	Police	\$	\$	\$	\$	\$		
				694	Community Development Services	\$	\$	\$	\$	\$		
				733	Code Compliance	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688		
				261	General Administration	\$ 5,907,082	\$ 5,683,872	\$ 5,797,550	\$ 5,913,500	\$ 6,031,759		
				6992	Operating Transfers-A87 Cost Allocation	694	Community Development Services	\$	\$	\$	\$	\$
				6993	Operating Transfers-Capital Projects	533	Stormwater	\$	\$	\$	\$	\$
				6995	Operating Transfers-Misc	172	Executive Office	\$ 227,423	\$	\$	\$	\$
						261	General Administration	\$ 305,550	\$ 769,400	\$ 753,013	\$ 736,625	\$ 480,238
						301	Police	\$ 256,037	\$ 261,505	\$ 267,080	\$ 272,758	\$ 278,577
						701	Planning	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000
699 Total						\$ 8,272,780	\$ 9,538,902	\$ 10,270,180	\$ 9,495,771	\$ 8,292,262		
Grand Total						\$ 137,521,520	\$ 141,935,600	\$ 145,682,944	\$ 148,268,280	\$ 149,909,319		

CITY OF GRAND RAPIDS
APPENDIX B - STATEMENT OF REVENUES BY SOURCE
FY2018 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				
						FY2018	FY2019	FY2020	FY2021	FY2022
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
101	City Commission	6260	Service Fees-General	626	Services	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375
101 Total						\$ 375	\$ 375	\$ 375	\$ 375	\$ 375
172	Executive Office	6761	Reimbursements	676	Reimbursements & Refunds	\$ 480	\$ 480	\$ 480	\$ 480	\$ 480
		6991	Operating Transfers-Subsidy	699	Interfund Transfers In	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
		6995	Operating Transfers-Misc	699	Interfund Transfers In	\$ 227,423	\$	\$	\$	\$
172 Total						\$ 302,903	\$ 75,480	\$ 75,480	\$ 75,480	\$ 75,480
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
191 Total						\$ 1,920	\$ 1,920	\$ 1,920	\$ 1,920	\$ 1,920
212	Fiscal Services	6761	Reimbursements	676	Reimbursements & Refunds	\$ 39,363	\$ 39,363	\$ 39,363	\$ 1,500	\$ 1,500
		6901	Miscellaneous Other Revenue	690	Miscellaneous Other Revenue	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60
212 Total						\$ 39,423	\$ 39,423	\$ 39,423	\$ 1,560	\$ 1,560
215	Clerk	4760	Miscellaneous Licenses	476	Business Licenses & Permits	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000
		6131	Processing Fees	607	Fees	\$ 87,000	\$ 90,000	\$ 92,500	\$ 100,000	\$ 102,500
		6260	Service Fees-General	626	Services	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
		6761	Reimbursements	676	Reimbursements & Refunds	\$	\$	\$	\$	\$
		6769	Reimbursement-Special Elections	676	Reimbursements & Refunds	\$ 100,000	\$	\$	\$ 140,000	\$
215 Total						\$ 374,500	\$ 277,500	\$ 280,000	\$ 427,500	\$ 290,000
253	Treasurer	4020	Real Property Taxes	402	Property Taxes	\$ 10,573,146	\$ 10,699,765	\$ 10,805,228	\$ 10,911,011	\$ 11,017,062
		4100	Personal Property Taxes	402	Property Taxes	\$ 942,189	\$ 899,115	\$ 863,667	\$ 831,144	\$ 807,646
		4140	Allowance for Refunds-BOR, MTT	402	Property Taxes	(\$ 34,125)	(\$ 34,125)	(\$ 34,125)	(\$ 34,125)	(\$ 34,125)
		4150	Allowance for Charge Backs	402	Property Taxes	(\$ 14,550)	(\$ 14,550)	(\$ 14,550)	(\$ 14,550)	(\$ 14,450)
		4260	Payment In Lieu of Taxes	402	Property Taxes	\$ 60,580	\$ 60,549	\$ 60,548	\$ 60,546	\$ 60,545
		4370	Industrial Facilities Tax	402	Property Taxes	\$ 23,985	\$ 16,351	\$ 11,314	\$ 6,671	\$ 3,257
		4410	Local Community Stabilization Share Tax	441	Local Community Stabilization Share Tax	\$ 424,727	\$ 431,098	\$ 437,565	\$ 444,128	\$ 450,790
		4450	Penalty & Interest on Taxes	445	Penalty & Interest on Taxes	\$ 52,500	\$ 52,500	\$ 52,500	\$ 52,500	\$ 52,500
		4470	Property Tax Administration Fee	447	Property Tax Administration	\$ 1,796,861	\$ 1,809,529	\$ 1,819,599	\$ 1,830,232	\$ 1,842,496
		4480	Collection Fees	448	Collection Fees	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
		6201	Investment-Cash Mgmt Fees	607	Fees	\$ 295,000	\$ 312,500	\$ 345,000	\$ 345,000	\$ 345,000
		6260	Service Fees-General	626	Services	\$ 31,300	\$ 31,300	\$ 31,300	\$ 31,300	\$ 31,300
		6581	Parking Fines	655	Fines & Forfeitures	\$ 1,800,000	\$ 1,900,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
		6583	Parking Fines-Collection Agency	655	Fines & Forfeitures	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
6651	Interest on Investment	665	Investment Income	\$ 617,716	\$ 749,407	\$ 1,013,280	\$ 1,283,534	\$ 1,553,788		
6723	Interest-Penalties on Special Assessment	672	Special Assessments	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		
6921	Bad Check Fees	690	Miscellaneous Other Revenue	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400		
253 Total						\$ 16,694,729	\$ 17,038,839	\$ 17,516,726	\$ 17,872,791	\$ 18,270,109
255	Income Tax	4380	City Income Taxes	438	Income Taxes	\$ 87,380,216	\$ 90,001,623	\$ 92,251,663	\$ 94,805,869	\$ 97,176,015
		4382	City Income Tax Refunds	438	Income Taxes	(\$ 6,864,164)	(\$ 7,070,089)	(\$ 7,246,841)	(\$ 7,447,487)	(\$ 7,633,674)
		4450	Penalty & Interest on Taxes	445	Penalty & Interest on Taxes	\$ 322,988	\$ 332,678	\$ 340,995	\$ 350,436	\$ 359,197
255 Total						\$ 80,839,040	\$ 83,264,212	\$ 85,345,817	\$ 87,708,818	\$ 89,901,538
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	\$	\$	\$	\$	\$
		6901	Miscellaneous Other Revenue	690	Miscellaneous Other Revenue	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
257 Total						\$ 30,850	\$ 30,850	\$ 30,850	\$ 30,850	\$ 30,850

CITY OF GRAND RAPIDS
APPENDIX B - STATEMENT OF REVENUES BY SOURCE
FY2018 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				
						FY2018	FY2019	FY2020	FY2021	FY2022
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
261	General Administration	4260	Payment In Lieu of Taxes	402	Property Taxes	\$ 17,750	\$ 14,750	\$ 11,750	\$ 8,750	\$ 5,750
		4410	Local Community Stabilization Share Tax	441	Local Community Stabilization Share Tax	\$	\$	\$	\$	\$
		4770	Cable TV Franchise Fees	476	Business Licenses & Permits	\$ 2,302,161	\$ 2,325,183	\$ 2,348,435	\$ 2,371,919	\$ 2,395,638
		5741	Sales & Use Tax	574	State Revenue Sharing	\$ 17,368,296	\$ 17,618,600	\$ 17,873,159	\$ 18,132,045	\$ 18,395,333
		6260	Service Fees-General	626	Services	\$ 3,704,861	\$ 3,718,747	\$ 3,733,049	\$ 3,747,780	\$ 3,747,780
		6421	Sales-General	642	Sales	\$	\$	\$	\$	\$
		6743	Restricted Contributions	674	Private Contributions & Donations	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
		6871	Refunds-Rebates	676	Reimbursements & Refunds	\$ 208,350	\$ 208,350	\$ 208,350	\$ 208,350	\$ 208,350
		6991	Operating Transfers-Subsidy	699	Interfund Transfers In	\$	\$ 1,322,437	\$ 1,950,849	\$ 1,071,200	\$
		6992	Operating Transfers-A87 Cost Allocation	699	Interfund Transfers In	\$ 5,907,082	\$ 5,683,872	\$ 5,797,550	\$ 5,913,500	\$ 6,031,759
6995	Operating Transfers-Misc	699	Interfund Transfers In	\$ 305,550	\$ 769,400	\$ 753,013	\$ 736,625	\$ 480,238		
261 Total						\$ 29,821,050	\$ 31,668,339	\$ 32,683,155	\$ 32,197,169	\$ 31,271,848
266	Attorney	6260	Service Fees-General	626	Services	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
266 Total						\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
270	Human Resources	6991	Operating Transfers-Subsidy	699	Interfund Transfers In	\$	\$	\$	\$	\$
270 Total						\$	\$	\$	\$	\$
271	Admin Services Support	6260	Service Fees-General	626	Services	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
		6991	Operating Transfers-Subsidy	699	Interfund Transfers In	\$ 75,000	\$	\$	\$	\$
271 Total						\$ 75,300	\$ 300	\$ 300	\$ 300	\$ 300
301	Police	4908	Miscellaneous Permits	490	Non-Business Licenses & Permits	\$	\$	\$	\$	\$
		4924	Alarm Permits	490	Non-Business Licenses & Permits	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 12,000
		5743	Liquor Licenses	574	State Revenue Sharing	\$ 215,000	\$ 217,000	\$ 218,000	\$ 220,000	\$ 222,000
		6172	False Alarm Fines-Fees	607	Fees	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
		6174	Police Records-Reproc Fees	607	Fees	\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000
		6260	Service Fees-General	626	Services	\$	\$	\$	\$	\$
		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	\$ 349,000	\$ 350,000	\$ 352,000	\$ 353,000	\$ 354,000
		6671	Rentals-Facilities	667	Rentals	\$	\$	\$	\$	\$
		6673	Rentals-Equipment	667	Rentals	\$	\$	\$	\$	\$
		6771	Claims-Damage-Accident Billings	676	Reimbursements & Refunds	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
		6871	Refunds-Rebates	676	Reimbursements & Refunds	\$ 500,000	\$ 510,000	\$ 520,200	\$ 530,604	\$ 541,216
		6901	Miscellaneous Other Revenue	690	Miscellaneous Other Revenue	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
		6991	Operating Transfers-Subsidy	699	Interfund Transfers In	\$	\$	\$	\$	\$
6995	Operating Transfers-Misc	699	Interfund Transfers In	\$ 256,037	\$ 261,505	\$ 267,080	\$ 272,758	\$ 278,577		
301 Total						\$ 1,663,037	\$ 1,681,505	\$ 1,700,280	\$ 1,719,362	\$ 1,739,793
336	Fire	5744	Fire Protect-State Owned Build	574	State Revenue Sharing	\$ 255,742	\$ 251,905	\$ 248,127	\$ 244,405	\$ 240,739
		6260	Service Fees-General	626	Services	\$ 357,857	\$ 365,014	\$ 372,315	\$ 433,125	\$ 385,825
336 Total						\$ 613,599	\$ 616,919	\$ 620,442	\$ 677,530	\$ 626,564
448	Street Lighting	6261	Administration Services	626	Services	\$ 640,000	\$ 650,000	\$ 660,993	\$ 675,252	\$ 690,445
		6310	Street-Expressway Lighting Main	626	Services	\$ 10,000	\$ 10,000	\$ 10,000	\$ 12,500	\$ 12,500
		6312	Street Lighting Services	626	Services	\$ 270,000	\$ 278,000	\$ 286,000	\$ 295,000	\$ 303,500
		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	\$ 978,500	\$ 1,007,855	\$ 1,038,091	\$ 1,069,233	\$ 1,090,407
6771	Claims-Damage-Accident Billings	676	Reimbursements & Refunds	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000		
448 Total						\$ 1,975,000	\$ 2,022,355	\$ 2,071,584	\$ 2,128,485	\$ 2,173,352

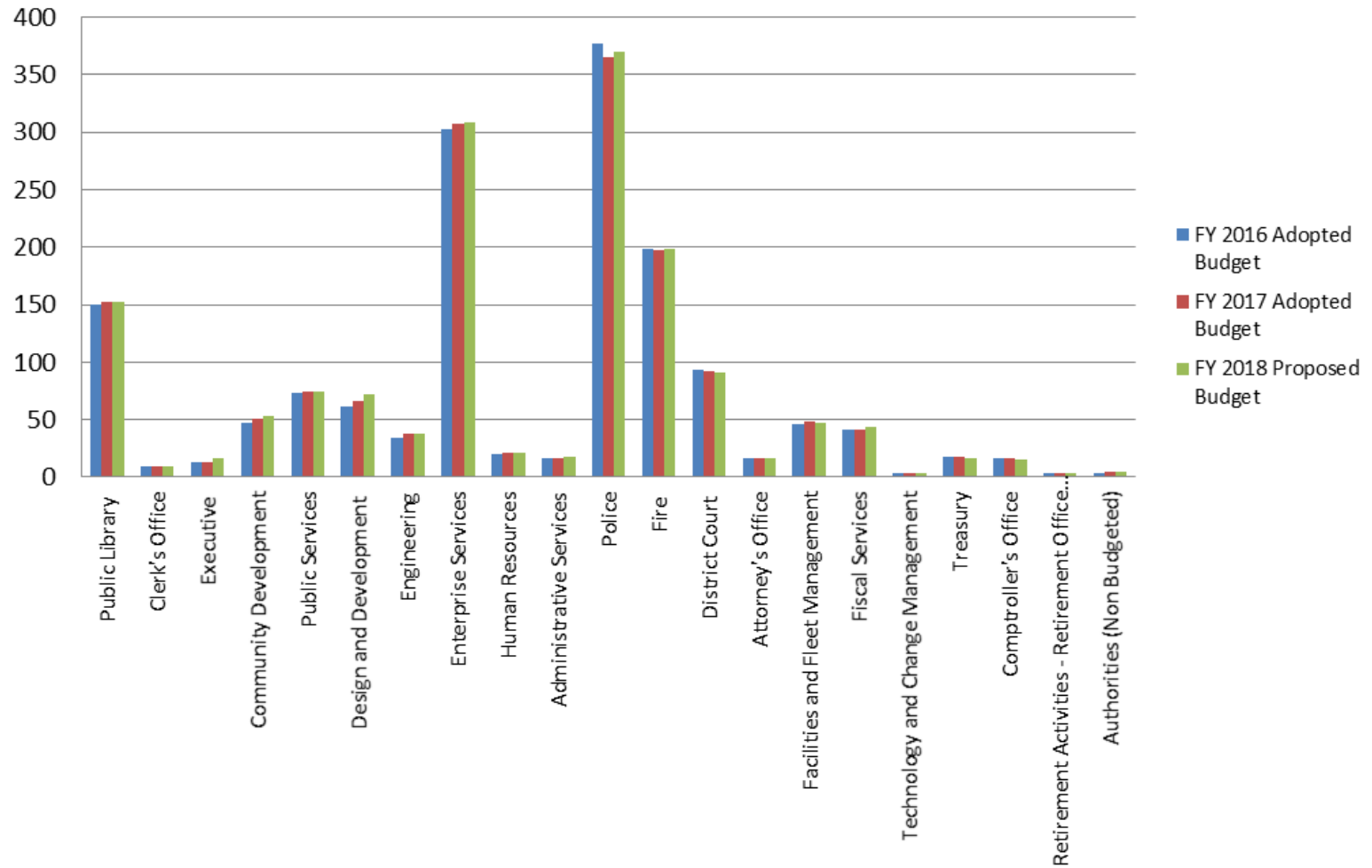
CITY OF GRAND RAPIDS
APPENDIX B - STATEMENT OF REVENUES BY SOURCE
FY2018 FINAL FISCAL PLAN
GENERAL OPERATING FUND (1010)

Department Number	Department Name	Budget Object Code	Budget Object Name	Budget Object Rollup Code	Budget Object Rollup Name	Time Period Code				
						FY2018	FY2019	FY2020	FY2021	FY2022
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
533	Stormwater	4934	LUDS Permits-Land & Use Develop	490	Non-Business Licenses & Permits	\$ 311,428	\$ 320,771	\$ 324,800	\$ 328,400	\$ 336,596
		5522	MI Dept of Environmental Quality	539	State Grants	\$ 215,072	\$ 229,365	\$ 238,962	\$ 248,422	\$ 254,213
		6166	LUDS Fee-Land Use & Develop	607	Fees	\$ 41,524	\$ 42,056	\$ 43,045	\$ 45,123	\$ 45,123
		6167	LUDS Enforcement Fees	607	Fees	\$ 31,962	\$ 33,016	\$ 34,560	\$ 36,254	\$ 36,254
		6993	Operating Transfers-Capital Projects	699	Interfund Transfers In	\$	\$	\$	\$	\$
533 Total						\$ 599,986	\$ 625,208	\$ 641,367	\$ 658,199	\$ 672,186
694	Community Development Services	6901	Miscellaneous Other Revenue	690	Miscellaneous Other Revenue	\$	\$	\$	\$	\$
		6991	Operating Transfers-Subsidy	699	Interfund Transfers In	\$	\$	\$	\$	\$
		6992	Operating Transfers-A87 Cost Allocation	699	Interfund Transfers In	\$	\$	\$	\$	\$
694 Total						\$	\$	\$	\$	\$
701	Planning	4908	Miscellaneous Permits	490	Non-Business Licenses & Permits	\$ 96,220	\$ 98,337	\$ 100,501	\$ 102,711	\$ 104,971
		6161	Planning Commission Review Fees	607	Fees	\$ 161,754	\$ 165,313	\$ 168,949	\$ 172,666	\$ 176,465
		6166	LUDS Fee-Land Use & Develop	607	Fees	\$ 71,498	\$ 73,071	\$ 74,678	\$ 76,321	\$ 78,000
		6193	Zoning, Noise, Parking-Zoning Appeal	607	Fees	\$ 24,385	\$ 24,921	\$ 25,470	\$ 26,030	\$ 26,603
		6195	Historic Preservation-Other Fee	607	Fees	\$ 13,082	\$ 13,369	\$ 13,664	\$ 13,964	\$ 14,271
		6260	Service Fees-General	626	Services	\$ 238,441	\$ 260,181	\$ 259,862	\$ 267,002	\$ 264,445
		6261	Administration Services	626	Services	\$ 105,401	\$ 107,720	\$ 110,090	\$ 112,512	\$ 114,987
		6995	Operating Transfers-Misc	699	Interfund Transfers In	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000
701 Total						\$ 768,781	\$ 800,912	\$ 811,214	\$ 829,206	\$ 837,742
733	Code Compliance	6197	Nuisance Fees	607	Fees	\$ 80,568	\$ 82,985	\$ 85,475	\$ 88,038	\$ 90,680
		6199	Housing Fees-Lienable	607	Fees	\$ 2,211,651	\$ 2,278,000	\$ 2,346,340	\$ 2,416,731	\$ 2,489,232
		6273	Housing-Zoning	626	Services	\$ 39,255	\$ 40,433	\$ 41,646	\$ 42,895	\$ 44,182
		6275	Housing-Code Enforcement Fees	626	Services	\$ 5,958	\$ 6,137	\$ 6,321	\$ 6,511	\$ 6,706
		6276	Housing-Housing Appeal Fee	626	Services	\$ 10,260	\$ 10,568	\$ 10,885	\$ 11,211	\$ 11,548
		6901	Miscellaneous Other Revenue	690	Miscellaneous Other Revenue	\$ 147	\$ 152	\$ 156	\$ 161	\$ 166
		6991	Operating Transfers-Subsidy	699	Interfund Transfers In	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688
733 Total						\$ 3,716,527	\$ 3,786,963	\$ 3,859,511	\$ 3,934,235	\$ 4,011,202
Grand Total						\$ 137,521,520	\$ 141,935,600	\$ 145,682,944	\$ 148,268,280	\$ 149,909,319

City of Grand Rapids
AUTHORIZED POSITIONS BY DEPARTMENT
 FY2018-FY2022 Fiscal Plan

DEPT	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Final Budget	Adopted Change	Amended Change
A110 Public Library	150.000	152.000	152.000	153.000	1.000	1.000
A120 Clerk's Office	9.000	10.000	10.000	11.000	1.000	1.000
A130 Executive	13.000	13.000	18.000	20.000	7.000	2.000
B210 Community Development	47.000	51.000	52.000	53.000	2.000	1.000
B220 Public Services	73.000	75.000	75.000	75.000	-	-
C310 Design and Development	62.000	66.000	68.000	71.000	5.000	3.000
C320 Engineering	34.000	38.000	38.000	38.000	-	-
C330 Enterprise Services	303.000	307.000	307.000	308.000	1.000	1.000
D410 Human Resources	20.000	21.000	21.000	21.000	-	-
D420 Administrative Services	17.000	17.000	17.000	18.000	1.000	1.000
E510 Police	377.000	365.000	367.000	370.000	5.000	3.000
E520 Fire	199.000	198.000	198.000	199.000	1.000	1.000
E530 District Court	93.000	92.000	92.000	92.000	-	-
E540 Attorney's Office	17.000	17.000	17.000	17.000	-	-
F610 Facilities and Fleet Management	46.000	48.000	48.000	47.000	(1.000)	(1.000)
F620 Fiscal Services	41.000	41.000	42.000	44.000	3.000	2.000
F630 Technology and Change Management	4.000	3.000	3.000	3.000	-	-
F640 Treasury	18.000	18.000	17.000	17.000	(1.000)	-
F650 Comptroller's Office	17.000	17.000	17.000	15.000	(2.000)	(2.000)
G110 Retirement Activities - Retirement Office (Non Budgeted)	4.000	4.000	4.000	4.000	-	-
G210 Authorities (Non Budgeted)	4.000	5.000	5.000	5.000	-	-
Grand Total Positions (Full Time and Permanent Part-time)	<u>1,548.000</u>	<u>1,558.000</u>	<u>1,568.000</u>	<u>1,581.000</u>	<u>23.000</u>	<u>13.000</u>
RECONCILIATION to FTEs:						
Less Dispatch Part-time				(2.250)		
Less Court Part-time				(4.500)		
Less Library Part-time				(54.000)		
TOTAL FTEs				<u><u>1,520.250</u></u>		

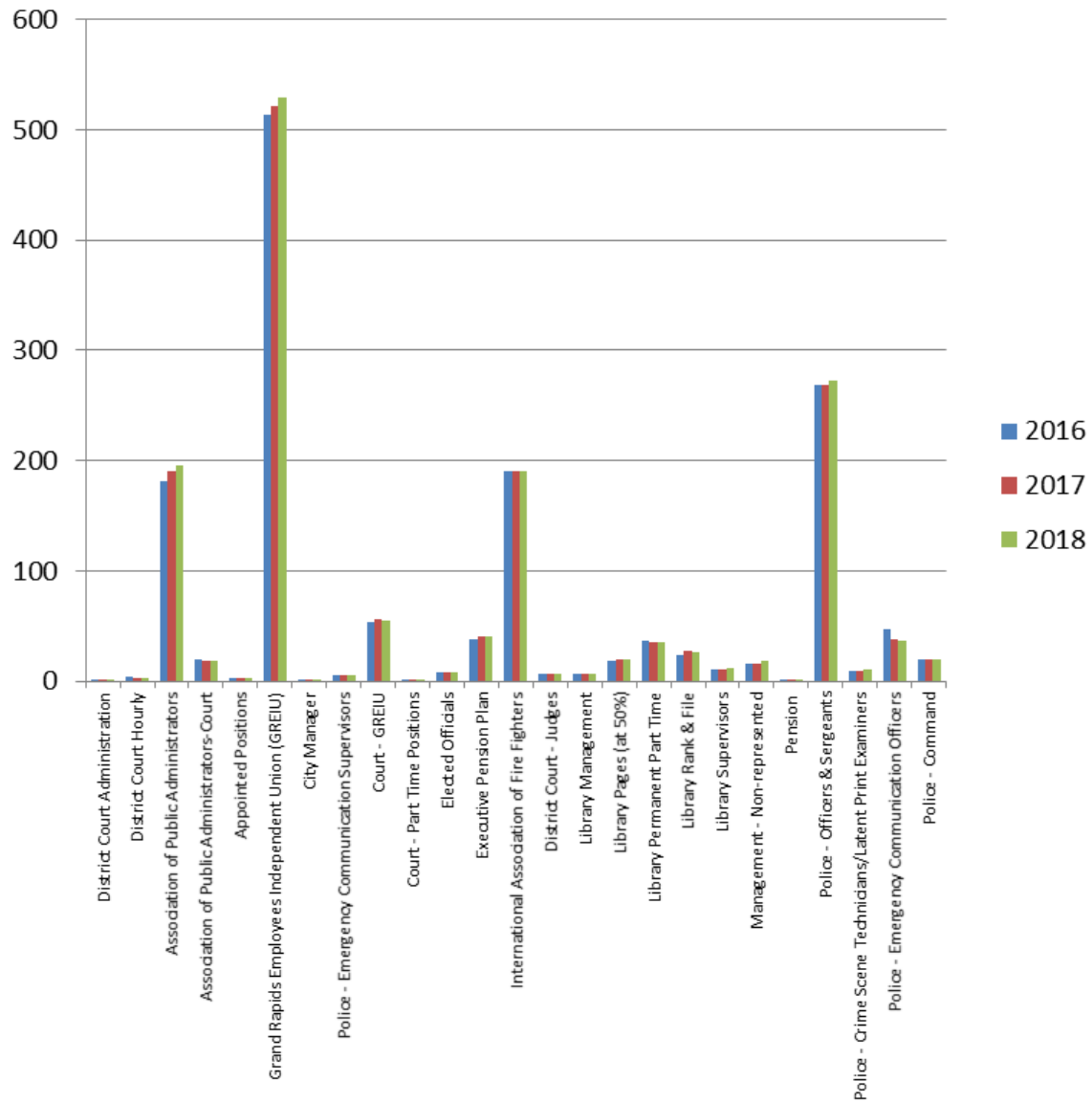
Positions by Department



City of Grand Rapids
PERSONNEL BY BARGAINING UNIT - FTEs
 FY2018-FY2022 Fiscal Plan

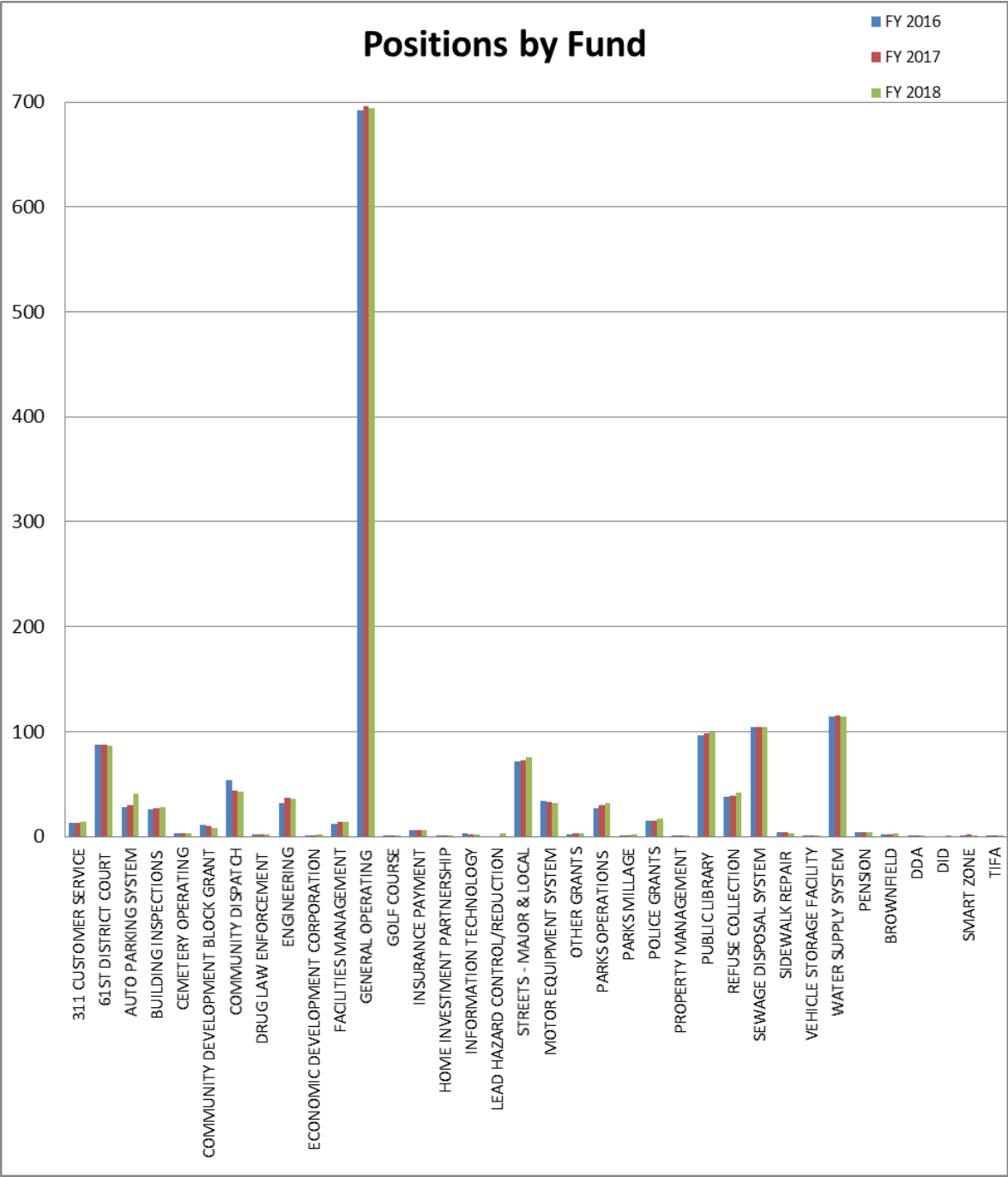
Unit Code	Unit Name	Authorized 2016	Authorized 2017	Adopted 2018	VAR
61ST	District Court Administration	2.000	2.000	2.000	-
61STHR	District Court Hourly	3.500	2.500	2.500	-
APACITY	Association of Public Administrators	181.250	191.000	199.000	8.000
APACOURT	Association of Public Administrators-Court	19.750	19.000	19.000	-
APPOINT	Appointed Positions	3.000	3.000	3.000	-
CITY	Grand Rapids Employees Independent Union (GREIU)	513.750	522.000	529.000	7.000
CITYMNGR	City Manager	1.000	1.000	1.000	-
COMMSUPV	Police - Emergency Communication Supervisors	5.000	5.000	5.000	-
COURT	Court - GREIU	54.000	56.000	55.000	(1.000)
COURTPT	Court - Part Time Positions	2.000	2.000	2.000	-
ELECTED	Elected Officials	8.000	8.000	8.000	-
EXECPLAN	Executive Pension Plan	38.000	40.000	40.000	-
IAFF	International Association of Fire Fighters	190.000	190.000	191.000	1.000
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	19.500	19.500	-
LIBRPT	Library Permanent Part Time	37.000	35.000	35.500	0.500
LIBRR&F	Library Rank & File	23.500	27.000	26.000	(1.000)
LIBRSUPV	Library Supervisors	11.000	11.000	12.000	1.000
MGTNON	Management - Non-represented	16.000	16.000	19.000	3.000
PENSION	Pension	1.000	1.000	1.000	-
POLC1	Police - Officers & Sergeants	269.000	269.000	272.000	3.000
POLC2	Police - Crime Scene Technicians/Latent Print Examiners	9.000	9.000	10.000	1.000
POLC4	Police - Emergency Communication Officers	47.500	37.500	36.750	(0.750)
POLC5	Police - Command	20.000	20.000	20.000	-
TOTAL FTEs by Bargaining Unit		1,485.750	1,498.500	1,520.250	21.750

Positions by Bargaining Unit



City of Grand Rapids
PERSONNEL BY FUND - FTEs
 FY2018-FY2022 Fiscal Plan

Fund	FTEs Authorized FY 2016	FTEs Authorized FY 2017	FTEs Authorized FY 2018	VAR
311 CUSTOMER SERVICE	13.0000	13.0000	14.0000	1.000
61ST DISTRICT COURT	87.2500	87.5000	86.5000	(1.000)
AUTO PARKING SYSTEM	28.1200	29.9700	40.2900	10.320
BUILDING INSPECTIONS	26.0200	26.9700	27.8500	0.880
CEMETERY OPERATING	2.6300	3.0700	2.6500	(0.420)
COMMUNITY DEVELOPMENT BLOCK GRANT	10.8900	10.0300	7.8200	(2.210)
COMMUNITY DISPATCH	53.5000	43.5000	42.7500	(0.750)
DRUG LAW ENFORCEMENT	2.0000	2.0000	2.0000	0.000
ENGINEERING	31.5700	36.3200	35.5500	(0.770)
ECONOMIC DEVELOPMENT CORPORATION	1.1100	1.1100	2.0500	0.940
FACILITIES MANAGEMENT	12.0500	13.7000	13.6250	(0.075)
GENERAL OPERATING	692.0570	696.2570	695.1720	(1.085)
GOLF COURSE	0.8000	0.8000	0.9000	0.100
INSURANCE PAYMENT	5.9500	5.8000	5.7500	(0.050)
HOME INVESTMENT PARTNERSHIP	0.6400	0.7600	0.8600	0.100
INFORMATION TECHNOLOGY	3.4000	2.2500	2.2500	0.000
LEAD HAZARD CONTROL/REDUCTION	0.0000	0.0000	2.6000	2.600
STREETS - MAJOR & LOCAL	71.1750	72.2250	75.2700	3.045
MOTOR EQUIPMENT SYSTEM	33.5500	33.2000	32.1250	(1.075)
OTHER GRANTS	2.1000	3.1000	7.1200	4.020
PARKS OPERATIONS	26.8000	29.9200	31.6700	1.750
PARKS MILLAGE	0.9800	1.4200	1.6800	0.260
POLICE GRANTS	15.0000	15.0000	17.0000	2.000
PROPERTY MANAGEMENT	0.1000	0.1000	0.1000	0.000
PUBLIC LIBRARY	96.0000	98.5000	99.0000	0.500
REFUSE COLLECTION	38.1100	38.9700	41.9500	2.980
SEWAGE DISPOSAL SYSTEM	104.4030	104.8330	104.2030	(0.630)
SIDEWALK REPAIR	3.8300	3.8300	3.5200	(0.310)
VEHICLE STORAGE FACILITY	1.1000	1.1000	1.3000	0.200
WATER SUPPLY SYSTEM	114.2150	114.9150	114.4250	(0.490)
Subtotal Operating Funds:	1,478.35	1,490.15	1,511.98	21.830
COMPONENT UNITS & OTHER				
PENSION	4.00	4.00	4.00	0.000
BROWNFIELD	1.90	1.95	2.91	0.960
DDA	0.50	0.30	0.33	0.030
DID	0.00	0.00	0.05	0.050
SMART ZONE	0.95	2.05	0.95	(1.100)
TIFA	0.05	0.05	0.03	(0.020)
TOTAL FTEs by Fund:	1,485.75	1,498.50	1,520.25	21.750



APPENDIX C

Group / Department

Org / Fund

Position Titles

Range

**Bargaining
Unit**

**FY16
Authorized**

**FY2017
AUTHORIZED**

**FY2018
REQUEST**

**Change from
2017**

FY2018 FTE

A. "OTHER" GROUP

LIBRARY DEPARTMENT (A110)

PUBLIC LIBRARY FUND

Assistant Library Director	8I	LIBMGT	1.0000	1.0000	1.0000	.0000	1.0000
Custodian	10G	LIB R&F	3.0000	3.0000	3.0000	.0000	3.0000
Executive Administrative Assistant	3I	LIBMGT	1.0000	1.0000	1.0000	.0000	1.0000
Librarian I / II	21/22G	LIB R&F	17.0000	16.0000	16.0000	.0000	16.0000
Librarian III - Supervisor	25L	LIB SUPV	4.0000	5.0000	5.0000	.0000	5.0000
Librarian IV - Coordinator	27L	LIB SUPV	2.0000	2.0000	2.0000	.0000	2.0000
Library Assistant II - 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 II - Part Time (at 0.50 ea.)	08LPT	LIBRPT	35.0000	35.0000	35.0000	.0000	17.5000
Library Communications Assistant	16G	LIB R&F	1.0000	1.0000	1.0000	.0000	1.0000
Library Director	9I	LIBMGT	1.0000	1.0000	1.0000	.0000	1.0000
Library Facilities Manager	21L	LIB SUPV	1.0000	1.0000	1.0000	.0000	1.0000
Library Help Desk Technician (Part-time @ 0.50)	11LPT	LIBRPT	1.0000	1.0000	1.0000	.0000	.5000
Library Human Resources Manager	02I	LIBMGT	1.0000	1.0000	1.0000	.0000	1.0000
Library Information Systems Assistant	25L	LIB R&F	1.0000	1.0000	1.0000	.0000	1.0000
Library Information Systems Manager	28L	LIB SUPV	1.0000	1.0000	1.0000	.0000	1.0000
Library Maintenance Mechanic	13G	LIB R&F	1.0000	1.0000	1.0000	.0000	1.0000
Library Marketing & Communications Manager	4I	LIBMGT	1.0000	1.0000	1.0000	.0000	1.0000
Library Page (at 0.50 ea)	1LPT	LIB PAGE	37.0000	39.0000	39.0000	.0000	19.5000
Library Page (at 0.25 ea)	1LPT	LIB PAGE	2.0000	.0000	.0000	.0000	.0000
Library Systems Administrator	21G	LIB R&F	1.0000	1.0000	1.0000	.0000	1.0000

APPENDIX C

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY16 Authorized	FY2017 AUTHORIZED	FY2018 REQUEST	Change from 2017	FY2018 FTE
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	8.0000	1.0000	4.0000
TOTAL LIBRARY DEPARTMENT			152.0000	152.0000	153.0000	1.0000	99.0000

CLERK'S DEPARTMENT (A120)

GENERAL OPERATING FUND

Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Archive Assistant	10A	GREIU	.0000	.0000	1.0000	1.0000	1.0000
City Archives Officer	23A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
City Clerk	03APP	APPOINT	1.0000	1.0000	1.0000	.0000	1.0000
Clerk Administrative Specialist	23A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Customer Services Specialist	13A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Deputy City Clerk	17	APA	1.0000	1.0000	1.0000	.0000	1.0000
Elections Assistant	07A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Election Specialist	18A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Licensing Coordinator	21A	GREIU	1.0000	.0000	.0000	.0000	.0000
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
TOTAL CLERK'S DEPARTMENT			9.0000	10.0000	11.0000	1.0000	11.0000

EXECUTIVE DEPARTMENT (A130)

GENERAL OPERATING FUND

Administrative Analyst I	11	APA	.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst II	16	APA	.0000	1.0000	2.0000	1.0000	.4000
Administrative Secretary	05U	MGTNON	.0000	1.0000	1.0000	.0000	1.0000
Assistant To The City Manager	01ATCM	EXECPLAN	2.0000	1.0000	2.0000	1.0000	1.5000
City Manager	01APP	CITYMNGR	1.0000	1.0000	1.0000	.0000	1.0000
Communications Director	21U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.1500

APPENDIX C

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Org / Fund

Position Titles

Range

Bargaining Unit

FY16 Authorized

FY2017 AUTHORIZED

FY2018 REQUEST

Change from 2017

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Secretary to the City Manager	9U	MGTNON	1.0000	.0000	.0000	.0000	.0000
<i>Subtotal Executive Office</i>			5.0000	6.0000	8.0000	2.0000	6.0500
Administrative Analyst II - Assistant to the Mayor	16	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
City Commissioner	02ELE	ELECTED	6.0000	6.0000	6.0000	.0000	6.0000
City Mayor	01ELE	ELECTED	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal City Commission</i>			8.0000	8.0000	8.0000	.0000	8.0000
OTHER GRANTS FUND							
Administrative Analyst I	11	APA	.0000	1.0000	1.0000	.0000	1.0000
Administrative Aide	04	APA	.0000	3.0000	3.0000	.0000	3.0000
<i>Subtotal Other Grants Fund</i>			.0000	4.0000	4.0000	.0000	4.0000
TOTAL EXECUTIVE DEPARTMENT			13.0000	18.0000	20.0000	2.0000	18.0500

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

Contract Administrator	11	APA	.0000	.0000	.0000	.0000	.0900
Administrative Services Officer I I	18	APA	.0000	.0000	.0000	.0000	.0300
<i>Subtotal Other Grants</i>			.0000	.0000	.0000	.0000	.1200

CDBG GRANTS FUND

Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	.4500
Administrative Services Officer I	16	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Administrative Services Officer I I	18	APA	1.0000	1.0000	1.0000	.0000	1.3600
Contract Administrator	11	APA	2.0000	2.0000	2.0000	.0000	1.1600
Financial Assistant I I	13A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Housing Rehab Specialist I	19A	GREIU	2.0000	2.0000	2.0000	.0000	1.0000

APPENDIX C

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Range

Bargaining Unit

FY16 Authorized

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Change from 2017

FY2018 FTE

Housing Rehab Specialist II	22A	GREIU	1.0000	1.0000	1.0000	.0000	.2500
Housing Rehab Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	.6500
Loan Analyst	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Managing Director	24U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.4500
Office Assistant II	10A	GREIU	1.0000	1.0000	1.0000	.0000	.5000
<i>Subtotal CDBG</i>			13.0000	13.0000	12.0000	(1.0000)	7.8200
LEAD HAZARD REDUCTION GRANTS FUND							
Housing Rehab Specialist I	19A	GREIU	.0000	.0000	.0000	.0000	1.0000
Housing Rehab Specialist II	22A	GREIU	.0000	.0000	.0000	.0000	.7500
Housing Rehab Supervisor	14	APA	.0000	.0000	.0000	.0000	.3500
Office Assistant II	10A	GREIU	.0000	.0000	.0000	.0000	.5000
<i>Subtotal LEAD</i>			.0000	.0000	.0000	.0000	2.6000
HOME INVESTMENT PARTNERSHIP GRANTS FUND							
Administrative Services Officer II	18	APA	.0000	.0000	.0000	.0000	.1100
Contract Administrator	11	APA	.0000	.0000	.0000	.0000	.7500
<i>Subtotal HOME</i>			.0000	.0000	.0000	.0000	.8600
<i>Subtotal Grant Activities</i>			14.0000	14.0000	13.0000	(1.0000)	12.4000
COMMUNITY DEVELOPMENT - OUR COMMUNITY'S CHILDREN							
OTHER GRANTS FUND							
Administrative Aide	4	APA	2.0000	2.0000	1.0000	(1.0000)	1.0000
Administrative Analyst I	11	APA	.0000	.0000	1.0000	1.0000	1.0000
Administrator - Office Children Youth Families	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal OCC</i>			3.0000	3.0000	3.0000	.0000	3.0000
PARKS DIVISION							
PARKS SUBFUND							
Administrative Aide	4	APA	.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Arborist	16A	GREIU	1.0000	1.0000	2.0000	1.0000	1.7500
Building Maintenance Mechanic II	16A	GREIU	1.0000	1.0000	1.0000	.0000	.6000

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Business Manager	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Carpenter	16A	GREIU	1.0000	1.0000	1.0000	.0000	.6000
Director of Parks and Recreation	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Financial Assistant I	11AH	GREIU	.0000	.0000	1.0000	1.0000	.7000
Financial Assistant II	13A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Forester	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Greenskeeper	17A	GREIU	.0000	.0000	.0000	.0000	.2000
Groundskeeper I / II	9A / 12A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Groundskeeper III	15A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Office Assistant III	12AH	GREIU	1.0000	1.0000	1.0000	.0000	.9000
Parks Superintendent	18	APA	1.0000	1.0000	1.0000	.0000	.7500
Project Manager	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
Public Services Supervisor	13	APA	1.0000	1.0000	1.0000	.0000	.7700
Recreation Program Technical Supervisor	7	APA	.0000	1.0000	1.0000	.0000	.5000
Recreation Supervisor	10	APA	1.0000	1.0000	1.0000	.0000	.7500
Special Events Aide	15A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Special Events Supervisor	13	APA	.0000	1.0000	1.0000	.0000	1.0000
Tree Trimmer I	11A	GREIU	5.0000	5.0000	5.0000	.0000	5.0000
Tree Trimmer II	14A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
<i>Subtotal Parks Operations</i>			<u>28.0000</u>	<u>32.0000</u>	<u>34.0000</u>	<u>2.0000</u>	<u>31.6700</u>
MILLAGE SUBFUND							
Building Maintenance Mechanic II	16A	GREIU	.0000	.0000	.0000	.0000	.3000
Carpenter	16A	GREIU	.0000	.0000	.0000	.0000	.3000
Financial Assistant I	11AH	GREIU	.0000	.0000	.0000	.0000	.1000
Public Services Supervisor	13	APA	.0000	.0000	.0000	.0000	.2300
Recreation Program Technical Supervisor	7	APA	.0000	.0000	.0000	.0000	.5000
Recreation Supervisor	10	APA	.0000	.0000	.0000	.0000	.2500
<i>Subtotal Millage</i>			<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>1.6800</u>

APPENDIX C

Group / Department

Org / Fund

Position Titles

Range

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Unit**

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REQUEST**

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2017**

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CEMETERY SUBFUND

Building Maintenance Mechanic II	16A	GREIU	.0000	.0000	.0000	.0000	.1000
Carpenter	16A	GREIU	.0000	.0000	.0000	.0000	.1000
Financial Assistant I	11AH	GREIU	.0000	.0000	.0000	.0000	.1000
Groundskeeper I I I	15A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Office Assistant I I I	12AH	GREIU	.0000	.0000	.0000	.0000	.1000
Parks Superintendent	18	APA	.0000	.0000	.0000	.0000	.2500
<i>Subtotal Cemetery</i>			2.0000	2.0000	2.0000	.0000	2.6500

GOLF COURSE SUBFUND

Financial Assistant I	11AH	GREIU	.0000	.0000	.0000	.0000	.1000
Greenskeeper	17A	GREIU	1.0000	1.0000	1.0000	.0000	.8000
<i>Subtotal Golf Course</i>			1.0000	1.0000	1.0000	.0000	.9000

Subtotal Parks Division

31.0000	35.0000	37.0000	2.0000	36.9000
48.0000	52.0000	53.0000	1.0000	52.3000

TOTAL COMMUNITY DEVELOPMENT DEPT

PUBLIC SERVICES DEPARTMENT (B220)

STREETS & SANITATION DIVISION

MAJOR STREETS FUND

Administrative Analyst II	16	APA	.0000	.0000	.0000	.0000	.1000
Equipment Operator I / I I	10A / 14A	GREIU	11.0000	11.0000	11.0000	.0000	9.5500
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	.2500
Financial Assistant I I	13A	GREIU	1.0000	1.0000	1.0000	.0000	.2500
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	.2500
Maintenance Assistant I / I I	7A / 10A	GREIU	16.0000	18.0000	18.0000	.0000	12.4000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.0500
Office Assistant I I	10A	GREIU	1.0000	1.0000	1.0000	.0000	.2500
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	.0000	.2500
Public Services Assistant	15A	GREIU	.0000	.0000	.0000	.0000	.2500
Public Services Director	23U	EXECPLAN	.0000	.0000	.0000	.0000	.2500

APPENDIX C

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY16 Authorized	FY2017 AUTHORIZED	FY2018 REQUEST	Change from 2017	FY2018 FTE
Public Services Manager	18	APA	1.0000	1.0000	1.0000	.0000	.2500
Public Services Supervisor	13	APA	3.0000	3.0000	3.0000	.0000	1.8000
<i>Subtotal Major Streets</i>			<u>35.0000</u>	<u>37.0000</u>	<u>37.0000</u>	<u>.0000</u>	<u>25.9000</u>
LOCAL STREETS FUND							
Equipment Operator I / I I	10A / 14A	GREIU	3.0000	3.0000	3.0000	.0000	3.7500
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	.2500
Financial Assistant I I	13A	GREIU	.0000	.0000	.0000	.0000	.2500
Information Systems Coordinator	15	APA	.0000	.0000	.0000	.0000	.2500
Maintenance Assistant I / I I	7A / 10A	GREIU	.0000	.0000	.0000	.0000	8.2000
Office Assistant I I	10A	GREIU	.0000	.0000	.0000	.0000	.2500
Office Assistant I I I	12A	GREIU	.0000	.0000	.0000	.0000	.2500
Public Services Assistant	15A	GREIU	.0000	.0000	.0000	.0000	.2500
Public Services Director	23U	EXECPLAN	.0000	.0000	.0000	.0000	.2500
Public Services Manager	18	APA	.0000	.0000	.0000	.0000	.2500
Public Services Supervisor	13	APA	.0000	.0000	.0000	.0000	.8000
Safety Technician	10	APA	.0000	.0000	.0000	.0000	.1000
<i>Subtotal Local Streets</i>			<u>3.0000</u>	<u>3.0000</u>	<u>3.0000</u>	<u>.0000</u>	<u>14.8500</u>
REFUSE FUND							
Administrative Analyst II	16	APA	.0000	.0000	.0000	.0000	.3000
Equipment Operator I / I I	10A / 14A	GREIU	7.0000	7.0000	7.0000	.0000	7.7000
Financial Analyst	12	APA	1.0000	1.0000	1.0000	.0000	.5000
Financial Assistant I I	13A	GREIU	.0000	.0000	.0000	.0000	.5000
Information Systems Coordinator	15	APA	.0000	.0000	.0000	.0000	.5000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Maintenance Assistant I / I I	7A / 10A	GREIU	2.0000	2.0000	2.0000	.0000	1.0000
Office Assistant I I	10A	GREIU	1.0000	1.0000	1.0000	.0000	1.5000
Office Assistant I I I	12A	GREIU	.0000	.0000	.0000	.0000	.5000
Public Services Assistant	15A	GREIU	1.0000	1.0000	1.0000	.0000	.5000
Public Services Director	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.5000

APPENDIX C

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY16 Authorized	FY2017 AUTHORIZED	FY2018 REQUEST	Change from 2017	FY2018 FTE
Public Services Manager	18	APA	.0000	.0000	.0000	.0000	.5000
Public Services Supervisor	13	APA	1.0000	1.0000	1.0000	.0000	1.4000
Refuse Packer Operator	14A	GREIU	21.0000	21.0000	21.0000	.0000	21.0000
Safety Technician	10	APA	.0000	.0000	.0000	.0000	.1000
<i>Subtotal Refuse</i>			35.0000	35.0000	35.0000	.0000	36.6500
TOTAL PUBLIC SERVICES DEPARTMENT			73.0000	75.0000	75.0000	.0000	77.4000

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	2.0000	1.0000	(1.0000)	1.0000
Administrative Analyst II	16	APA	.0000	.0000	.0000	.0000	.1000
Assistant Planning Director	18	APA	2.0000	2.0000	2.0000	.0000	2.0000
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	3.0000	3.0000	3.0000	.0000	3.0000
Planning Supervisor	13	APA	3.0000	2.0000	2.0000	.0000	1.5000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.0500
Sign Inspector	17A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Transportation Planning Supervisor	13	APA	1.0000	.0000	.0000	.0000	.0000
<i>Subtotal Planning</i>			16.0000	15.0000	14.0000	(1.0000)	13.4000

BUILDING INSPECTION FUND

Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.5000
Administrative Services Officer II	18	APA	.0000	1.0000	1.0000	.0000	1.0000

APPENDIX C

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Position Titles

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Assistant Building Official	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Building Inspector I	19A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Building Inspector II	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 II	22A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Fire Prevention Inspector	3B	IAFF	.0000	1.0000	1.0000	.0000	1.0000
Information Systems Coordinator	15	APA	1.0000	.0000	.0000	.0000	.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.1000
Mechanical Inspector I	19A	GREIU	3.0000	4.0000	4.0000	.0000	4.0000
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	2.0000	2.0000	2.0000	.0000	2.0000
Plumbing Inspector I	19A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Plumbing Inspector 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>			24.0000	26.0000	26.0000	.0000	27.8500

CODE COMPLIANCE

GENERAL OPERATING FUND

Administrative Aide	4	APA	.0000	.0000	.0000	.0000	.5500
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	.5000
Administrative Services Officer II	18	APA	1.0000	2.0000	2.0000	.0000	1.4000
Code Compliance Officer II	19A	GREIU	12.0000	14.0000	14.0000	.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	2.0000	2.0000	.0000	1.9000

APPENDIX C

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY16 Authorized	FY2017 AUTHORIZED	FY2018 REQUEST	Change from 2017	FY2018 FTE
Information Systems Coordinator	15	APA	1.0000	.0000	.0000	.0000	.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.5500
Office Assistant I I	10A	GREIU	2.0000	2.0000	2.0000	.0000	1.3000
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Code Comp -GOF</i>			<u>23.0000</u>	<u>26.0000</u>	<u>26.0000</u>	<u>.0000</u>	<u>24.2000</u>
REFUSE FUND							
Administrative Services Officer I I	18	APA	.0000	.0000	.0000	.0000	.1000
Code Compliance Officer I I	19A	GREIU	.0000	.0000	.0000	.0000	.6000
Code Compliance Officer I I I	22A	GREIU	.0000	.0000	.0000	.0000	.4000
Code Compliance Supervisor	14	APA	.0000	.0000	.0000	.0000	.1000
Maintenance Assistant I / I I	7A / 10A	GREIU	.0000	.0000	4.0000	4.0000	2.4000
Office Assistant I I	10A	GREIU	.0000	.0000	.0000	.0000	.7000
<i>Subtotal Code Comp - Refuse</i>			<u>.0000</u>	<u>.0000</u>	<u>4.0000</u>	<u>4.0000</u>	<u>4.3000</u>
<i>Subtotal Code Compliance</i>			<u>23.0000</u>	<u>26.0000</u>	<u>30.0000</u>	<u>4.0000</u>	<u>28.5000</u>
ECONOMIC DEVELOPMENT OFFICE							
PROPERTY MGT. FUND							
Economic Development Coordinator I / I I	14 / 17	APA	.0000	.0000	.0000	.0000	.1000
<i>Subtotal Property Management Fund</i>			<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.1000</u>
ECONOMIC DEVELOPMENT FUND							
Administrative Analyst I	11	APA	.0000	1.0000	1.0000	.0000	1.2000
Debt & Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	.0500
Economic Development Assistant	16A	GREIU	.0000	.0000	.0000	.0000	.2500
Economic Development Coordinator I / I I	14 / 17	APA	.0000	.0000	.0000	.0000	.3000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.2000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.0500
<i>Subtotal Economic Development Fund</i>			<u>.0000</u>	<u>1.0000</u>	<u>1.0000</u>	<u>.0000</u>	<u>2.0500</u>
<i>Subtotal Economic Development Office</i>			<u>.0000</u>	<u>1.0000</u>	<u>1.0000</u>	<u>.0000</u>	<u>2.1500</u>
TOTAL DESIGN, DEVELOPMENT & CMNTY ENGAGEMENT DEPT.			<u>63.0000</u>	<u>68.0000</u>	<u>71.0000</u>	<u>3.0000</u>	<u>71.9000</u>

APPENDIX C

Group / Department

Org / Fund

Position Titles

Range

**Bargaining
Unit**

**FY16
Authorized**

**FY2017
AUTHORIZED**

**FY2018
REQUEST**

**Change from
2017**

FY2018 FTE

ENGINEERING DEPARTMENT (C320)

ENGINEERING FUND

Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst II	16	APA	.0000	.0000	.0000	.0000	.1000
Administrative Analyst I - Accountant	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Services Officer I	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
Assistant City Engineer	22	APA	2.0000	2.0000	2.0000	.0000	2.0000
Assistant Project Manager	15	APA	6.0000	6.0000	6.0000	.0000	5.7500
Business Manager	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
City Engineer	24U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Civil Engineer I	22A	GREIU	6.0000	7.0000	7.0000	.0000	7.0000
Deputy City Manager	26U	EXECPLAN	.0000	.0000	.0000	.0000	.1000
Engineering Assistant I	16A	GREIU	.0000	2.0000	2.0000	.0000	2.0000
Engineering Assistant II	22A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Engineering Office Administrative Specialist	20A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Engineering Systems Specialist	24A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Financial Analyst I	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Financial Assistant II	13A	GREIU	1.0000	.0000	.0000	.0000	.0000
Information Systems Coordinator	15	APA	.0000	1.0000	1.0000	.0000	1.0000
Land Surveyor	26A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant III	12A	GREIU	2.0000	3.0000	3.0000	.0000	3.0000
Project Manager	18	APA	2.0000	3.0000	3.0000	.0000	3.0000
Property Acquisition Officer	22AB	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Senior Project Engineer	17	APA	1.0000	.0000	.0000	.0000	.0000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.1000
Traffic Technician	16A	GREIU	.0000	.0000	.0000	.0000	.5000

Subtotal Engineering

31.0000 35.0000 35.0000 .0000 35.5500

SIDEWALK FUND

APPENDIX C

Group / Department

Org / Fund

Position Titles

Range

**Bargaining
Unit**

**FY16
Authorized**

**FY2017
AUTHORIZED**

**FY2018
REQUEST**

**Change from
2017**

FY2018 FTE

Arborist	15A	GREIU	.0000	.0000	.0000	.0000	.2500
Assistant Project Manager	15	APA	.0000	.0000	.0000	.0000	.2500
Deputy City Manager	26U	EXECPLAN	.0000	.0000	.0000	.0000	.0100
Engineering Assistant I	16A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.0100

Subtotal Sidewalks

3.0000	3.0000	3.0000	.0000	3.5200
34.0000	38.0000	38.0000	.0000	39.0700

TOTAL ENGINEERING DEPARTMENT

ENTERPRISE SERVICES DEPARTMENT (C330)

TRAFFIC SAFETY OFFICE

GENERAL OPERATING FUND

Business Manager	13	APA	1.0000	1.0000	1.0000	.0000	.3800
Financial Analyst	12	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Inventory Asset Manager	15	APA	.0000	.0000	.0000	.0000	.2000
Journeyman Line Worker	17A	GREIU	5.0000	5.0000	5.0000	.0000	5.0000
Line Foreperson	20A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.1000
Public Services Assistant	16A	GREIU	.0000	.0000	1.0000	1.0000	1.0000
Signals and Lighting Superintendent	17	APA	.0000	.0000	1.0000	1.0000	.5000
Signals and Lighting Supervisor	13	APA	1.0000	1.0000	1.0000	.0000	.5000
Storekeeper II	14AH	GREIU	.0000	.0000	.0000	.0000	.5000
Traffic ITS Manager	14	APA	.0000	.0000	1.0000	1.0000	.2500
Utility Supervisor	14	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Utility Systems Manager	20	APA	1.0000	1.0000	1.0000	.0000	.5000

Subtotal Street Lighting GOF

12.0000	12.0000	13.0000	1.0000	10.9300
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MAJOR STREETS FUND

Administrative Secretary	11	APA	1.0000	.0000	.0000	.0000	.0000
Assistant Project Manager	15	APA	.0000	1.0000	1.0000	.0000	1.0000

APPENDIX C

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Position Titles

Range

Bargaining Unit

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Change from 2017

FY2018 FTE

Business Manager	13	APA	.0000	.0000	.0000	.0000	.3700
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	1.0000	1.0000	1.0000	.0000	.50000
Project Engineer	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Public Services Assistant	16A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Sign Fabricator I / II	10A / 13A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Sign Supervisor	10	APA	1.0000	1.0000	1.0000	.0000	1.0000
Signals and Lighting Superintendent	17	APA	.0000	.0000	.0000	.0000	.5000
Signals and Lighting Supervisor	13	APA	.0000	.0000	.0000	.0000	.5000
Journeyman Signal Technician	17A	GREIU	6.0000	6.0000	5.0000	(1.0000)	5.0000
Storekeeper II	14AH	GREIU	1.0000	1.0000	1.0000	.0000	.5000
Traffic Engineer	24A	GREIU	2.0000	1.0000	1.0000	.0000	1.0000
Traffic ITS Manager	14	APA	.0000	.0000	.0000	.0000	.7500
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 Systems Manager	20	APA	.0000	.0000	.0000	.0000	.5000

Subtotal Traffic Safety-Major Streets

27.0000 27.0000 26.0000 (1.0000) 27.1200

Subtotal Traffic Safety Office

39.0000 39.0000 39.0000 .0000 38.0500

WATER DIVISION

WATER FUND

Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst II	16	APA	.0000	.0000	.0000	.0000	.7000
Administrative Services Officer I	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
Assistant Project Manager	15	APA	.0000	1.0000	1.0000	.0000	1.0000
Assistant Water System Manager	21	APA	1.0000	1.0000	1.0000	.0000	.7000
Assistant to the City Manager	01ATCM	EXECPLAN	.0000	.0000	.0000	.0000	.2500
Business Manager	13	APA	1.0000	1.0000	1.0000	.0000	1.2500

APPENDIX C

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Unit**

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Business Office Representative	16A	GREIU	5.0000	5.0000	5.0000	.0000	5.0000
Buyer	10	APA	.0000	.0000	.0000	.0000	.2000
Chemist I / II	19A / 23A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Customer Services Specialist	18A	GREIU	3.0000	3.0000	3.0000	.0000	2.1550
Deputy City Manager	26U	EXECPLAN	.0000	.0000	.0000	.0000	.2500
Draftsperson I / II	13A / 17A	GREIU	1.0000	1.0000	1.0000	.0000	.6000
Electrician I	17A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Electrician II	22A	GREIU	2.0000	2.0000	.0000	(2.0000)	4.0000
Engineering Assistant I	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Engineering Assistant II	22A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Financial Analyst	12	APA	1.0000	1.0000	1.0000	.0000	.7500
Hydraulic Engineer	17	APA	1.0000	1.0000	1.0000	.0000	.5000
Information Systems Coordinator	15	APA	2.0000	2.0000	2.0000	.0000	1.6200
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	.9000
Maintenance Assistant I/II	7A-10A	GREIU	2.0000	.0000	.0000	.0000	.0000
Maintenance Planner/Scheduler Technician	18A	GREIU	2.0000	1.0000	1.0000	.0000	.6200
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.2000
Materials Resource Planning Supervisor	10	APA	.0000	.0000	.0000	.0000	.3000
Meter Reader I / II	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 III	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant IV	15A	GREIU	1.0000	.0000	.0000	.0000	.0000
Plant Assistant I / II	10A	GREIU	.0000	2.0000	2.0000	.0000	3.0000
Plumber	17A	GREIU	.0000	.0000	.0000	.0000	.3000
Plumbing Inspector I	19A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Plumbing Inspector II	22A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Project Engineer	15	APA	2.0000	2.0000	2.0000	.0000	1.5000

APPENDIX C

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Public Services Assistant	16A	GREIU	1.0000	1.0000	1.0000	.0000	.6200
Safety Technician	10	APA	.0000	.0000	.0000	.0000	.2000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.3000
Storekeeper I I	14A	GREIU	2.0000	2.0000	2.0000	.0000	1.2400
Trench Inspector	16A	GREIU	1.0000	1.0000	1.0000	.0000	.5000
Utilities Crew Leader	16A	GREIU	1.0000	.0000	.0000	.0000	.0000
Utilities Field Operations Crew Leader	21A	GREIU	5.0000	5.0000	5.0000	.0000	5.0000
Utilities Field Operations Superintendent	17	APA	1.0000	1.0000	1.0000	.0000	.8300
Utilities Field Operations Supervisor	13	APA	3.0000	3.0000	3.0000	.0000	2.4900
Utility Field Operator I / I I	14A / 18A	GREIU	16.0000	16.0000	16.0000	.0000	16.0000
Utility Financial Officer	17	APA	1.0000	1.0000	1.0000	.0000	.4500
Utility Maintenance Mechanic I / I I	12A / 16A	GREIU	6.0000	6.0000	6.0000	.0000	6.9000
Utility Maintenance Mechanic I I I	18A	GREIU	1.0000	2.0000	2.0000	.0000	2.0000
Utility Operator/Maintainer	18A	GREIU	.0000	.0000	.0000	.0000	2.4000
Utility Supervisor	14	APA	2.0000	2.0000	2.0000	.0000	2.0000
Wastewater/Water Supervisor	17	APA	.0000	1.0000	1.0000	.0000	1.0000
Water Filtration Plant Superintendent	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
Water Plant Operator I / I I	12A / 16A	GREIU	6.0000	6.0000	6.0000	.0000	6.0000
Water Plant Operator I I I	20A	GREIU	6.0000	6.0000	6.0000	.0000	6.0000
Water Service Specialist	18A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Water Service Worker I / I I	12A / 14A	GREIU	10.0000	10.0000	10.0000	.0000	10.0000
Water System Manager	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Water Division</i>			110.0000	110.0000	108.0000	(2.0000)	112.1250

ENVIRONMENTAL PROTECTION DIVISION

SEWAGE DISPOSAL SYSTEM FUND

Administrative Analyst I	11	APA	.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I I	16	APA	.0000	.0000	.0000	.0000	.7000
Administrative Secretary	05U	MGTNON	1.0000	.0000	.0000	.0000	.0000

APPENDIX C

Group / Department

Org / Fund

Position Titles

Range

**Bargaining
Unit**

**FY16
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REQUEST**

**Change from
2017**

FY2018 FTE

Assistant to the City Manager	01ATCM	EXECPLAN	1.0000	1.0000	.0000	(1.0000)	.2500
Assistant Water System Manager	21	APA	.0000	.0000	.0000	.0000	.3000
Asst. Environmental Services Manager	20	APA	1.0000	1.0000	1.0000	.0000	1.0000
Buyer	10	APA	1.0000	1.0000	1.0000	.0000	.7000
Chemist I / II	19A / 23A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Collection System Asset Crew Leader	18A	GREIU	2.0000	2.0000	2.0000	.0000	1.8000
Collection System Asset Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Collection System Asset Technician	14A	GREIU	9.0000	10.0000	10.0000	.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	.2900
Draftsperson I / II	13A / 17A	GREIU	.0000	.0000	.0000	.0000	.4000
Electrician I	17A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Electrician II	22A	GREIU	3.0000	3.0000	5.0000	2.0000	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 Resource Technician	18A	GREIU	.0000	1.0000	3.0000	2.0000	4.0000
Environmental Services Manager	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Financial Analyst	12	APA	1.0000	1.0000	1.0000	.0000	.7500
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	1.2800
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	2.0000	2.0000	.0000	2.0000
Laboratory Technician I / II	14A / 16A	GREIU	5.0000	3.0000	1.0000	(2.0000)	1.0000
Machinist	17A	GREIU	.0000	.0000	.0000	.0000	.1000
Maintenance Painter	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Maintenance Planner Scheduler Technician	18A	GREIU	1.0000	.0000	.0000	.0000	.3800
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.2000

APPENDIX C

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Position Titles	Range	Bargaining Unit	FY16 Authorized	FY2017 AUTHORIZED	FY2018 REQUEST	Change from 2017	FY2018 FTE
Materials Resource Planning Supervisor	10	APA	.0000	.0000	.0000	.0000	.1000
Office Assistant IV	15A	GREIU	1.0000	.0000	.0000	.0000	.0000
Plant Assistant I / I I	10A / 12A	GREIU	4.0000	4.0000	4.0000	.0000	3.0000
Plumber	17A	GREIU	1.0000	1.0000	1.0000	.0000	.7000
Predictive Maintenance Technician	18A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Project Engineer	15	APA	1.0000	2.0000	2.0000	.0000	2.1500
Public Services Assistant	16A	GREIU	.0000	.0000	.0000	.0000	.3800
Safety Technician	10	APA	.0000	.0000	.0000	.0000	.2000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	1.0000	1.0000	.0000	.3000
Storekeeper I I	14A	GREIU	2.0000	2.0000	2.0000	.0000	2.5600
Trench Inspector	16A	GREIU	.0000	.0000	.0000	.0000	.5000
Utilities Crew Leader	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Utilities Field Operations Crew Leader	21A	GREIU	2.0000	2.0000	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	9.0000	9.0000	9.0000	.0000	9.0000
Utility Financial Officer	17	APA	.0000	.0000	.0000	.0000	.4500
Utility Maintenance Mechanic I / I I	12A / 16A	GREIU	9.0000	9.0000	9.0000	.0000	8.1000
Utility Maintenance Mechanic III	18A	GREIU	2.0000	.0000	.0000	.0000	.0000
Utility Maintenance Supervisor	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Utility Operator/Maintainer	18A	GREIU	6.0000	9.0000	9.0000	.0000	6.6000
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	9.0000	8.0000	8.0000	.0000	8.0000
Waste Water Plant Superintendent	20	APA	1.0000	1.0000	1.0000	.0000	1.0000
Waste Water Technical Control Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	.8000
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>			105.0000	107.0000	108.0000	1.0000	104.2030

APPENDIX C

Group / Department

Org / Fund

Position Titles

Range

**Bargaining
Unit**

**FY16
Authorized**

**FY2017
AUTHORIZED**

**FY2018
REQUEST**

**Change from
2017**

FY2018 FTE

GENERAL OPERATING FUND

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	2.0000	3.0000	3.0000	.0000	3.0000
Environmental Assessment Supervisor	17	APA	.0000	.0000	.0000	.0000	.1000
Environmental Resource Technician	18A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Project Engineer	15	APA	1.0000	1.0000	1.0000	.0000	1.3500

Subtotal EP GOF

5.0000	6.0000	6.0000	.0000	6.6120
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MAJOR STREETS FUND

Collection System Asset Crew Leader	18A	GREIU	.0000	.0000	.0000	.0000	.0700
Collection System Asset Technician	14A	GREIU	.0000	.0000	.0000	.0000	1.6000
Information Systems Coordinator	15	APA	.0000	.0000	.0000	.0000	.1000
Utilities Field Operations Crew Leader	21A	GREIU	.0000	.0000	.0000	.0000	.5000
Waste Water/Stormwater Maintenance Superintendent	17	APA	.0000	.0000	.0000	.0000	.0300
Wastewater Technical Control Supervisor	14	APA	.0000	.0000	.0000	.0000	.1000

Subtotal EP Major Streets

.0000	.0000	.0000	.0000	2.4000
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LOCAL STREETS FUND

Collection System Asset Crew Leader	18A	GREIU	.0000	.0000	.0000	.0000	.1300
Collection System Asset Technician	14A	GREIU	4.0000	4.0000	4.0000	.0000	2.9000
Materials Resource Planning Supervisor	10	APA	.0000	.0000	.0000	.0000	.1000
Storekeeper II	14AH	GREIU	.0000	.0000	.0000	.0000	.2000
Utilities Field Operations Crew Leader	21A	GREIU	1.0000	1.0000	1.0000	.0000	.5000
Utility Field Operator II	18A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Waste Water/Stormwater Maintenance Superintendent	17	APA	.0000	.0000	.0000	.0000	.0700
Wastewater Technical Control Supervisor	14	APA	.0000	.0000	.0000	.0000	.1000

Subtotal EP Local Streets

6.0000	6.0000	6.0000	.0000	5.0000
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Subtotal EP Stormwater

11.0000	12.0000	12.0000	.0000	14.0120
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Subtotal Env Protection Division

116.0000	119.0000	120.0000	1.0000	118.2150
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APPENDIX C

Group / Department

Org / Fund

Position Titles

Range

**Bargaining
Unit**

**FY16
Authorized**

**FY2017
AUTHORIZED**

**FY2018
REQUEST**

**Change from
2017**

FY2018 FTE

AUTO PARKING DIVISION

GENERAL OPERATING FUND

Parking Violations Checker	7A	GREIU	8.0000	8.0000	.0000	(8.0000)	.0000
<i>Subtotal General Operating Fund</i>			8.0000	8.0000	.0000	(8.0000)	.0000

AUTO PARKING FUND

Accountant I	21A	GREIU	1.0000	.0000	.0000	.0000	.0000
Administrative Aide	4	APA	.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA	.0000	2.0000	3.0000	1.0000	2.0000
Administrative Analyst II	16	APA	1.0000	.0000	.0000	.0000	.1000
Administrative Services Officer II	18	APA	1.0000	.0000	.0000	.0000	.0000
Business Manager	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Business Office Representative	16A	GREIU	2.0000	3.0000	3.0000	.0000	3.0000
Buyer	10	APA	.0000	.0000	.0000	.0000	.1000
Custodian	10A	GREIU	6.0000	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	.5000
Financial Assistant I	11A	GREIU	1.0000	.0000	.0000	.0000	.0000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Managing Director	24U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.3000
Mobile GR Manager	21	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Parking Customer Service Representative I	7A	GREIU	3.0000	4.0000	4.0000	.0000	4.0000
Parking Facility Supervisor	14	APA	2.0000	2.0000	2.0000	.0000	2.0000
Parking Meter Operations Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Parking Meter Service Worker	11A	GREIU	2.0000	3.0000	3.0000	.0000	3.0000
Parking Services Shift Supervisor	10	APA	2.0000	2.0000	2.0000	.0000	2.0000
Parking Violations Checker	7A	GREIU	.0000	.0000	10.0000	10.0000	10.0000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.0900

APPENDIX C

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY16 Authorized	FY2017 AUTHORIZED	FY2018 REQUEST	Change from 2017	FY2018 FTE
Transportation Planning Supervisor	13	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Utility Financial Officer	17	APA	.0000	.0000	.0000	.0000	.1000
<i>Subtotal Auto Parking Fund</i>			29.0000	31.0000	41.0000	10.0000	40.2900
<i>Subtotal Auto Parking Division</i>			37.0000	39.0000	41.0000	2.0000	40.2900
TOTAL ENTERPRISE SERVICES DEPARTMENT			302.0000	307.0000	308.0000	1.0000	308.6800

D. ADMINISTRATIVE SERVICES GROUP

HUMAN RESOURCES DEPARTMENT (D410)

GENERAL OPERATING FUND

Administrative Aide - Intern	4	MGTNON	2.0000	2.0000	2.0000	.0000	2.0000
Assistant Employee Benefits Manager	13U	MGTNON	1.0000	1.0000	1.0000	.0000	.4000
Employee Benefits Manager	16U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.5000
Human Resources Analyst	12	APA	3.0000	3.0000	3.0000	.0000	3.0000
Human Resources Assistant	6U	MGTNON	2.0000	2.0000	2.0000	.0000	2.0000
Human Resources Director	23U	MGTNON	.0000	1.0000	1.0000	.0000	1.0000
Labor Relations Assistant	7U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Labor Relations Manager	21U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Labor Relations Specialist	17U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Managing Director	24U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.5000
Personnel Records Assistant	16AB	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Senior Human Resources Analyst	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal HR GOF</i>			15.0000	16.0000	16.0000	.0000	14.4000

HR - INSURANCE FUNDS

Assistant Employee Benefits Mgr.	13U	MGTNON	.0000	.0000	.0000	.0000	.6000
Employee Benefits Assistant	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Employee Benefits Manager	16U	EXECPLAN	.0000	.0000	.0000	.0000	.5000
Liability and Risk Management Analyst	11	APA	1.0000	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

APPENDIX C

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY16 Authorized	FY2017 AUTHORIZED	FY2018 REQUEST	Change from 2017	FY2018 FTE
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	5.7500
TOTAL HUMAN RESOURCES DEPARTMENT			20.0000	21.0000	21.0000	.0000	20.1500

ADMINISTRATIVE SERVICES DEPARTMENT (D420)

OFFICE OF DIVERSITY & INCLUSION

GENERAL OPERATING FUND

Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Services Officer 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 & Inclusion - GOF</i>			4.0000	4.0000	4.0000	.0000	4.2500

311 CUSTOMER SERVICE OPERATIONS

311 CUSTOMER SERVICE FUND

311 Customer Service Manager	18	APA	1.0000	1.0000	.0000	(1.0000)	.0000
311 Senior Customer Service Specialist	21A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
311 Service Representative	11A	GREIU	9.0000	9.0000	9.0000	.0000	9.0000
Administrative Services Officer I	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
CRM Systems Administrator	16	APA	1.0000	.0000	.0000	.0000	.0000
Customer Advocate	11	APA	.0000	.0000	1.0000	1.0000	1.0000
Customer Experience Manager	21U	EXECPLAN	.0000	.0000	1.0000	1.0000	1.0000
Performance & Management Reporting Splst	14	APA	.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal 311 Fund</i>			13.0000	13.0000	14.0000	1.0000	14.0000

TOTAL ADMINISTRATIVE SERVICES DEPT

17.0000	17.0000	18.0000	1.0000	18.2500
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APPENDIX C

Group / Department

Org / Fund

Position Titles

Range

**Bargaining
Unit**

**FY16
Authorized**

**FY2017
AUTHORIZED**

**FY2018
REQUEST**

**Change from
2017**

FY2018 FTE

E. PUBLIC SAFETY GROUP

POLICE DEPARTMENT (E510)

GENERAL OPERATING FUND

Administrative Aide	4	APA	.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA	1.0000	1.0000	2.0000	1.0000	2.0000
Administrative Secretary	5U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Crime Scene Technician	2J	POLC2	7.0000	7.0000	8.0000	1.0000	8.0000
Deputy Police Chief	22U	EXECPLAN	2.0000	2.0000	2.0000	.0000	2.0000
Financial Assistant I	11A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Financial Assistant II	13A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Forensics Services Manager	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Latent Print Technician/Examiner	4J	POLC2	2.0000	2.0000	2.0000	.0000	2.0000
Office Assistant I	7A	GREIU	2.0000	.0000	.0000	.0000	.0000
Office Assistant III	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant IV	15A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Police Captain	2F	POLC5	6.0000	7.0000	7.0000	.0000	7.0000
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	13.0000	13.0000	.0000	13.0000
Police Officer	1C	POLC1	221.0000	221.0000	221.0000	.0000	221.0000
Police Record Clerk	10AH	GREIU	.0000	2.0000	2.0000	.0000	2.0000
Police Records Specialist	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Police Sergeant	2C	POLC1	32.0000	32.0000	33.0000	1.0000	33.0000
Radio Technician	17A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Special Events Aide	15A	GREIU	1.0000	.0000	.0000	.0000	.0000
Special Events Supervisor	11	APA	1.0000	.0000	.0000	.0000	.0000
Vehicle Service Worker	9A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000

Subtotal Police GOF

304.0000	303.0000	306.0000	3.0000	306.0000
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APPENDIX C

Group / Department

Org / Fund

Position Titles

Range

**Bargaining
Unit**

**FY16
Authorized**

**FY2017
AUTHORIZED**

**FY2018
REQUEST**

**Change from
2017**

FY2018 FTE

GRANT FUNDS

POLICE GRANTS

Police Officer	1C	POLC1	14.0000	16.0000	16.0000	.0000	16.0000
Police Sergeant	2C	POLC1	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Grants</i>			<u>15.0000</u>	<u>17.0000</u>	<u>17.0000</u>	<u>.0000</u>	<u>17.0000</u>

DRUG LAW ENFORCEMENT

Office Assistant I V	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Police Sergeant	2C	POLC1	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Drug Law</i>			<u>2.0000</u>	<u>2.0000</u>	<u>2.0000</u>	<u>.0000</u>	<u>2.0000</u>

DISPATCH FUND

Assistant Communications Manager	12 O	COMM SUP	1.0000	1.0000	1.0000	.0000	1.0000
Communications Manager	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
Emergency Communications Operator I / II / III	1K/2K/3K	POLC4	45.0000	36.0000	36.0000	.0000	36.0000
Emergency Communications Operator I - Part-time	1K	POLC4	5.0000	3.0000	3.0000	.0000	.7500
Emergency Communication Supervisor	11 O	COMM SUP	4.0000	4.0000	4.0000	.0000	4.0000
<i>Subtotal Dispatch</i>			<u>56.0000</u>	<u>45.0000</u>	<u>45.0000</u>	<u>.0000</u>	<u>42.7500</u>

TOTAL POLICE DEPARTMENT

377.0000 367.0000 370.0000 **3.0000 **367.7500****

FIRE DEPARTMENT (E520)

GENERAL OPERATING FUND

Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Assistant Fleet Maintenance Supervisor	3B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Battalion Fire Chief	6B	IAFF	6.0000	6.0000	6.0000	.0000	6.0000
Deputy Fire Chief	7B	IAFF	2.0000	2.0000	2.0000	.0000	2.0000
Financial Assistant I I	13A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Fire Captain	5B	IAFF	11.0000	11.0000	11.0000	.0000	11.0000
Fire Captain - Emergency Medical Services Coordinator	5B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Captain - Fleet/Facility Maintenance	11B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Captain - Prevention	5B	IAFF	.0000	.0000	1.0000	1.0000	1.0000

APPENDIX C

Group / Department

Org / Fund

Position Titles

Range

Bargaining Unit

FY16 Authorized

FY2017 AUTHORIZED

FY2018 REQUEST

Change from 2017

FY2018 FTE

Fire Captain - Strategic Planning	5B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Captain - Training	5B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Chief	25U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Fire Chief - Training	6B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Equipment Operator	2B	IAFF	45.0000	45.0000	45.0000	.0000	45.0000
Fire Financial Administrative Coordinator	21AH	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Fire Hazard Inspector	20A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Fire Lieutenant	3B	IAFF	34.0000	34.0000	34.0000	.0000	34.0000
Fire Lieutenant - Fire Prevention Inspector	3B	IAFF	4.0000	3.0000	3.0000	.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 Marshal	6B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Firefighter	1B	IAFF	77.0000	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

Subtotal Fire GOF

199.0000	198.0000	199.0000	1.0000	199.0000
199.0000	198.0000	199.0000	1.0000	199.0000

TOTAL FIRE DEPARTMENT

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

APPENDIX C

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY16 Authorized	FY2017 AUTHORIZED	FY2018 REQUEST	Change from 2017	FY2018 FTE
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	1.0000	.0000	.0000	.0000	.0000
Deputy Court Clerk	12E	COURT	24.0000	24.0000	23.0000	(1.0000)	23.0000
Deputy Court Clerk Specialist	13E	COURT	2.0000	2.0000	2.0000	.0000	2.0000
District Court Judge	U05	JUDGE	6.0000	6.0000	6.0000	.0000	6.0000
Law Trained Magistrate	10S	61ST	1.0000	1.0000	1.0000	.0000	1.0000
Lead Work Assignment Clerk	15E	COURT	4.0000	4.0000	4.0000	.0000	4.0000
Probation Officer	3D	APA COURT	7.0000	7.0000	7.0000	.0000	7.0000
Probation Officer I I	05DA	APA COURT	3.0000	3.0000	3.0000	.0000	3.0000
Urinalysis Laboratory Manager	18E	COURT	1.0000	1.0000	1.0000	.0000	1.0000
Victim Services Counselor	02D	APA COURT	1.0000	1.0000	1.0000	.0000	1.0000
Work Crew Supervisor	16E	COURT	4.0000	4.0000	4.0000	.0000	4.0000
<i>Subtotal Operating</i>			83.0000	82.0000	81.0000	(1.0000)	81.0000
DISTRICT COURT GRANTS FUND							
DART On - Call Worker- PT at 0.50 FTE	05T	61STHR	4.0000	4.0000	4.0000	.0000	2.0000
DART Team Leader - PT at 0.75 FTE	09T	APA COURT	1.0000	.0000	1.0000	1.0000	1.0000
Probation Officer	3D	APA COURT	1.0000	1.0000	1.0000	.0000	1.0000
Surveillance Officer - PT at 0.50 FTE	06T	61STHR	2.0000	1.0000	1.0000	.0000	.5000
Urinalysis Technician - PT at 0.50 FTE	1E	COURTPT	4.0000	4.0000	4.0000	.0000	2.0000
<i>Subtotal Grants</i>			12.0000	10.0000	11.0000	1.0000	6.5000
TOTAL 61ST DISTRICT COURT			95.0000	92.0000	92.0000	.0000	87.5000

APPENDIX C

Group / Department

Org / Fund

Position Titles

Range

**Bargaining
Unit**

**FY16
Authorized**

**FY2017
AUTHORIZED**

**FY2018
REQUEST**

**Change from
2017**

FY2018 FTE

ATTORNEY'S DEPARTMENT (E540)

GENERAL OPERATING FUND

Assistant City Attorney I	13U	EXECPLAN	2.0000	2.0000	2.0000	.0000	2.0000
Assistant City Attorney II	17U	EXECPLAN	4.0000	4.0000	4.0000	.0000	4.0000
Assistant City Attorney III	22U	EXECPLAN	4.0000	1.0000	1.0000	.0000	1.0000
Business Manager	13	MGTNON	.0000	1.0000	1.0000	.0000	1.0000
City Attorney		APPOINT	1.0000	1.0000	1.0000	.0000	1.0000
Deputy City Attorney	24U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Director of Legal Affairs	23U	EXECPLAN	.0000	3.0000	3.0000	.0000	3.0000
Legal Secretary I	3U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Legal Secretary II	7U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant III	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant IV	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Secretary To The City Attorney	8U	MGTNON	1.0000	.0000	.0000	.0000	.0000

TOTAL ATTORNEY'S DEPARTMENT

17.0000 17.0000 17.0000 .0000 17.0000

F. FISCAL SERVICES GROUP

FLEET & FACILITIES DEPARTMENT (F610)

FACILITIES MANAGEMENT FUND

Building Maintenance Mechanic I / II	13A /16A	GREIU	6.0000	6.0000	6.0000	.0000	6.0000
Business Manager	13	APA	1.0000	1.0000	1.0000	.0000	.4500
Chief Financial Officer	25U	MGTNON	.0000	.0000	.0000	.0000	.0750
Director Of Facilities And Fleet Management	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.4500
Facilities Maintenance Superintendent	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Facilities Maintenance Supervisor	12	APA	2.0000	3.0000	3.0000	.0000	3.0000
Facilities Maintenance Technician	23A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Financial Analyst	12	APA	1.0000	1.0000	1.0000	.0000	.4000
Financial Assistant II	13A	GREIU	.0000	.0000	.0000	.0000	.2500
Information Systems Coordinator	15	APA	.0000	.0000	.0000	.0000	.5000

APPENDIX C

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY16 Authorized	FY2017 AUTHORIZED	FY2018 REQUEST	Change from 2017	FY2018 FTE
Office Assistant I I I	12A	GREIU	.0000	.0000	.0000	.0000	.5000
<i>Subtotal Facilities</i>			<u>13.0000</u>	<u>14.0000</u>	<u>14.0000</u>	<u>.0000</u>	<u>13.6250</u>
MOTOR EQUIPMENT SERVICES FUND							
Business Manager	13	APA	.0000	.0000	.0000	.0000	.4500
Chief Financial Officer	25U	EXECPLAN	.0000	.0000	.0000	.0000	.0750
Director Of Facilities And Fleet Management	23U	EXECPLAN	.0000	.0000	.0000	.0000	.4500
Equipment Maintenance Superintendent	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Equipment Maintenance Supervisor	12	APA	2.0000	2.0000	2.0000	.0000	2.0000
Equipment Service Worker	12A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	.4000
Financial Assistant I I	13A	GREIU	1.0000	1.0000	1.0000	.0000	.7500
Fleet Equipment Manager	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Fleet Operations Instructor	21A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Heavy Equipment Mechanic	17A	GREIU	10.0000	10.0000	9.0000	(1.0000)	9.0000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	.5000
Lead Equipment Mechanic	19A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Light Equipment Mechanic	16A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Materials Resource Planning Supervisor	10	APA	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	.0000	.5000
Storekeeper I I	14A	GREIU	2.0000	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>			<u>33.0000</u>	<u>33.0000</u>	<u>32.0000</u>	<u>(1.0000)</u>	<u>32.1250</u>
VEHICLE STORAGE FUND							
Business Manager	13	APA	.0000	.0000	.0000	.0000	.1000
Buyer	10	APA	1.0000	1.0000	1.0000	.0000	1.0000
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	.1000
Director Of Facilities And Fleet Management	23U	EXECPLAN	.0000	.0000	.0000	.0000	.1000
<i>Subtotal Vehicle Storage</i>			<u>1.0000</u>	<u>1.0000</u>	<u>1.0000</u>	<u>.0000</u>	<u>1.3000</u>
TOTAL FLEET & FACILITIES DEPARTMENT			<u>47.0000</u>	<u>48.0000</u>	<u>47.0000</u>	<u>(1.0000)</u>	<u>47.0500</u>

APPENDIX C

Group / Department

Org / Fund

Position Titles

Range

**Bargaining
Unit**

**FY16
Authorized**

**FY2017
AUTHORIZED**

**FY2018
REQUEST**

**Change from
2017**

FY2018 FTE

FISCAL SERVICES DEPARTMENT (F620)

ASSESSOR'S OFFICE-GENERAL OPERATING FUND

Assessment Records Specialist	18A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Assistant City Assessor	17	APA	.0000	1.0000	1.0000	.0000	1.0000
Certified General Appraiser	24A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
City Assessor	22U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Deputy City Assessor	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
Chief Financial Officer	25U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Real and Personal Property Appraiser I & II	15A / 20A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Real and Personal Property Appraiser III	23A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Real Property Assessment Aide	11AH	GREIU	1.0000	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	15.0000	15.0000	.0000	15.1500

FISCAL ADMINISTRATION OFFICE-GENERAL OPERATING FUND

Administrative Analyst I	11	APA	1.0000	.0000	.0000	.0000	.0000
Administrative Analyst II	16	APA	.0000	1.0000	1.0000	.0000	.5000
Administrative Secretary	5U	MGTNON	1.0000	.0000	.0000	.0000	.0000
Budget Specialist	9U	MGTNON	.0000	1.0000	1.0000	.0000	1.0000
Chief Financial Officer	25U	MGTNON	.0000	1.0000	1.0000	.0000	.1000
Debt And Authority Finance Officer	17	APA	1.0000	1.0000	1.0000	.0000	.4300
Deputy Chief Financial Officer	22U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Deputy City Manager (CFO)	26U	EXECPLAN	1.0000	.0000	.0000	.0000	.0000
Financial Systems Administrator	17	APA	.0000	.0000	2.0000	2.0000	2.0000
LEAN Manager	18	APA	.0000	.0000	1.0000	1.0000	1.0000
Performance Mgmt Financial Rpting Specialist	14	APA	1.0000	1.0000	.0000	(1.0000)	.0000
<i>Subtotal Fiscal Admin</i>			6.0000	6.0000	8.0000	2.0000	6.0300

PURCHASING OFFICE-GENERAL OPERATING FUND

Buyer	10	APA	1.0000	1.0000	1.0000	.0000	1.0000
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APPENDIX C

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY16 Authorized	FY2017 AUTHORIZED	FY2018 REQUEST	Change from 2017	FY2018 FTE
City Purchasing Agent	20U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Chief Financial Officer	25U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Senior Buyer	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Purchasing</i>			<u>3.0000</u>	<u>3.0000</u>	<u>3.0000</u>	<u>.0000</u>	<u>3.1500</u>
BUDGET OFFICE-GENERAL OPERATING FUND							
Budget Analyst - Specialty Level C	16	APA	2.0000	2.0000	2.0000	.0000	2.0000
Chief Financial Officer	25U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
<i>Subtotal Budget</i>			<u>2.0000</u>	<u>2.0000</u>	<u>2.0000</u>	<u>.0000</u>	<u>2.1500</u>
INCOME TAX OFFICE-GENERAL OPERATING FUND							
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Chief Financial Officer	25U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Income Tax Administrator	20U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Income Tax Compliance Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Income Tax Operations Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Income Tax Examiner	21A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Income Tax Specialist I	15AH	GREIU	5.0000	6.0000	6.0000	.0000	6.0000
Income Tax Specialist II	18A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
<i>Subtotal Income Tax</i>			<u>15.0000</u>	<u>16.0000</u>	<u>16.0000</u>	<u>.0000</u>	<u>16.1500</u>
TOTAL FISCAL SERVICES DEPARTMENT			<u>40.0000</u>	<u>42.0000</u>	<u>44.0000</u>	<u>2.0000</u>	<u>42.6300</u>
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>			<u>1.0000</u>	<u>1.0000</u>	<u>1.0000</u>	<u>.0000</u>	<u>1.0000</u>
INFORMATION TECHNOLOGY FUND							
Administrative Analyst I	11	APA	1.0000	.0000	.0000	.0000	.0000
Chief Financial Officer	25U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Director Of Information Technology	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	.1000

APPENDIX C

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY16 Authorized	FY2017 AUTHORIZED	FY2018 REQUEST	Change from 2017	FY2018 FTE
Information Technology Manager	18	APA	.0000	1.0000	1.0000	.0000	1.0000
Network And Operations Administrator	18	APA	1.0000	.0000	.0000	.0000	.0000
<i>Subtotal IT Fund</i>			3.0000	2.0000	2.0000	.0000	2.2500
TOTAL TECHNOLOGY & CHANGE MGT DEPT			4.0000	3.0000	3.0000	.0000	3.2500

TREASURY DEPT (F640)

TREASURER'S OFFICE - GENERAL OPERATING FUND

Accountant I	21A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Accountant II	12	APA	.0000	1.0000	1.0000	.0000	1.0000
Accounts Adjustment Coordinator	17A	GREIU	1.0000	.0000	.0000	.0000	.0000
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	.9000
Administrative Analyst I - Accounting	11	APA	1.0000	1.0000	1.0000	.0000	.4000
Administrative Secretary	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Business Office Representative	16AH	GREIU	3.0000	3.0000	3.0000	.0000	2.4000
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	.8000
Deputy City Treasurer	18	APA	1.0000	1.0000	1.0000	.0000	.8000
Financial Assistant I	11A	GREIU	2.0000	2.0000	2.0000	.0000	1.0000
Investment Analyst	21A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant I I	10A	GREIU	1.0000	.0000	.0000	.0000	.0000
Public Accounts Collector	19A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Treasurer GOF</i>			18.0000	17.0000	17.0000	.0000	13.7000

TREASURER'S OFFICE - WATER FUND

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

APPENDIX C

Group / Department

Org / Fund

Position Titles

Range

**Bargaining
Unit**

**FY16
Authorized**

**FY2017
AUTHORIZED**

**FY2018
REQUEST**

**Change from
2017**

FY2018 FTE

City Treasurer		APPOINT	.0000	.0000	.0000	.0000	.1000
Deputy City Treasurer	18	APA	.0000	.0000	.0000	.0000	.1000
Financial Assistant I	11A	GREIU	.0000	.0000	.0000	.0000	.8000
<i>Subtotal Treasurer - Water Fund</i>			.0000	.0000	.0000	.0000	2.3000
TREASURER'S OFFICE - REFUSE FUND							
Administrative Analyst I - Accounting	11	APA	.0000	.0000	.0000	.0000	.1000
Business Office Representative	16AH	GREIU	.0000	.0000	.0000	.0000	.3000
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	.1000
Deputy City Treasurer	18	APA	.0000	.0000	.0000	.0000	.1000
Financial Assistant I	11A	GREIU	.0000	.0000	.0000	.0000	.2000
<i>Subtotal Treasurer - Refuse Fund</i>			.0000	.0000	.0000	.0000	1.0000
TOTAL TREASURY DEPARTMENT			18.0000	17.0000	17.0000	.0000	17.0000

COMPTROLLER'S DEPARTMENT (F650)

GENERAL OPERATING FUND

Accountant I	21A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Accounts Payable Supervisor	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Secretary	5U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
City Comptroller		ELECTED	1.0000	1.0000	1.0000	.0000	1.0000
Deputy City Comptroller	22	APA	1.0000	1.0000	1.0000	.0000	1.0000
Financial Analyst	12	APA	2.0000	2.0000	2.0000	.0000	2.0000
Financial Analyst II	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Financial Assistant I	11A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Financial Assistant I I	13A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Financial Systems Administrator	17	APA	2.0000	2.0000	.0000	(2.0000)	.0000
Financial Systems Analyst	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Internal Auditor I	12	APA	.0000	.0000	1.0000	1.0000	1.0000

APPENDIX C

Group / Department

Org / Fund

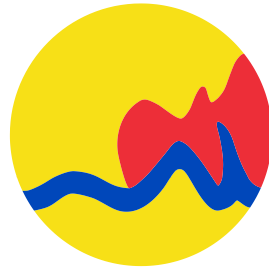
Position Titles	Range	Bargaining Unit	FY16 Authorized	FY2017 AUTHORIZED	FY2018 REQUEST	Change from 2017	FY2018 FTE
Internal Auditor I I	14	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Payroll Supervisor	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
TOTAL COMPROLLER'S DEPARTMENT			17.0000	17.0000	15.0000	(2.0000)	15.0000
RETIREMENT ACTIVITIES (G110) - NON BUDGETED							
RETIREMENT OFFICE - Not Budgeted							
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Executive Director Pension Systems	22U	PENSION	1.0000	1.0000	1.0000	.0000	1.0000
Retirement Services Specialist	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Retirement Systems Assistant	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
TOTAL RETIREMENT OFFICE			4.0000	4.0000	4.0000	.0000	4.0000
AUTHORITIES (G210) - NON BUDGETED FUNDS							
DOWNTOWN DEVELOPMENT AUTHORITY - NOT BUDGETED BY CITY							
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	.3300
<i>Subtotal DDA</i>			.0000	.0000	.0000	.0000	.3300
TAX INCREMENT FINANCE AUTHORITY - NOT BUDGETED BY CITY							
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	.0300
<i>Subtotal TIFA</i>			.0000	.0000	.0000	.0000	.0300
BROWNFIELD - NOT BUDGETED BY CITY							
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	.4000
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	.0600
Deputy City Manager	26U	EXECPLAN	.0000	.0000	.0000	.0000	.0500
Economic Development Assistant	16A	GREIU	1.0000	.0000	.0000	.0000	.6000
Economic Development Coordinator I / I I	14 / 17	APA	1.0000	2.0000	2.0000	.0000	1.6000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.2000
<i>Subtotal Brownfield</i>			3.0000	3.0000	3.0000	.0000	2.9100
SMARTZONE - NOT BUDGETED BY CITY							
Administrative Analyst I	11	APA	.0000	.0000	.0000	.0000	.4000

APPENDIX C

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY16 Authorized	FY2017 AUTHORIZED	FY2018 REQUEST	Change from 2017	FY2018 FTE
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	1.0000	1.0000	.0000	.1500
Economic Development Director	21U	EXECPLAN	1.0000	.0000	.0000	.0000	.0000
Managing Director	24U	EXECPLAN	.0000	1.0000	1.0000	.0000	.3000
<i>Subtotal Smartzone</i>			1.0000	2.0000	2.0000	.0000	.9500
DOWNTOWN IMPROVEMENT DISTRICT - NOT BUDGETED BY CITY							
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	.0500
<i>Subtotal DID</i>			.0000	.0000	.0000	.0000	.0500
TOTAL AUTHORITIES - NON BUDGETED FUNDS			4.0000	5.0000	5.0000	.0000	4.2700
TOTAL AUTHORIZED ROSTER FOR FY2018			1,553.0000	1,568.0000	1,581.0000	13.0000	1,520.2500



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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.

B

BOND

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

BUDGET ORDINANCE

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

C

CAPITAL IMPROVEMENT FUNDS

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

CAPITAL EXPENDITURE

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

COST ALLOCATION

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

D

DASH

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

DEBT SERVICE FUNDS

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

DEFICIT

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

DEPARTMENT

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

DEPRECIATION

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

DID

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

E

ENCUMBRANCE

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

ENTERPRISE FUNDS

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

F

FISCAL PLAN

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

FISCAL YEAR

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

FUND

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

FUND BALANCE

The difference between assets and liabilities of a fund.

FUND TYPE

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

FY

Fiscal Year

G

GASB

Governmental Accounting Standards Board

GENERAL OPERATING FUND (GENERAL FUND) (GOF)

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

GAAP - GENERALLY ACCEPTED ACCOUNTING PRINCIPLES

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

GFOA

Government Finance Officers of America

GIS

Geographical Information System, a computerized mapping of an area.

GOVERNMENTAL FUNDS

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

H

HEADLEE AMENDMENT

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

HOMESTEAD, i.e., MICHIGAN HOMESTEAD EXEMPTION

(Principal Residence Exemption)

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

I

I
IFT – INDUSTRIAL FACILITY TAX

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

INFRASTRUCTURE

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

INTERNAL SERVICE FUNDS

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

M

MDOT

Michigan Department of Transportation

MILL

One one-thousandth of a dollar.

MILLAGE

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

MODIFIED ACCRUAL

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

N

NET INCOME

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

NEZ – Neighborhood Enterprise Zone

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

O

OPERATING INCOME

The excess of operating revenues over operating expenses.

OPERATIONAL THEME

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

P

PERMANENT FUNDS

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

PROPRIETARY FUNDS

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

R

RENAISSANCE ZONES

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

RESOURCES

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

RETAINED EARNINGS

An equity account reflecting the accumulated earnings of an enterprise.

REVENUE BONDS

Bonds payable from a specified source of revenue which does not represent a pledge of the full faith and credit of an issuer. These bonds are ordinarily

backed by a pledge of revenues from the operation of the project which the bonds finance or other special assessments or excise taxes.

S

SEV

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

SPECIAL REVENUE FUNDS

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

SUSTAINABILITY PLAN

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

T

TAX INCREMENT

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

TAXABLE VALUE

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

TIFA

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

U

USER FEES

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



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The Sustainable City Platform comprises three phases. Each phase has been designed to address specific areas to ensure the sustainability of the City. The goals identified within Phase I were reached ahead of the June 30, 2015 deadline, helping the City transform its operation to become sustainable. Phase II-Sustainable Asset Management is underway and is on track to help our organization reach an important milestone in our transformation journey. Critical assets such as parks, streets, and City facilities are maintained according to an Asset Management Plan, thus enhancing the quality of life needed in a prosperous community. The implementation of Phase III will help embed the principles we have learned during our journey. This will ensure continuous improvement and innovation are part of decisions made all levels within our organization.

On March 7, 2017, the City Commission adopted a revised version of Phase III of the City’s Transformation Plan that included the incorporation of new value streams designed to address the following areas: 1. Housing, 2. Aligning ongoing expenditures with ongoing revenues, and 3. Pension. A status of all value streams in Phase III as well as a detailed list of the value streams as provided below.



PHASE III OF THE CITY'S TRANSFORMATION PLAN

PHASE III – TRANSFORMATION INVESTMENT PLAN

Continuous Improvement (2015-2020)

Phase III is focused on continuous improvement and embedding what we have learned through our transformation journey. Staff designed Phase III to further strengthen the link to the Sustainability Plan. Phase III has been organized into four themes: 1) Economic, 2) Social, 3) Environment, and 4) Governance; ten long-term goals, thirty-one outcomes, thirty-four strategies, and one hundred sixty-nine value streams. This will ensure that future efforts related to the transformation of our organization continue to connect to the City's Sustainability Plan and ultimately, to Key Performance Indicators.

Staff will continue to apply the principles we have learned during our transformation journey. We have incorporated these principles into Phase III Beyond that we are taking steps to ensure our learning becomes part of the fabric of our organization. The principles for success in our transformation include: 1) Investment for Valued Outcomes; 2) Plan, Leap, Learn, Improve, and Repeat; 3) Measure; and 4) Monitor.

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 then be able to communicate that information in a transparent manner to Commissioners, citizens, and staff.

An owner has been assigned to each value stream within this plan. Owners will provide updates to the City Commission throughout the year. Pages 1-25 reflect active value streams, and pages 26-29 contain completed value streams.



This chart illustrates the status of the value streams in Phase III of the City's Transformation Plan.

Not Started	Closed (No ROI)	Showing Momentum - No Key decision within 30-160 days	Showing Momentum - Key decision within 90-160 days	Showing Momentum - Key decision within 30-90 days	Next Step: City Commission Decision	Key Decision Made: Implementing	Completed
10-13 Heemstra 10-15 Jelks 11-11 Schulz 11-17 Klooster 13-32 Heemstra 13-61 Jelks	11-36 Stout 11-38 Kiddle 12-01 Alibasic 12-12 Lunn	10-08 Zull 10-11 DeLong 10-17 Caudill 11-14 Bohatch 11-15 Bohatch/Wood 11-16 Bohatch 11-21 Jelks 11-22 Hitchcock 11-23 Hitchcock 11-26 Caudill 11-28 Caudill 11-29 Business Developer 11-31 Stout 11-32 Rahinsky 11-39 Rahinsky 11-44 Rahinsky 11-51 Lehman 11-52 Lehman 12-03 Reimer 12-08 Lehman 12-14 Hurt 12-15 Hurt 12-17 Rivette 12-24 Naramore 12-26 Naramore 12-31 DeLong 12-32 Marquardt 12-33 Marquardt 13-06 Dood 13-07 Dood 13-12 Hltchcock 13-13 Guitar 13-14 Sundstrom 13-17 Buhrer 13-18 Merren 13-19 Buhrer 13-21 Buhrer 13-24 Buhrer 13-28 Guitar 13-30 Stout 13-31 Rahinsky 13-37 Glover 13-43 Marquardt 13-44 Marquardt 13-48 DeLong 13-50 Managing Directors 13-51 Dept Directors 13-52 Dept Directors 13-53 Sundstrom 13-54 Buhrer 13-57 Jelks 13-59 Jelks 13-60 Jelks 13-62 Jelks 13-63 Jelks 13-64 Jelks	10-05 Wood 10-10 Wood 10-12 Wood 11-03 Stout 11-13 Klooster 11-19 Schulz 11-33 Jelks 11-49 Lehman 12-02 Lunn 12-27 Naramore 12-34 Marquardt 12-35 Marquardt 13-22 Buhrer 13-38 Almonte 13-45 Ganic 13-46 Ganic 13-55 Jelks 13-58 Jelks	11-05 Stout 11-08 Wood 11-18 Schulz 11-37 Hitchcock 12-06 Zull 12-13 Hurt 12-19 Lunn 13-05 Dood 13-11 Klimas 13-15 Buhrer 13-16 Buhrer	11-04 Stout 11-06 Schulz 11-34 O'Neal 12-09 Lunn 12-11 DeLong 12-23 Schulz 12-25 Naramore	10-02 Wood 10-03 Wood 10-06 Wood 10-07 Wood 10-09 Wood 10-16 Wood 11-01 Schulz 11-02 Schulz 11-07 Wood 11-40 Sundstrom 11-48 Zull 11-50 Lehman 11-53 Lehman 12-02 Lunn 12-04 Thompson 12-06 Zull 12-21 Naramore 12-22 Naramore 12-28 Naramore 12-29 Buhrer 13-04 Klimas 13-09 Almonte 13-10 Buhrer 13-25 Almonte 13-26 Guitar 13-29 Klimas 13-34 Glover 13-35 Globensky 13-40 Reimer 13-41 Zull 13-49 DeLong	10-01 Wood 10-04 DeLong 10-14 Wood 11-09 Bohatch 11-10 Wood 11-12 Klooster/Bartley 11-20 Jelks 11-24 Caudill 11-25 Caudill 11-27 Caudill 11-30 Almonte 11-35 Hitchcock 11-41 Bohatch 11-42 Rahinsky 11-43 Rahinsky 11-45 Rahinsky 11-46 Rahinsky 11-47 Lehman 12-05 Alibasic 12-07 Reimer 12-10 Lunn 12-16 Lunn 12-18 Schulz 12-20 Lunn 12-30 McCaul 13-01 Buhrer 13-02 Buhrer 13-03 Buhrer 13-08 Almonte 13-20 Reimer 13-23 Globensky 13-27 Hitchcock 13-33 Koeze 13-36 O'Neal 13-39 Klimas 13-42 Lunn 13-47 Klimas 13-56 Jelks

ECONOMIC: ECONOMIC OPPORTUNITY

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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BIOTECHNOLOGY, HEALTH SERVICES AND OTHER KNOWLEDGE BASED INDUSTRIES ARE PRIORITIES FOR BUSINESS INVESTMENT

Partner with colleges, universities and other regional organizations to ensure innovation-driven strategies that encourage the use of knowledge resources and investment in talent and infrastructure

Facilitate development of MSU research facility on former Grand Rapids Press property						Kara Wood	Eric DeLong, Suzanne Schulz	10-02
Improve outcomes generated by StartGarden and The Right Place each fiscal year						Kara Wood	Eric DeLong	10-03

A NURTURING ENVIRONMENT FOR BUSINESS

Develop partnerships throughout the City and the region to support the development and enduring success of new and/or growing businesses and to create thriving commercial and industrial areas as well as successful neighborhood business districts

Leverage Bus Rapid Transit operations to improve investments in neighborhood business districts along the Division Corridor (Burton/Division) and incorporate TOD within Southtown CID and Grandville CID						Kara Wood	Eric DeLong	10-05
Support innovation and entrepreneurship at the neighborhood level through investment in direct services						Kara Wood	Eric DeLong	10-06
Match public investment and incentives to private and other investments to encourage improvements of business districts. Create measurables and collect data from CIDs						Kara Wood	Eric DeLong	10-07
Develop a Business Plan for a 1 GB or better fiber district smart city initiative						Chris Zull	Kara Wood	10-08
Consider and develop new financial incentive models with community partners						Kara Wood	Eric DeLong	10-09
Proceed with financial and logistical planning required to relocate facilities deployed on the 201 Market Property and the marketing of the site for redevelopment						Kara Wood	Eric DeLong	10-10
Increase the planning and economic development awareness in neighborhood experiencing growth. Communicate planning and economic development with an authentic voice for us by us						Eric DeLong	Kara Wood, Suzanne Schulz	10-11

ECONOMIC: ECONOMIC OPPORTUNITY

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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JOB CREATION

Facilitate business development to support job creation using tax incentives, Brownfield Redevelopment Grants, site location assistance, Corridor Improvement Districts, special tax zones, bonding authority, public infrastructure improvement and more

Partner with DGRI based on GR Forward Plan to increase level of innovation and entrepreneurship employment within the DDA and Smartzone						Kara Wood	Eric DeLong	10-12
Work with GRPS to increase awareness about the city and schools commitment to supporting local businesses (Mayor's 100)						Lynn Heemstra	Kara Wood	10-13
Work with Talent 2025, To College-Through College, and The Right Place to increase college level entry jobs						Mari Beth Jelks	H.R. Team	10-15
Develop and implement a Strategic Plan for attraction of blue economy, water-based, business development opportunities						Kara Wood	Josh Naramore	10-16
Promote City-related incentives for contractors of all types who employ and/or offer apprenticeships programs to students 15-24 from community programs						Patti Caudill	Lynn Heemstra	10-17

SOCIAL: GREAT NEIGHBORHOODS

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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QUALITY DESIGN AND CONSTRUCTION

Promote quality design and construction consistent with neighborhood character which encourages efficient land use, green building design, and alternatives to automobile dependency

Implement provisions of the Michigan Street Corridor Plan						Suzanne Schulz	Jay Steffen	11-01
	Review Zoning Ordinance for impediments to neighborhood redevelopment					Suzanne Schulz	Kristen Turkelson	11-02

VITAL NEIGHBORHOOD INFRASTRUCTURE

Promote quality neighborhood infrastructure (condition of housing, city streets and sidewalks; availability of parking; existence of trees and green space; and access to parks and recreation amenities) as an important element of any neighborhood

	Create a community collaboration to promote and provide training and education for neighborhood associations and community organizing groups/individuals on a variety of capacity building topics, such as how to engage and inform development projects in their areas, community organizing, City advocacy and policy change strategies, racial equity and healing, hire local campaign, City boards and commissions, tenant/housing rights, neighborhood match fund (2015 recommendation), etc.					Stacy Stout	Frank Coronado	11-03
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SOCIAL: GREAT NEIGHBORHOODS

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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VITAL NEIGHBORHOOD INFRASTRUCTURE

Promote quality neighborhood infrastructure (condition of housing, city streets and sidewalks; availability of parking; existence of trees and green space; and access to parks and recreation amenities) as an important element of any neighborhood

Implement a neighborhood match fund or similar initiative	Stacy Stout	Tom Almonte	11-04
Build pipelines that includes community-based communication, to increase participation of residents with neighborhood associations, business districts, CIDs and BIDs	Stacy Stout	Steve Guitar	11-05
Improve the walkability and bikability of City neighborhoods	Suzanne Schulz	Josh Nara-more	11-06
Increase the use of Brownfield incentives to improve vital neighborhood infrastructure	Kara Wood	Jonathan Klooster	11-07

VIBRANT NEIGHBORHOOD BUSINESS DISTRICTS

Facilitate diversity of business types and the ability of individuals to own and operate businesses essential to maintaining a great neighborhood

Further develop the service delivery neighborhood econ gardening in city	Kara Wood	Eric DeLong	11-08
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SOCIAL: GREAT NEIGHBORHOODS

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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HOUSING OPPORTUNITIES AND CHOICES

Ensure a mix of housing types (single family, multi-family, accessible) and price ranges are available for all people throughout the City

Amend the Zoning Ordinance to define cooperative and co-housing; and consider Special Land Uses for Planning Commission approval

Establish best practices and coordinate programs to make mixed-income housing projects more achievable

Develop education materials/ campaign supporting the benefits of balanced, mixed-income neighborhoods with a variety of housing choices; and the need for affordable housing for all

Form a Housing Trust Fund

Use the high number of vacant homes to increase the supply of affordable housing

Suzanne Schulz	Kristin Turkelson	11-11
Jonathan Klooster	Kara Wood	11-13
Connie Bohatch	Suzanne Schulz	11-14
Connie Bohatch, Kara Wood	Landon Bartley	11-15
Connie Bohatch	N/A	11-16

SOCIAL: GREAT NEIGHBORHOODS

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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HOUSING OPPORTUNITIES AND CHOICES

Ensure a mix of housing types (single family, multi-family, accessible) and price ranges are available for all people throughout the City

Create a voluntary “Housing Opportunity Certification” program to provide independent, third-party ratings for quality, sustainable, mixed-income housing

Jonathan Klooster

Connie Bohatch/Kara Wood

11-17

NEIGHBORHOOD ENGAGEMENT

Establish partnerships that provide leadership development and community engagement activities to empower residents to solve problems, help one another, and improve the neighborhood

Engage the community in an Area Specific Plan for the Division Corridor (Wealthy/28th, Grandville CID)

Review Neighborhood Planning Process

Kara Wood

Josh Naramore

11-18

Suzanne Schulz

Eric DeLong

11-19

SOCIAL: SOCIAL EQUITY

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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ACCESSIBLE, INCLUSIVE, AND EQUITABLE SERVICE DELIVERY AND AMENITIES

Ensure that City services are accessible and inclusive

Enhance training for all City leadership, police/fire staff, judicial workers, and public service to include mandatory cultural competence, racial equity, social systems, mental health first aid, and implicit bias training

Mari Beth Jelks

Greg Sundstrom

11-21

Hire a consultant to study the disparity of arrest rates for certain crimes to ensure equal protection of the law

Anita Hitchcock

David Rahinsky

11-22

Hire a consultant to conduct a follow-up traffic stop racial profile study

Anita Hitchcock

David Rahinsky

11-23

Develop performance measures to ensure accessible, inclusive, and quality performance across the community

Patti Caudill

Business Developer

11-26

ANTICIPATE AND RESPOND TO DEMOGRAPHIC CHANGES IN THE COMMUNITY

Promote, recognize and celebrate our changing communities

Develop programs to foster education and understanding of the changing community

Patti Caudill

Business Developer

11-28

DIVERSE SUPPLIER AND CONTRACTING SERVICES

Promote equal opportunity in supplier and contracting services

Improve access, education, and awareness of the City's Supplier Diversity Program, procurement and contracting process to improve requisition outcomes

Business Developer

Patti Caudill

11-29

SOCIAL: SAFE COMMUNITY

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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NEIGHBORHOOD PARTNERSHIPS AND COLLABORATION

Use partnerships and collaboration with cross sector groups to promote safety

Evaluate deployment of crime-fighting technology to aid in the detection and prevention of gunfire						David Kiddle	David Rahinsky	11-38
Reconfigure and expand Community Policing model						David Rahinsky	Dan Savage	11-39
Implement the City Manager recommendations regarding building Police and Community Relations						Greg Sundstrom	David Rahinsky	11-40

SAFETY OPERATIONS AND PROGRAMS

Implement cost-effective, data-driven programs designed for high-risk groups and environments that promote safety for vulnerable groups and install and maintain City equipment and systems that ensure a safe environment for citizens

Conduct an independent audit of police protocols to understand where we can establish community court system for ticket payment to decriminalize certain crimes						David Rahinsky	David Kiddle	11-44
Complete underpass lighting						Chris Zull	Josh Naramore	11-48
Broaden the use of fire prevention efforts to reduce fire related risks in the City						John Lehman	Fire Marshal	11-49

SUSTAINABLE, OUTCOME-BASED AND COMMUNITY-FOCUSED PUBLIC SAFETY SERVICES

Maintain base fire outcomes within financial targets

Complete design and implementation of the Fire Department's Phase 1 transformative state						John Lehman	Deputy Chiefs	11-50
Execute the Vehicle Apparatus Reset Plan						John Lehman	Deputy Chiefs	11-53 334

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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REDUCTION OF ENERGY FOOTPRINT

Implement initiatives to counteract the effects of greenhouse gas emissions (GHG) to provide a cleaner and greener community and a higher quality of life

Establish ownership and funding models for development of a utility grade solar field at Butterworth Acres						(Haris Alibasic)	Mark DeClercq	12-01
Determine feasibility of Phase II Bio-Digestion at GVRBA						Mike Lunn	Eric DeLong/ Tom Almonte	12-02
Retrofit City-owned buildings to improve energy performance and to determine feasibility of renewable energy deployment onsite						Gary Reimer	Scott Buhner	12-03
Complete the full implementation of SCADA system to optimize electrical and chemical usage for water pumping, filtration, storage, and distribution						Joellen Thompson	Tom Almonte	12-04
Implement Street Lighting LED investment plan in a phased approach						Chris Zull	Tom Almonte/ Josh Naramore	12-06

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STRENGTHENING OF CLIMATE PROTECTION AND RESILIENCY

Integrate operations and preparedness measures into City plans to respond to climate change related threats and disasters

Provide or enhance access to pre-disaster training on response and recovery programs for elected officials, community leaders, agency staff, and first responders in high-risk areas, in order to help communities mobilize for recovery efficiently and effectively

John Lehman

Eric DeLong

12-08

Develop recommended hydro-logic design standards that plan for future conditions based on the state-of-the-art climate change information

Mike Lunn

Tom Almonte

12-09

Complete design, financing, implementation plan and regulatory framework for flood control and mitigation consistent with the GRForward vision and FEMA requirements

Eric DeLong

Suzanne Schulz

12-11

ENVIRONMENT: RESILIENT SYSTEMS

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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EXPANSION OF RE-USE AND RECYCLING OPPORTUNITIES

Expand re-use and recycling opportunities, as well as composting of yard waste, to decrease the amount of waste sent to landfills

Pursue opportunities to re-use final effluent from the Wastewater Plant either as a heat source or water source	Mike Lunn	Chuck Schroeder	12-12
Develop a program to ensure special events requiring a City permit provide recycling containers throughout the venue	James Hurt	Tom Almonte	12-13
Determine feasibility of implementation of household organic recycling and composting program	James Hurt	Tom Almonte	12-14

PROTECTION AND ENHANCEMENT OF NATURAL SYSTEMS

Integrate protection and restoration of natural systems into City plans as they provide ecological “services” (including flood control and storm water management)

Increase recycling customers to 60,000 to help reduce the amount of waste going into the landfills	James Hurt	Tom Almonte	12-15
Require that projects for transportation, water, energy, and other infrastructure investments include a thorough evaluation of natural infrastructure, alone or in combination with engineered or “gray” measures, to address issues such as erosion, storm water runoff, and flood storage	Carrie Rivette	Mike Lunn	12-17

LOW IMPACT DEVELOPMENT

Integrate LID (green infrastructure) into City plans to manage storm water as close to its source as possible for land development

Develop a Green Book to standardize the implementation of LID	Mike Lunn	Carrie Rivette	12-19
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ENVIRONMENT: BALANCED TRANSPORTATION

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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ALTERNATE MODES OF TRANSPORTATION AND INCREASED MOBILITY

Focus on moving people, not just vehicles and encourage the design and implementation of transportation facilities to reflect the range of transportation choices and facilitate transition between transportation modes

Implement the findings of the GR Forward Parking and Mobility Study and ensure integration with other City plans						Josh Naramore	Eric DeLong, Suzanne Schulz	12-21
Reinvent DASH services to meet the needs of the changing community in cooperation with DGRI and ITP						Josh Naramore	Eric DeLong	12-22
Complete Vital Streets Plan						Suzanne Schulz	Chris Zull	12-23
Complete a non-motorized master plan						Josh Naramore	Chris Zull	12-24
Determine the feasibility of a car or bicycle rental program						Josh Naramore	(Haris Alibasic)/ Gary Reimer	12-25
Invest in mode-shift strategies and infrastructure						Josh Naramore	Suzanne Schulz	12-26

PARKING ALTERNATIVES

Facilitate a balanced transportation system that reflects a balanced approach to parking management, including off-street parking location and design, on-street parking availability, and pricing for both on-street and off-street options, including the ability to reduce downtown congestion and provide alternative pricing options

Explore development of commuter lots in conjunction with the Silverline and LakerLine BRT routes						Josh Naramore	Eric DeLong	12-27
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ENVIRONMENT: SUSTAINABLE ASSETS

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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SUSTAINABLE ASSET MANAGEMENT

Apply integrated, lifecycle investment approach to maintenance of infrastructure assets to maximize benefits, manage risk and provide satisfactory levels of service to the public in a sustainable and environmentally responsible manner, including prioritization of needs to ensure best value is achieved

Integrate Asset Management Planning for streets, water, wastewater and traffic safety systems using current technology which complements Master Planning activities						Josh Naramore	Mark DeClercq	12-28
Invest in each asset class according to asset management plans utilizing cost-effective, short-term debt and/or cash financing						Scott Buhrer	Eric DeLong	12-29

VITAL STREETS AND SIDEWALKS

Ensure City streets and rights-of-way are accessible, attractive, and safe, serving all people of our community, contributing to the livability of our neighborhoods and business districts and increasing economic opportunity to individuals, businesses, and new development

Develop and adopt a policy framework to implement Vital Streets						Eric DeLong	Rick DeVries, Suzanne Schulz, Scott Buhrer	12-31
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PARKS, POOLS AND PLAYGROUNDS

Effectively manage and maintain City-owned parks, pools and playgrounds

Increase the level of maintenance of parks facilities from C to B level as defined by the National Recreation and Parks Association and or other identified indicators						David Marquardt	Tom Almonte	12-32
Determine the feasibility of greening Calder Plaza						David Marquardt	Josh Naramore	12-33
Increase equitable access to parks through intentional co-creation of park design and function with residents to meet their cultural/neighborhood needs. This includes equitable access to park-related employment working with the City's Human Resources department (building, maintenance, lifeguards, etc.)						David Marquardt	Stacy Stout	12-34

ENVIRONMENT: SUSTAINABLE ASSETS

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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PARKS, POOLS AND PLAYGROUNDS

Effectively manage and maintain City-owned parks, pools and playgrounds

Bring neighborhoods that lack adequate park space up to par within the number of years recommended from the 2016 Master Plan process						David Marquardt	Stacy Stout	12-35
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FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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PROVIDE VALUE TO CITIZENS AT LOWEST REASONABLE COST

Strengthen financial management processes, reporting, analysis, transparency, and control with the coordinated implementation of the Enterprise Resource Planning (ERP) software and the mission critical third party solutions interfacing with the CGI SaaS Solution strategy

Implement new enterprise financial system

Implement the foundation of document workflow management that streamlines and tracks processes currently unmanaged (i.e. contracts/grants, agendas, etc.)	Paul Klimas	Tom Almonte	13-04
Implement financial data/document management protocols	Jeff Dood	Ruth Lueders	13-05
Develop financial/operational metrics (performance measurement/kpi)	Jeff Dood	Scott Saindon	13-06
Establish monthly, quarterly, and annual financial reports to assist departments based on the nature of their operations	Jeff Dood	Ruth Lueders	13-07

GOVERNANCE: FISCALLY RESILIENT

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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PROVIDE VALUE TO CITIZENS AT LOWEST REASONABLE COST

Pursue best practices to lower the cost of government and ensure best value in service delivery

Reposition the Refuse Fund to sustainability by FY2018: a) complete deficit elimination plan; b) achieve positive revenue over expenditures for PAYT operation; c) begin increasing fund balance to reach the goal of 25%, and d) maintain recycling rates at 80%						Tom Almonte	James Hurt	13-09
			Review and make adjustments as needed to financial targets to ensure the sustainability of service in the General Operating Fund and other Operating Funds			Scott Buhner	Jeff Dood	13-10
	Develop and adopt a formal Business Continuity Plan					Paul Klimas	Jeff Dood	13-11
			Reduce the GOF district court local subsidy by at least 50%			Anita Hitchcock	Eric DeLong	13-12
			Create an electronic Welcome to GR format to be distributed by 311 and online channels			Steve Guitar	Tom Almonte	13-13
			Identify potential pension plan changes and funding strategies that can reduce pension cost and risk for the City			Greg Sundstrom	Eric DeLong, Scott Buhner, Jeff Dood	13-14

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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POLICIES AND TOOLS FOR EFFECTIVE AND EFFICIENT MANAGEMENT

Establish and communicate a comprehensive set of financial policies that shape and provide the framework for making decisions

Develop a policy that governs the reserves to be held in the General Fund as well as conditions under which reserves can be used

Scott Buhner	Greg Sundstrom	13-15
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Develop a policy that governs the reserves to be held in other funds and the conditions under which reserves can be used

Scott Buhner	Greg Sundstrom	13-16
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Develop policies that govern the integrity, directness and transparency of how the City assures stewardship over the spending of public funds including ongoing expenditures versus one-time expenditures, funding long-term liabilities such as retiree health and pensions, labor cost projections, efficiency and outsourcing

Scott Buhner	Greg Sundstrom	13-17
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Develop a policy that governs the delegation of authority and roles of staff and the processes that encourage the efficient, effective, and fair public procurement

Amie Merren	Scott Buhner	13-18
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Develop policies that govern the essential features of the budget process, including revenue estimating, labor, materials and contract services cost projections as well as the form and the principles that guide budgetary decision making

Scott Buhner	Greg Sundstrom	13-19
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FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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POLICIES AND TOOLS FOR EFFECTIVE AND EFFICIENT MANAGEMENT

Establish and communicate a comprehensive set of financial policies that shape and provide the framework for making decisions

Develop policies that govern the City's approach to financial management and condition assessment of our finances

Develop a policy that governs the use of government debt, including conditions under which debt may be used, allowable levels of debt, permissible debt instruments and methods of placing debt

Develop policies that govern the securing of funding, or 'recovering', of all costs, including the direct costs of projects and all overheads

Scott Buhrer	Greg Sundstrom	13-21
Scott Buhrer	Jeff Dood, Jana Wallace	13-22
Scott Buhrer	Ruth Lueders	13-24

GOVERNANCE: TRANSPARENT AND ACCESSIBLE

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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ENGAGED AND INFORMED COMMUNITY

Communicate decision making process outcomes in a clear and understandable manner

Provide regular updates on the City’s Transformation Investment Plan to the City Commission and the community						Tom Almonte	Owners	13-25
Develop a corporate Communications Plan						Steve Guitar	Eric DeLong	13-26
				Create coordinated social media program		Steve Guitar	Tom Almonte	13-28
Implement the foundation for data classification and retention schedule City-wide						Paul Klimas	Tom Almonte	13-29
Keep community informed about progress and work on anti-violence, racial equity, Summit recommendations, and neighborhood capacity building opportunities						Stacy Stout	Steve Guitar	13-30
Make law enforcement data transparent (disaggregate by race, age, gender to discern trends, support policing equity, transparency, and trust. Measure progress)						David Rahinsky	David Kiddle	13-31
Develop a communication plan and platform to share employment opportunities and pre-employment support resources available for 15-24 year olds						Lynn Heemstra	Stacy Stout/HR Team	13-32
Expand the 3-1-1 Customer Service program to include online and mobile access						Becky Jo Glover	Paul Klimas	13-34

GOVERNANCE: TRANSPARENT AND ACCESSIBLE

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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ENGAGED AND INFORMED COMMUNITY

Communicate decision making process outcomes in a clear and understandable manner

Expand the online payment menu to provide customers with the ability to pay multiple payments on one transaction						John Globensky	Paul Klimas	13-35
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OPEN AND INCLUSIVE GOVERNMENT

Ensure City services are easily accessible to a diverse customer base through proven best practices and coordination across all service channels

Refresh City web portal and link it to expanded social media presence

Develop a web portal application/mobile platform for use by customers which features select data on refuse routes (real time pickup data AVL), snow plowing truck locations, etc.

Becky Jo Glover	Steve Guitar	13-37
Tom Almonte	James Hurt	13-38

GOVERNANCE: GOOD GOVERNMENT

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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EFFECTIVE AND EFFICIENT SERVICE DELIVERY

Implement decisions and follow processes that make the best use of resources to serve the needs of the entire community while balancing competing interests

Develop and implement a Facilities Asset Management Plan						Gary Reimer	Mark DeClercq	13-40
Develop and implement a Street Lighting Asset Management Plan						Chris Zull	Josh Naramore	13-41
Develop and implement a Public trees Asset Management Plan that creates a robust and sustainable urban forest						David Marquardt	Joe Sulak	13-43
Develop and implement a Park Asset Management Plan						David Marquardt	Mark DeClercq	13-44

Pursue best practices to lower the cost of government and ensure best value in service delivery

Complete process value stream analysis of City Commission agenda item process; engineering project management; MES-repair process; water and sewer permitting and invoicing at the Development Center; hiring process; water and sewer rate study; and management of after-hours and weekend job expectations for field crews						Alen Ganic	Department	13-45
Continue to deploy a model that incorporates Lean process improvement using the 311 scripts						Alen Ganic	Becky Jo Glover	13-46
Continue to evolve the Michigan Municipal Services Authority partnership						Eric DeLong	Scott Buhner	13-48
Make transformational investments that have tangible, rapid return on investment (ROI) through the Transformation Fund						Eric DeLong	Scott Buhner	13-49
Explore the opportunities for improvement by aligning departments within a service group to optimize utilization of human resources, equipment, contracts, etc. in order to produce operational cost savings, increased efficiency and effectiveness of resource utilization, while maintaining or improving existing service levels						Managing Directors	Department Directors	13-50

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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EFFECTIVE AND EFFICIENT SERVICE DELIVERY

Pursue best practices to lower the cost of government and ensure best value in service delivery

			Achieve GOF operational savings from structural change of 3% each year beginning in FY2018			Department Directors	Managing Directors	13-51
			Achieve Internal Service Fund operational savings from structural change of 3% to 5% by FY2019			Department Directors	Managing Directors	13-52
			Examine consolidated Police and Fire central dispatch with Kent County			Greg Sundstrom	Eric DeLong/ Scott Buhrer	13-53
			Develop a team to lead enterprise wide adoption and management of technology tools			Scott Buhrer	Jeff Dood/Becky Jo Glover	13-54
		Develop and implement a sustainable internship, apprenticeship, and Millennials program to ensure broad-based recruitment and staff development efforts				Mari Beth Jelks	H.R. Team	13-55

GOVERNANCE: GOOD GOVERNMENT

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Primary Responsibility	Support Responsibility	Value Stream Number
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EFFECTIVE AND EFFICIENT SERVICE DELIVERY

Pursue best practices to lower the cost of government and ensure best value in service delivery

All City employment opportunities and policies are reviewed to ensure requirements do not create disparate impact, and hire within the community

Mari Beth Jelks

H.R. Team

13-62

Review and adjust staffing levels of departments to ensure desired outcomes are provided within financial targets

Mari Beth Jelks

Eric DeLong,
Scott Buhner

13-63

Develop and initiate succession planning strategy

Mari Beth Jelks

Eric DeLong

13-64

COMPLETED VALUE STREAMS

FY 15	FY 16	Primary Responsibility	Support Responsibility	Value Stream Number
Review and amend tax increment finance plan, including boundaries of Grand Rapids SmartZone		Kara Wood	Eric DeLong	10-01
Transition GR Current operation's to Emerge West Michigan not-for-profit		Eric DeLong	Kara Wood	10-04
Amend Economic Development policies to include performance matrix for use with MLBE companies, high wage jobs, and sustainability practices		Kara Wood	Alex Thomas	10-14
	Formulate an action plan based on findings of the City-wide Residential Target Market Analysis and GR Forward Housing Study	Connie Bohatch	Suzanne Schulz	11-09
	Develop an investment-based incentive framework to help facilitate achievement of the outcomes detailed in the Housing Action Plan of the City-wide and GRForward Housing Study	Kara Wood	Connie Bohatch	11-10
	Develop a policy or tool that encourages housing diversity based on income and housing types	Jonathan Klooster/ Landon Bartley	Kara Wood/ Suzanne Schulz	11-12
	Appoint a citizens oversight committee and hire a consultant to help reinvent the City's hiring practices	Mari Beth Jelks	H.R. Team	11-20
	Review the City's diversity and inclusion policies and practices	Patti Caudill	Mari Beth Jelks	11-24
	Provide a significant public education campaign about citizens' right to use the Civilian Appeals Board	Patti Caudill	Business Developer	11-25
Continue to support the Appointment Committee's objectives to increase diversity and inclusion of boards and commissions in Committee appointees		Darlene O'Neal	Patti Caudill	11-27
Complete establishment of EMS Consortium with partner communities and execute contracts with ALS providers		Tom Almonte	Eric DeLong	11-30 351

COMPLETED VALUE STREAMS

FY 15	FY 16	Primary Responsibility	Support Responsibility	Value Stream Number
Review FOIA policies to see what types of privacies for citizens who want to be involved in solving crimes have: exemption for law enforcement records: section B III		Anita Hitchcock	Chiefs	11-35
Support the work of consortium partners to evaluate the last decade and plan next steps in our collective vision		Connie Bohatch	Erin Banchoff	11-41
Develop protocols for the use of body cameras		David Rahinsky	Anita Hitchcock	11-42
	Review all GRPD policies and practice as it relates to "No Trespassing" letters/notices and "pictures & prints", along with data for these arrests. Include findings in educational plans for the broader community	David Rahinsky	Anita Hitchcock	11-43
	Begin a phased implementation of body cameras	David Rahinsky	David Kiddle	11-45
Develop police protocols that require an outside police agency to investigate all Police Officers involved in a shooting		David Rahinsky	Anita Hitchcock	11-46
Complete full implementation of foam for firefighting purposes		John Lehman	Deputy Chiefs	11-47
Convene a group of private commercial property stakeholders to implement a 2030 energy district		(Haris Alibasic)	Eric DeLong	12-05
Determine feasibility of compressed natural gas deployment in consultation with ITP and other partners for consideration of City's fleet		Gary Reimer	Haris Alibasic	12-07
Complete levee improvements at Wastewater Plant		Mike Lunn	Mark DeClercq	12-10
Utilize green infrastructure for storm water, flood control and mitigation where possible		Mike Lunn	Mark DeClercq	12-16
Partner with WhiteWater, Downtown Grand Rapids, Inc., and downtown property owners and stakeholders to develop a comprehensive plan that connects the river to residents		Suzanne Schulz	Eric DeLong	12-18
Perform a city-wide Green Infrastructure Opportunity Assessment		Mike Lunn	Carrie Rivette	12-20
	Implement the Systematic Sidewalk Program	Jeff McCaul	John Hayes	12-30

COMPLETED VALUE STREAMS

FY 15	FY 16	Primary Responsibility	Support Responsibility	Value Stream Number
Phase I: Go live with Budget		Scott Buhner	Ruth Lueders, Jeff Dood, John Globensky	13-01
Phase II: Go live with Finance		Scott Buhner	Ruth Lueders, Jeff Dood, John Globensky	13-02
	Phase III: Go live with Human Resources and Payroll	Scott Buhner	Ruth Lueders, Jeff Dood, John Globensky	13-03
Expand the City's dashboard to reflect Phases II and III of the Transformation Plan		Tom Almonte	Paul Klimas	13-08
Develop policies that govern the acquisition and lifecycle of capital assets, including planning, capital budgeting, project management and asset maintenance		Gary Reimer	Scott Buhner, Mark DeClercq	13-20
Revise policies that govern the investment of City funds including the permissible investment instruments, maturities and duration of investment instruments, standards of care for invested funds and the roles of staff and professional advisors in the investment program		John Globensky	Scott Buhner	13-23
Develop a City policy to protect citizen privacy in balance with new technology		Anita Hitchcock	Greg Sundstrom, David Rahinsky	13-27
Produce and program regular and special video content in the Spanish language for presentation on the City's cable and internet media outlets		Jon Koeze	Tom Almonte	13-33
	Develop election equipment inventory system; replace equipment as appropriate	Darlene O'Neal	Eric DeLong, Scott Buhner	13-36 353

COMPLETED VALUE STREAMS

FY 15	FY 16	Primary Responsibility	Support Responsibility	Value Stream Number
	Expand open data publishing to increase transparency and encourage citizen engagement	Paul Klimas	Becky Jo Glover	13-39
Develop and implement a Storm water Asset Management Plan		Mike Lunn	Carrie Rivette	13-42
	Identify current City services and transactions to add to self-service	Paul Klimas	Becky Jo Glover	13-47
	Develop a career path program for employees as a guide to achieve professional development objectives	Mari Beth Jelks	H.R. Team	13-56

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

<u>Strategy Name</u>	FY18 Funding	
<u>Requesting Organization and Project Name</u>	<u>Allocations</u>	
Improve Conditions of Existing Housing:		
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
Increase the Supply of Affordable Housing:		
Habitat for Humanity of Kent County - Grandville Revitalization	120,000	
ICCF - 501 Eastern	110,000	
ICCF - Stockbridge Apartments	300,000	
LINC - Southtow New Homes	200,000	
New Development Corp - CHDO Operating Support	25,000	
New Development Corp - North End Affordable Housing / ADR	200,000	
Subtotal		955,000
Improve Access to and Stability of Affordable Housing		
Fair Housing Center of West Michigan - Fair Housing Services	75,000	
Legal Aid of Western Michigan - Housing Legal Assistance	75,000	
City of GR Community Dev Dept - Homebuyer Assistance Fund	27,921	
The Salvation Army - Short Term Rental Assistance	374,321	
Subtotal		552,242
Reduce Blight and Code Violations		
City of GR Community Dev Dept - Code Enforcement	1,368,688	
City of GR Planning Dept - Historic Preservation Code Enf	55,000	
Subtotal		1,423,688
Increase Civic Engagement and Public Safety:		
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	

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

<u>Strategy Name</u>	FY18 Funding
<u>Requesting Organization and Project Name</u>	<u>Allocations</u>
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
Enhance Infrastructure and Public Facilities	
City of GR Community Development - Neighborhood Infrastructure Program	228,747
Increase Economic Opportunities	
Hispanic Center of Western Michigan - Youth Employment	60,000
Steepletown Neighborhood Services - JobStart	40,000
Subtotal	100,000
Administration and Contingency:	
Grants Administration and Contract Compliance	942,930
GR Area Coalition to End Homelessness	30,000
Subtotal	972,930
Total Neighborhood Investment Plan Funding	\$ 6,043,318
 Funding Sources:	
Community Development Block Grant (CDBG)	4,500,000
Home Investment Partnerships Grant (HOME)	1,466,140
Justice Assistance Grant (JAG)	77,178
	\$ 6,043,318

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 March, 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 March, 2017 and received ratings of Aa2 from Moody's and AA from Standard & Poor's.

APPENDIX G
DEBT SERVICE REQUIREMENTS TO MATURITY

Total Annual Principal and Interest Requirements

Fiscal Year	Utility Revenue Bonds	Vital Streets Income Tax Funded Bonds	Internal Service Fund Bonds	Authority Bonds	Capital Improvement Bonds	Other Indebtedness	Total Requirements	Per Capita Debt Service Payments
2018	\$ 36,625,088	\$ 19,507,450	\$ 225,088	\$ 19,356,601	\$ 1,458,877	\$ 3,334,112	\$ 80,507,215	\$ 428.14
2019	31,180,626	2,395,700	218,549	15,462,749	637,238	3,147,877	53,042,738	282.08
2020	31,129,261	2,395,950	155,035	14,613,107	645,761	3,545,445	52,484,559	279.11
2021	27,228,277	17,258,200	5,810	14,360,237	528,722	3,543,013	62,924,258	334.63
2022	28,651,496	2,123,950	5,653	12,194,120	525,724	3,222,672	46,723,615	248.48
2023	28,652,070	2,126,750	5,472	4,978,961	536,651	3,226,381	39,526,284	210.20
2024	28,680,449	2,124,250	5,305	4,917,693	536,445	3,228,516	39,492,658	210.02
2025	28,675,692	2,122,500	-	4,600,779	545,401	3,004,321	38,948,693	207.13
2026	28,689,024	2,126,250	-	4,591,147	538,013	3,005,371	38,949,804	207.14
2027	28,726,346	-	-	4,586,892	539,862	2,993,322	36,846,422	195.95
2028	28,726,775	-	-	4,582,413	145,654	2,989,446	36,444,288	193.81
2029	23,737,663	-	-	4,587,398	151,481	2,061,721	30,538,263	162.40
2030	22,355,748	-	-	1,839,086	147,159	2,056,537	26,398,529	140.39
2031	22,359,781	-	-	1,834,340	-	1,355,314	25,549,435	135.87
2032	22,383,541	-	-	1,833,858	-	1,357,075	25,574,474	136.01
2033	21,987,526	-	-	694,133	-	1,256,737	23,938,397	127.30
2034	23,284,614	-	-	696,219	-	1,349,450	25,330,283	134.71
2035	20,752,586	-	-	695,503	-	1,350,263	22,798,352	121.24
2036	13,061,272	-	-	699,024	-	1,049,275	14,809,571	78.76
2037	12,913,712	-	-	288,516	-	1,041,700	14,243,928	75.75
2038	12,285,158	-	-	284,310	-	-	12,569,468	66.84
2039	10,018,298	-	-	284,836	-	-	10,303,135	54.79
2040	8,266,946	-	-	285,005	-	-	8,551,951	45.48
2041	8,270,636	-	-	-	-	-	8,270,636	43.98
2042	4,050,200	-	-	-	-	-	4,050,200	21.54
2043	1,884,500	-	-	-	-	-	1,884,500	10.02
2044	1,888,250	-	-	-	-	-	1,888,250	10.04
2045	997,750	-	-	-	-	-	997,750	5.31
2046	997,500	-	-	-	-	-	997,500	5.30
TOTAL	\$ 558,460,785	\$ 52,181,000	\$ 620,912	\$ 118,266,924	\$ 6,936,988	\$ 48,118,548	\$ 784,585,157	\$ 4,172.44

APPENDIX G

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	
2018	\$ 7,405,000	\$ 11,480,470	\$ 1,079,943	\$ 298,654	\$ 1,315,000	\$ 697,602	\$ 10,375,000	\$ 3,973,419	\$ 36,625,088
2019	7,575,000	11,119,495	1,099,638	276,198	1,340,000	664,876	5,620,000	3,485,419	31,180,626
2020	7,925,000	10,756,070	1,122,615	253,280	1,380,000	631,527	5,820,000	3,240,769	31,129,261
2021	8,285,000	10,348,420	1,148,875	229,873	1,405,000	597,239	2,230,000	2,983,869	27,228,277
2022	10,115,000	9,932,570	1,168,570	205,924	1,445,000	562,264	2,335,000	2,887,169	28,651,496
2023	10,620,000	9,409,270	1,194,830	181,512	1,490,000	526,227	2,455,000	2,775,231	28,652,070
2024	11,155,000	8,881,420	1,221,090	156,530	1,530,000	489,177	2,590,000	2,657,231	28,680,449
2025	11,710,000	8,326,920	1,244,068	130,978	1,560,000	451,127	2,720,000	2,532,600	28,675,692
2026	12,300,000	7,744,820	1,270,328	104,937	1,590,000	412,389	2,865,000	2,401,550	28,689,024
2027	12,925,000	7,132,336	1,299,870	78,327	1,645,000	372,714	3,010,000	2,263,100	28,726,346
2028	13,510,000	6,540,005	1,326,130	51,063	1,675,000	331,877	3,175,000	2,117,700	28,726,775
2029	9,425,000	5,920,130	1,352,390	23,230	1,725,000	290,164	3,040,000	1,961,750	23,737,663
2030	9,875,000	5,478,709	-	-	1,755,000	247,289	3,190,000	1,809,750	22,355,748
2031	10,340,000	5,015,992	-	-	1,805,000	203,540	3,345,000	1,650,250	22,359,781
2032	10,835,000	4,531,330	-	-	1,855,606	158,605	3,520,000	1,483,000	22,383,541
2033	11,385,000	3,992,508	-	-	1,494,908	113,111	3,695,000	1,307,000	21,987,526
2034	13,575,000	3,426,290	-	-	1,210,055	76,020	3,875,000	1,122,250	23,284,614
2035	11,990,000	2,750,711	-	-	960,000	48,376	4,075,000	928,500	20,752,586
2036	7,375,000	2,154,522	-	-	755,000	27,000	2,025,000	724,750	13,061,272
2037	7,730,000	1,797,337	-	-	630,000	7,875	2,125,000	623,500	12,913,712
2038	8,110,000	1,422,908	-	-	-	-	2,235,000	517,250	12,285,158
2039	6,220,000	1,047,798	-	-	-	-	2,345,000	405,500	10,018,298
2040	6,495,000	778,696	-	-	-	-	705,000	288,250	8,266,946
2041	6,775,000	497,636	-	-	-	-	745,000	253,000	8,270,636
2042	2,850,000	204,450	-	-	-	-	780,000	215,750	4,050,200
2043	805,000	82,750	-	-	-	-	820,000	176,750	1,884,500
2044	850,000	42,500	-	-	-	-	860,000	135,750	1,888,250
2045	-	-	-	-	-	-	905,000	92,750	997,750
2046	-	-	-	-	-	-	950,000	47,500	997,500
TOTAL	\$ 238,160,000	\$ 140,816,065	\$ 14,528,345	\$ 1,990,506	\$ 28,565,569	\$ 6,908,994	\$ 82,430,000	\$ 45,061,307	\$ 558,460,785

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 program. Interest rates range from 2.0% to 2.5% for maximum terms of 20 years. Principal amounts here are based on actual bond proceeds withdrawn or on the maximum amounts of bond proceeds available for the projects. In the latter case, the amounts 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 withdrawn.

APPENDIX G

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	
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
TOTAL	\$ 17,000,000	\$ 113,050	\$ 15,000,000	\$ 939,750	\$ 15,245,000	\$ 3,883,200	\$ 52,181,000

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

APPENDIX G

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

Fiscal Year	Motor Equipment System		
	CIB Series 2013		
	Principal	Interest	Combined
2018	\$ 210,526	\$ 14,562	\$ 225,088
2019	210,257	8,292	218,549
2020	152,143	2,892	155,035
2021	5,263	547	5,810
2022	5,263	390	5,653
2023	5,238	234	5,472
2024	5,227	78	5,305
TOTAL	\$ 593,917	\$ 26,995	\$ 620,912

APPENDIX G

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Requirements

Authority Bonds - page 1 of 4

Fiscal Year	Downtown Development Authority Van Andel Arena Series 1994 Bonds		Grand Rapids Building Authority							
	Principal	Interest	Public Library Series 1998 Bonds		1 North Division Series 2002A Bonds		1 North Division Series 2004 Bonds		Weston/Commerce Ramp Series 2008 Bonds	
			Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2018	\$ 734,601	\$ 3,260,399	\$ 2,080,000	\$ 104,000	\$ 765,000	\$ 613,401	\$ 730,000	\$ 670,743	\$ 395,000	\$ 30,131
2019	144,554	700,446	-	-	805,000	570,226	770,000	629,625	415,000	10,375
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	-	-	-	-	-	-	-	-	-	-
TOTAL	\$ 879,155	\$ 3,960,845	\$ 2,080,000	\$ 104,000	\$ 12,380,000	\$ 4,110,546	\$ 12,065,000	\$ 4,617,684	\$ 810,000	\$ 40,506
	Refunded March, 2009 - See DDA Series 2009.								Refunded January, 2016 - See "Other Indebtedness"	

APPENDIX G

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					
	Police Facs/CARC I Refunding Series 2009 Bonds		Refunding/Improvements Series 2009 Bonds		Recovery Zone Econ Dev 415 Franklin/1120 Monroe Series 2010A Bonds		Federally Taxable 415 Franklin/1120 Monroe Series 2010B Bonds		Recovery Zone Econ Dev The Gallery on Fulton Ramp Series 2010C Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2018	\$ 1,835,000	\$ 287,844	\$ 345,000	\$ 190,163	\$ -	\$ 63,278	\$ 95,000	\$ 134,281	\$ 245,000	\$ 170,837
2019	1,905,000	217,719	3,510,000	175,500	-	63,278	100,000	129,646	250,000	165,796
2020	1,850,000	137,500	-	-	-	63,278	100,000	124,696	255,000	160,136
2021	1,950,000	46,500	-	-	-	63,278	110,000	119,391	260,000	154,115
2022	-	-	-	-	-	63,278	115,000	113,309	265,000	147,325
2023	-	-	-	-	-	63,278	120,000	106,611	275,000	139,826
2024	-	-	-	-	-	63,278	125,000	99,629	280,000	132,118
2025	-	-	-	-	-	63,278	135,000	92,219	290,000	124,202
2026	-	-	-	-	-	63,278	140,000	84,381	295,000	115,794
2027	-	-	-	-	-	63,278	150,000	75,644	305,000	106,884
2028	-	-	-	-	-	63,278	160,000	65,832	315,000	97,677
2029	-	-	-	-	-	63,278	170,000	55,388	325,000	87,905
2030	-	-	-	-	-	63,278	180,000	44,310	335,000	77,560
2031	-	-	-	-	-	63,278	190,000	32,600	345,000	66,901
2032	-	-	-	-	-	63,278	205,000	20,098	355,000	55,733
2033	-	-	-	-	-	63,278	215,000	6,805	365,000	44,051
2034	-	-	-	-	225,000	59,256	-	-	380,000	31,963
2035	-	-	-	-	235,000	51,033	-	-	390,000	19,470
2036	-	-	-	-	245,000	42,453	-	-	405,000	6,571
2037	-	-	-	-	255,000	33,516	-	-	-	-
2038	-	-	-	-	260,000	24,310	-	-	-	-
2039	-	-	-	-	270,000	14,836	-	-	-	-
2040	-	-	-	-	280,000	5,005	-	-	-	-
TOTAL	\$ 7,540,000	\$ 689,563	\$ 3,855,000	\$ 365,663	\$ 1,770,000	\$ 1,242,849	\$ 2,310,000	\$ 1,304,837	\$ 5,935,000	\$ 1,904,864

These bonds were advance refunded in March, 2017.
See DDA Series 2017.

APPENDIX G

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Requirements

Authority Bonds - page 3 of 4

Fiscal Year	Grand Rapids Building Authority						Brownfield Redevelopment Authority		Brownfield Redevelopment Authority	
	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		Front Ave Reconstruction South of Leonard 2012 Installment Purchase	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2018	\$ 390,000	\$ 71,248	\$ 80,000	\$ 414,402	\$ 175,000	\$ 63,800	\$ 105,000	\$ 70,463	\$ 53,000	\$ 6,611
2019	430,000	53,163	85,000	411,512	185,000	56,125	110,000	68,362	53,000	5,498
2020	430,000	32,665	90,000	408,035	355,000	43,950	110,000	65,063	53,000	4,384
2021	450,000	11,060	90,000	404,340	365,000	27,725	115,000	61,762	53,000	3,272
2022	-	-	570,000	388,250	390,000	9,750	120,000	58,313	53,000	2,158
2023	-	-	600,000	359,000	-	-	125,000	53,512	49,800	1,046
2024	-	-	630,000	328,250	-	-	130,000	48,513	-	-
2025	-	-	660,000	296,000	-	-	135,000	43,962	-	-
2026	-	-	695,000	262,125	-	-	135,000	39,238	-	-
2027	-	-	730,000	226,500	-	-	140,000	34,512	-	-
2028	-	-	765,000	189,125	-	-	145,000	29,438	-	-
2029	-	-	810,000	149,750	-	-	155,000	24,181	-	-
2030	-	-	850,000	110,375	-	-	160,000	18,563	-	-
2031	-	-	890,000	69,000	-	-	165,000	12,562	-	-
2032	-	-	935,000	23,375	-	-	170,000	6,375	-	-
2033	-	-	-	-	-	-	-	-	-	-
2034	-	-	-	-	-	-	-	-	-	-
2035	-	-	-	-	-	-	-	-	-	-
2036	-	-	-	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-	-	-	-
2038	-	-	-	-	-	-	-	-	-	-
2039	-	-	-	-	-	-	-	-	-	-
2040	-	-	-	-	-	-	-	-	-	-
TOTAL	\$ 1,700,000	\$ 168,136	\$ 8,480,000	\$ 4,040,039	\$ 1,470,000	\$ 201,350	\$ 2,020,000	\$ 634,819	\$ 314,800	\$ 22,969

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

Fiscal Year	City / County Joint Building Authority DeVos Place Series 2013B Refunding Bonds		Downtown Development Authority Refunding/Improvements Series 2017 Bonds		Total Authority Bond Requirements		
	Principal	Interest	Principal	Interest	Principal	Interest	Combined
2018	\$ 260,000	\$ 67,100	\$ 3,665,000	\$ 1,185,300	\$ 11,952,601	\$ 7,404,000	\$ 19,356,601
2019	265,000	59,225	2,080,000	1,038,700	11,107,554	4,355,195	15,462,749
2020	275,000	51,125	6,275,000	955,500	11,458,000	3,155,107	14,613,107
2021	280,000	41,400	6,345,000	641,750	11,773,000	2,587,237	14,360,237
2022	285,000	30,100	6,490,000	324,500	10,143,000	2,051,120	12,194,120
2023	300,000	18,400	-	-	3,424,800	1,554,161	4,978,961
2024	310,000	6,200	-	-	3,535,000	1,382,693	4,917,693
2025	-	-	-	-	3,390,000	1,210,779	4,600,779
2026	-	-	-	-	3,555,000	1,036,147	4,591,147
2027	-	-	-	-	3,735,000	851,892	4,586,892
2028	-	-	-	-	3,925,000	657,413	4,582,413
2029	-	-	-	-	4,135,000	452,398	4,587,398
2030	-	-	-	-	1,525,000	314,086	1,839,086
2031	-	-	-	-	1,590,000	244,340	1,834,340
2032	-	-	-	-	1,665,000	168,858	1,833,858
2033	-	-	-	-	580,000	114,133	694,133
2034	-	-	-	-	605,000	91,219	696,219
2035	-	-	-	-	625,000	70,503	695,503
2036	-	-	-	-	650,000	49,024	699,024
2037	-	-	-	-	255,000	33,516	288,516
2038	-	-	-	-	260,000	24,310	284,310
2039	-	-	-	-	270,000	14,836	284,836
2040	-	-	-	-	280,000	5,005	285,005
TOTAL	\$ 1,975,000	\$ 273,550	\$ 24,855,000	\$ 4,145,750	\$ 90,438,955	\$ 27,827,969	\$ 118,266,924
			Formerly DDA 2009 bonds				

APPENDIX G

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

Fiscal Year	Capital Improvement Bonds (CIB) Series 2007				CIB Series 2017	
	Public Museum Cap'l Repairs, Cemetery Wall & Utility Conduits		Streets Capital Repairs		Cemeteries Capital Repairs	
	Principal	Interest	Principal	Interest	Principal	Interest
2018	\$ 300,000	\$ 7,500	\$ 495,000	\$ 12,375	\$ 350,000	\$ 54,423
2019	-	-	-	-	340,000	63,040
2020	-	-	-	-	345,000	59,300
2021	-	-	-	-	345,000	54,815
2022	-	-	-	-	350,000	49,640
2023	-	-	-	-	360,000	43,515
2024	-	-	-	-	365,000	36,495
2025	-	-	-	-	375,000	28,647
2026	-	-	-	-	380,000	19,835
2027	-	-	-	-	390,000	10,335
2028	-	-	-	-	-	-
2029	-	-	-	-	-	-
2030	-	-	-	-	-	-
TOTAL	\$ 300,000	\$ 7,500	\$ 495,000	\$ 12,375	\$ 3,600,000	\$ 420,045

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

APPENDIX G

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

Fiscal Year	Capital Improvement Bond (CIB) Series 2013						CIB Series 2007, CIB 2013, and CIB 2017		
	Capital Reserve Fund Various Capital Repairs		General Fund - Fire Dept Fire Equipment		Property Management Fd Acquire 201 Market SW		Total Requirements		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Combined
2018	\$ 110,526	\$ 32,051	\$ 52,632	\$ 3,975	\$ 26,316	\$ 14,079	\$ 1,334,474	\$ 124,403	\$ 1,458,877
2019	112,821	28,722	51,282	2,427	25,641	13,305	529,744	107,494	637,238
2020	116,643	25,303	55,786	831	30,428	12,470	547,857	97,904	645,761
2021	63,158	22,624	-	-	31,579	11,546	439,737	88,985	528,722
2022	63,158	20,742	-	-	31,579	10,605	444,737	80,987	525,724
2023	68,095	18,786	-	-	36,667	9,588	464,762	71,889	536,651
2024	73,182	16,681	-	-	36,591	8,496	474,773	61,672	536,445
2025	78,261	14,425	-	-	41,739	7,329	495,000	50,401	545,401
2026	78,261	12,093	-	-	41,739	6,085	500,000	38,013	538,013
2027	85,000	9,660	-	-	40,000	4,867	515,000	24,862	539,862
2028	90,000	7,053	-	-	45,000	3,601	135,000	10,654	145,654
2029	95,000	4,296	-	-	50,000	2,185	145,000	6,481	151,481
2030	96,666	1,440	-	-	48,333	720	144,999	2,160	147,159
TOTAL	\$ 1,130,771	\$ 213,876	\$ 159,700	\$ 7,233	\$ 485,612	\$ 104,876	\$ 6,171,083	\$ 765,905	\$ 6,936,988

APPENDIX G
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 Lake Michigan Filtration Plant Imprvmts	
	Grand River Floodwalls Refunding Bonds		Shawmut Drain		Grand River Floodwalls		Grand River Floodwalls		Series 2014 Bonds	
	Series 2008 Bonds		Series 2013 Bonds		Series 2014 Bonds		Series 2016 Bonds		Series 2014 Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2018	\$ 970,000	\$ 55,738	\$ 98,635	\$ 1,365	\$ 170,000	\$ 147,396	\$ 295,000	\$ 382,850	\$ 187,687	\$ 33,641
2019	285,000	30,638	21,109	241	180,000	142,147	290,000	375,550	192,454	28,813
2020	295,000	18,669	-	-	185,000	135,746	295,000	366,775	197,342	23,863
2021	310,000	6,200	-	-	190,000	128,246	305,000	357,775	202,355	18,787
2022	-	-	-	-	200,000	120,446	315,000	346,900	207,494	13,582
2023	-	-	-	-	205,000	112,347	325,000	334,100	212,765	8,244
2024	-	-	-	-	215,000	103,946	340,000	320,800	218,199	2,771
2025	-	-	-	-	225,000	96,271	355,000	305,125	-	-
2026	-	-	-	-	230,000	89,446	370,000	287,000	-	-
2027	-	-	-	-	235,000	81,297	390,000	268,000	-	-
2028	-	-	-	-	240,000	71,796	410,000	248,000	-	-
2029	-	-	-	-	250,000	61,996	430,000	227,000	-	-
2030	-	-	-	-	255,000	53,012	450,000	205,000	-	-
2031	-	-	-	-	265,000	44,589	475,000	181,875	-	-
2032	-	-	-	-	275,000	35,475	500,000	157,500	-	-
2033	-	-	-	-	185,000	25,812	525,000	131,875	-	-
2034	-	-	-	-	290,000	15,750	550,000	105,000	-	-
2035	-	-	-	-	305,000	5,338	575,000	76,875	-	-
2036	-	-	-	-	-	-	610,000	47,250	-	-
2037	-	-	-	-	-	-	640,000	16,000	-	-
TOTAL	\$ 1,860,000	\$ 111,245	\$ 119,744	\$ 1,606	\$ 4,100,000	\$ 1,471,056	\$ 8,445,000	\$ 4,741,250	\$ 1,418,296	\$ 129,701

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

Act 34 LTGO Refunding Bonds, Series 2016

Fiscal Year	Cherry / Commerce Parking Ramp (formerly GRBA 2006 bonds)		Public Museum Repairs, Fulton Cemetery Wall, Utility Conduits, & Streets (formerly CIB 2007 bonds)		Weston / Commerce Parking Ramp (formerly GRBA 2008 bonds)		Total Requirements		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Combined
2018	\$ 195,000	\$ 198,150	\$ -	\$ 311,250	\$ 25,000	\$ 262,400	\$ 1,941,322	\$ 1,392,790	\$ 3,334,112
2019	195,000	193,275	625,000	301,875	25,000	261,775	1,813,563	1,334,314	3,147,877
2020	205,000	186,250	645,000	279,600	460,000	252,200	2,282,342	1,263,103	3,545,445
2021	210,000	177,950	670,000	253,300	480,000	233,400	2,367,355	1,175,658	3,543,013
2022	220,000	169,350	695,000	226,000	495,000	213,900	2,132,494	1,090,178	3,222,672
2023	230,000	159,200	735,000	193,725	520,000	191,000	2,227,765	998,616	3,226,381
2024	245,000	147,325	770,000	156,100	545,000	164,375	2,333,199	895,317	3,228,516
2025	255,000	134,825	805,000	116,725	575,000	136,375	2,215,000	789,321	3,004,321
2026	270,000	121,700	855,000	75,225	600,000	107,000	2,325,000	680,371	3,005,371
2027	275,000	110,825	885,000	40,575	625,000	82,625	2,410,000	583,322	2,993,322
2028	290,000	102,350	910,000	13,650	640,000	63,650	2,490,000	499,446	2,989,446
2029	295,000	93,575	-	-	660,000	44,150	1,635,000	426,721	2,061,721
2030	310,000	81,400	-	-	685,000	17,125	1,700,000	356,537	2,056,537
2031	320,000	68,850	-	-	-	-	1,060,000	295,314	1,355,314
2032	330,000	59,100	-	-	-	-	1,105,000	252,075	1,357,075
2033	340,000	49,050	-	-	-	-	1,050,000	206,737	1,256,737
2034	350,000	38,700	-	-	-	-	1,190,000	159,450	1,349,450
2035	360,000	28,050	-	-	-	-	1,240,000	110,263	1,350,263
2036	375,000	17,025	-	-	-	-	985,000	64,275	1,049,275
2037	380,000	5,700	-	-	-	-	1,020,000	21,700	1,041,700
TOTAL	\$ 5,650,000	\$ 2,142,650	\$ 7,595,000	\$ 1,968,025	\$ 6,335,000	\$ 2,029,975	\$ 35,523,040	\$ 12,595,508	\$ 48,118,548