



FINAL FISCAL PLAN FY2010-FY2014



GUIDE TO THE FISCAL PLAN

The first section of the Final Fiscal Plan contains Management Policy and Recommendations. This section includes the City Manager's transmittal letter to the City Commission. This section is the first part a reader should focus on as it contains the answers to the policy questions associated with the development of the FY2010-FY2014 Fiscal Plan.

The second red tab is titled Overview and includes general information about Grand Rapids as a city, a Budget Guide describing the process used to formulate the annual fiscal plan and overviews of appropriations, capital planning and staffing changes.

The third red tab is the Budget Policies section. The City's General Guidelines, Economic Assumptions and Mission Statement are included in this section. This allows a reader to get a better sense of the assumptions that drive the detailed development of the economic forecast of resources available as well as assumptions that led to the detailed labor cost forecasts.

Behind the Green tab a reader will find the Fund Statements for each of the funds that are addressed in the Fiscal Plan. The Fund Statements are presented in formats that are appropriate for the accounting principles that are applicable to each of the respective funds. In accordance with the Financial Guidelines, the Fund Statements are

presented in a fashion that reports FY2008 Actual Results, FY2009 Amended Budget and Estimate and Forecasts for the next five fiscal years.

Behind the blue tabs a reader will find detailed information regarding the City's Functional Groups. Each tab will contain the same basic information, beginning with a mission statement along with an organizational structure chart of the Functional Group, (i.e. the departments that are grouped to form the Functional Group), Progress reports FY2009 and FY2010 Performance Management Plans. The latter include indicators that are a specific, measurable, achievable, realistic, and time bound means of measuring whether the goal was accomplished. Also included are summaries of revenue, expenditures, and personnel for each department.

The last sections of the Fiscal Plan are the Appendices as follows:

- Appendix A – General Operating Fund Revenues by Source
- Appendix B – General Operating Fund Revenues by Department
- Appendix C – Capital
- Appendix D – Neighborhood Investment Plan
- Appendix E – Budget Calendar
- Appendix F – Long Term Indebtedness
- Appendix G – General Governmental Revenues By Source
- Appendix H – Sustainability Plan
- Appendix I – Personnel Summary
- Appendix J – Glossary

***CITY OF GRAND RAPIDS, MICHIGAN
FINAL FISCAL PLAN
FISCAL YEAR 2010 - 2014***

MAYOR

George K. Heartwell

CITY COMMISSIONERS

First Ward

James J. Jendrasiak Walt Gutowski

Second Ward

Rosalynn Bliss David LaGrand

Third Ward

Elias Lumpkins James B. White

CITY MANAGER

Gregory A. Sundstrom

CHIEF FINANCIAL OFFICER

Scott Buhrer

BUDGET PERSONNEL

Karen Mendez
Gary Mortensen
Nancy Recker
Gail Warren

As of July 1st, 2009

DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) 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, as an operations guide, as a financial plan and as a communications medium.

The City of Grand Rapids has most recently received this award for the Fiscal Year beginning July 1, 2008.

This marks the twenty first consecutive year that the City has been honored in this way by the GFOA. The award is valid for a period of one year only. We believe this current budget continues to conform to program requirements and we are submitting it to the GFOA for review.

A copy of this noteworthy award is presented on the following page.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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PRESENTED TO

**City of Grand Rapids
Michigan**

For the Fiscal Year Beginning

July 1, 2008

President

Executive Director

TABLE OF CONTENTS

	Page		Page
I MANAGER'S TRANSMITTAL LETTER	1	Permanent Funds	
		Cemetery Perpetual Care Fund	101
II OVERVIEW		Capital Improvement Funds	
Mission Statement	23	Capital Reserve Fund	102
Organizational Chart	24	Capital Improvement Fund	103
About the City	25	Streets Capital Fund	104
Budget Process	30	Debt Service Funds	
Financial Highlights and Personnel Summary	34	Debt Retirement Fund	105
III BUDGET GUIDELINES		Enterprise Funds	
General Guidelines	45	Belknap Ice Arena Fund	106
IV REVENUES		Cemeteries Operating Fund	107
Overview	55	Golf Course Subfund	108
V FUND SUMMARIES		Parking Services Fund	109
Introduction	67	Sewage Disposal System Fund	111
Fund Structure	68	Water Supply System Fund	113
Approved Appropriations by Fund Classification	69	Internal Service Funds	
Approved Appropriations by Functional Group	70	Engineering Services Fund	115
Sources and Uses	71	Facilities Management Fund	116
Combined Budgeted Funds	79	Information Technology Fund	117
General Operating Fund		Insurance Payment Fund - Health Subfund	118
Stmnt. of Operations & Changes in Fund Balance	80	Insurance Payment Fund - Risk Mgmt. Subfund	119
Department Appropriations	81	Motor Equipment System Fund	120
Special Revenue Funds		Trust Funds (Information only)	
Budget Stabilization Fund	82	Retiree Health Care - General	121
Building Inspection Fund	83	Retiree Health Care - Police	122
Community Development Fund (CDBG)	84	Retiree Health Care - Fire	123
61st District Court Fund	85	VI FUNCTIONAL GROUP/DEPARTMENTAL BUDGETS	
DNR Properties Fund	86	PUBLIC SAFETY - Summary	126
Downtown Improvement District Fund	87	- Personnel	127
Drug Law Enforcement Fund	88	Police	132
HOME Investment Partnership Fund	89	Fire	142
Local Street Fund	90	61st District Court	145
Major Street Fund	91	Attorney	146
Michigan Justice Training Fund	92	NEIGHBORHOOD SERVICES - Summary	152
Other Grants Fund	93	- Personnel	153
Parks and Recreation	94	Community Development	159
Property Management Subfund	95	Neighborhood Improvement	170
Public Library Fund	96	Parks and Recreation	177
Receivership Subfund	97	INTERNAL SERVICES - Summary	184
Refuse Collection and Disposal Fund	98	- Personnel	185
Sidewalk Repair Fund	99	Facilities & Fleet Management - Fleet Mgmt. Division	187
Vehicle Storage Facility Fund	100	- Facilities Mgmt. Division	191
		Management Svcs/Office of Children, Youth & Families	194
		Information Technology	196

TABLE OF CONTENTS

VI FUNCTIONAL GROUP/DEPARTMENTAL BUDGETS (continued)

PUBLIC WORKS - Summary	202
- Personnel	203
Streets & Sanitation	206
Traffic Safety	208
ENTERPRISE SYSTEMS - Summary	212
- Personnel	213
Engineering	218
Environmental Services	223
Water	228
PLANNING AND ECONOMIC DEVELOPMENT - Summary	236
- Personnel	237
Planning	239
Economic Development	245
Parking Services	248
Downtown Improvement District	255
FISCAL SERVICES - Summary	258
- Personnel	259
Comptroller	264
Treasurer	269
Assessor	274
Income Tax	277
Fiscal Services/Budget/Purchasing	280
HUMAN RESOURCES - Summary	286
- Personnel	287
Human Resources	289
Equal Opportunity	296
OTHER - Summary	304
- Personnel	305
Executive	310
Clerk	314
Library	321
Retiree Health	324
General Administration-Revenues	325
General Administration-Expenditures	326

VIII APPENDICES

Table of Contents - Appendices	329
A Major Revenues by Source - detail	330
B Major Revenues by Department - detail	344
C Capital Program	357
Five Year Summary Information	358
FY10 Projects by Funding Source	362
Project Detail FY2010	368
Project Detail FY2011	395
Project Detail FY2012	407
Project Detail FY2013	418
Project Detail FY2014	428
D Neighborhood Investment Plan	435
E Budget Calendar	436
F Long Term Indebtedness	437
G General Governmental Revenues - Ten year history	446
H Sustainability Plan	447
I Personnel Summary	461
J Glossary	479

August 12, 2009

Mayor and City Commissioners:

The City's fight to succeed economically has become radically more complex and the rate of change is accelerating. We intend to keep pace with changes as we transition to a more sustainable organization.

Our transition began at the January 2009 City Commission Retreat. The Retreat provided the City Commission with important information about the level of the escalating fiscal challenge to be faced. An Executive Order was approved that contained a variety of cost-saving recommendations. The Retreat also provided a renewed focus on core services that was critical in setting priorities. The City Commission authorized a series of Community Budget gatherings that proved to be instrumental in learning what mattered most to residents.

In February and March, the City Commission unanimously approved two critical amendments to the FY2009 budget. The first of those amendments reduced our FY2009 General Operating Fund (GOF) operating deficit by \$3.4 million and as a result allowed us to carry forward additional fund balance into FY2010. The second budget amendment reduced expenditures in non-GOF operations by \$3.2 million to position those funds for FY2010 and beyond.

The City Commission began their review of non-GOF budget requests on April 28.

On May 8, due to the continued decline of the economic situation, a second Executive Order providing guidance for FY2009 and FY 2010 was issued. This order included a hiring freeze, a freeze on all capital spending funded through the GOF, a freeze on all new and renewal contractual service contracts, and a freeze on all out-of-state travel and training without approval of the Interim City Manager.

On May 12 a revised Economic Review and Outlook was presented by CFO Scott Buhner to the Mayor and City Commission. In response, Supplemental Recommendations to the Preliminary Fiscal Plan Recommendations were presented on May 19.

We approached development of the FY2010 Final Fiscal Plan by:

- Clearly sizing the extent of the fiscal problem
- Taking a realistic approach to the use of fund balance
- Seeking information on what matters most to residents
- Focusing on core services
- Linking outcomes and investments with Green Grand Rapids, our sustainability work and other planning efforts
- Developing opportunities to consolidate and repurpose operations
- Developing solutions that produce multi-year cost savings
- Anticipating and developing a strategy for significant expected workforce transition
- Deploying strategic technology
- Updating fees and charges for services
- Taking savings from successful reinvention and business planning efforts that will produce results for FY 2011
- Carefully tracking national economic conditions, Michigan's financial condition and local economic performance

The result is a FY2010 Final Fiscal Plan recommendation that addresses the FY2010 \$12.2 million operating deficit forecast on May 12th, is responsive to the interests expressed at the Community Budget gatherings and seeks to maintain critical fund balance for future years. This was accomplished through an intense attention to both cost control and outcomes.

The FY2010 Final Fiscal Plan accelerates the transition we must accomplish now and prepares the way for significant work that must be completed over the next year to ensure that an effective fiscal plan can be developed for FY2011.

We have entered a period in our history that is entirely fluid and requires intense focus. Identifying and making difficult choices about costs, revenues and outcomes will require an accelerated "plan-do-check-act" cycle that will drive innovation.

Five Critical Factors Forged FY2010 Recommendations

One: The State's financial problem is our problem too. . .

The fiscal condition of the State of Michigan continues to drive much of our work. Since FY2002, the State has failed to pay Grand Rapids more than \$50 million in State Shared Revenue. As of May 5, 2009, the annual underpayment now totals approximately \$8 million per year. The Governor's Executive Order of that date was approved by the Joint House/Senate Appropriations Committee and cut Grand Rapids' revenue sharing payment by more than \$900,000 in FY2009. We amended the FY2009 GOF budget on May 12 to counter that reduction. Any revision in this estimate will

have a direct and likely adverse effect on our General Operating Fund budget. For this reason, we have sought to preserve as much GOF Fund Balance as possible by taking a measured approach to how much it is drawn down. This has helped us preserve both services and future flexibility.

The City has worked to deal with the operating deficits by addressing both expenditures and revenues, and we have done so in a citizen-centered way. The State of Michigan continues to dodge their issues. Unfortunately, their issues become our problems as they continue to act without a unified vision for a prosperous Michigan. We are more vulnerable than ever before to reductions in State Shared Revenues that support GOF services such as public safety, and gas and weight tax revenues that support maintenance and improvement of our City streets. This specter has been a definitive factor in our decisions.

Two: National and international economic forces reshape the financial markets and our retirement trusts...

In FY2007 our two pension retirement trusts were 110% and 120% funded. Both employer and employee contribution levels were at or near the lowest possible levels. This advantage was eliminated by the breathtaking decline of the financial markets over the past 18 months. We now know that our retirement funds are significantly underfunded. This means that both employee and employer contributions must move dramatically higher. Proposed changes to actuarial assumptions and plan provisions will freeze employee contributions at the bottom of the contribution range and provide additional time for the City to adjust to higher employer contributions. Nonetheless, the employer share will go from 7.7% in to 9.29% in FY2010, and 13.62% in FY2011 for the General Pension and from an FY2010 rate of 0% to an estimated 23% in FY2011 for the Police/Fire Pension. These percentages assume that we will be able to implement critical smoothing techniques that will mitigate the intense upward pressure on required contributions. The increase in employer funding requirements contributed to the FY2010 GOF operating deficit of \$2.9 million. Unless we see a significant increase in the market value of retirement plan assets over the next couple of years, the estimated pension contribution will continue to rise.

Three: The increase in annual GOF operating deficits will accelerate between now and FY2014 if no action is taken...

We dealt effectively with the expected FY2009 GOF operating deficit by adopting \$3.4 million in budget reductions early in 2009. That action reduced the expected FY2009 GOF operating deficit from \$4.4 million \$2.7 million.

In January, we projected the FY2011 GOF operating deficit would increase to \$17 million. In FY2012, the GOF operating deficit was forecast to grow to \$22.5 million. The actions taken by the City Commission, along with the impacts of the recommended budget, will significantly reduce the size of future year deficits. However, additional work is required as expected deficits remain at unacceptable levels for years beyond FY2010.

Four: Several additional funds are also showing critical strain...

Last year we reported that funds supported by the GOF and the Major and Local Street Funds were showing signs of strain. The tension has increased:

- The Major and Local Street Funds are being tested by significantly increased costs and declining revenues from Michigan's Gas and Weight tax. The tax rate has not been increased in more than a decade. Revenues have been declining for five years and are not expected to increase soon.
- The Cemetery operating subsidy has grown dramatically over the past several years due to increased cost pressures, unanticipated capital investments and a failed business plan. The FY2010 Final Fiscal Plan changes that trajectory and work is underway to remake cemetery operations in a way that further reduces required GOF support.
- The Street Capital Fund receives its primary source of revenue through a General Operating Fund transfer. The Major and Local Street Funds no longer have the resources to fund adequate operating costs let alone to contribute to capital investments. The amount contributed by the GOF is barely sufficient to match state and federal funding allocations. The GOF contribution is at risk in FY2011 and future fiscal years.
- The Capital Reserve and General Capital Improvement Funds are supported by set-aside of a portion of our income tax and property tax revenues. While revenues generated from these sources have declined, the real issue is that the revenues received are not sufficient to maintain or improve our capital plant. There will be intensifying pressure to reduce the capital set-aside and instead utilize these funds for GOF operations. The FY2010 Final Fiscal Plan defers use of that option. FY2011 and beyond provide funding for only the debt principal and interest payments. This will not be feasible.

Five: Community Budget Gatherings provide important context on citizen priorities . . .

Three community budget gatherings were held throughout the city on March 4 at City High School, March 9 at Union High School and March 12 at Ottawa Hills High School to gather direct input from citizens to assist in preparation of the City's FY2010 budget. Over 160 people took part. The spirit of the gatherings was excellent, and the strong commitment to our community was evident. The comments, suggestions, and direct conversations from the gatherings proved to be invaluable and are responsible for shaping the contents of the Final Fiscal Plan. A summary of the results of the community budget gatherings is included in Appendix K for your review.

Transition, Consolidation and Innovation

The FY2010 Final Fiscal Plan solves for the expected GOF operating deficit and sets the stage to achieve additional long-term savings by identifying more than \$6 million in transition, consolidation and innovation savings. Individual cost

savings range from less than \$5,000 to nearly \$750,000 with a number of solutions falling in the \$100,000 to \$250,000 range. Examples include:

Savings from future restructuring. We anticipate a significant number of retirements will occur by March 31, 2010. Succession planning for restructuring has begun that will accompany the elimination of an estimated 20 GOF positions during FY2009 and 13 unspecified positions in FY2010. Partial year savings will be realized in FY2010, and full year savings will be realized in FY2011. We have allocated additional training funds in the Human Resources Department to help prepare staff for this transition. Expected annualized savings are \$1.8 million, and we have assumed realization of \$600,000 of that savings in FY2010.

Land Use Development Services and Sidewalks. The Final Fiscal Plan consolidates portions of Land Use Development Services and the Sidewalk Section of the City Engineer's Office. Staff will be cross-trained to complete multiple types of inspections required by the two programs, freeing trapped capacity. Two positions will be eliminated, and \$163,000 in savings will be generated.

Parks and Recreation: The FY2010 Final Fiscal Plan removes the Parks and Recreation Department from the General Operating Fund and establishes a new and independent special revenue fund to house all parks and recreation operating and maintenance expenditures. Parks and Recreation programs require a significant GOF subsidy. Participant fees and grants make up the balance of the anticipated revenue. A Parks Team has been formed that has been charged with eliminating, or significantly reducing, the \$5.1 million GOF subsidy for Parks operations. The team will work with internal and external stakeholders to develop their recommendations during FY2010 in order to set the stage for decisions required to shape the Parks and Recreation budget for FY2011.

Refuse Fund: The FY2010 Final Fiscal Plan shifts additional responsibility for the cost of the Trash Reduction Program and tree removal to the Refuse Fund. The expected GOF savings is \$300,000.

Fines, Fees and Costs: CFO Scott Buhrer provided important guidance to department directors regarding allowable elements of cost recovery as we continue to refine our fee structure. We now perform an annual review of fees and incorporate the recommendation for a majority of our fees into a single annual resolution. This source of funding is increasingly important to developing our revenue base.

Urban Forestry Plan: The Urban Forestry Committee presented its Urban Forestry Plan to the City Commission. We will take the first steps in implementing the plan during FY2010, utilizing a portion of the funds freed up by shifting the full cost of tree removal to the Refuse Fund.

Parking System Technology: The Parking System has been testing self payment options and will implement a pay-in-the-lane electronic payment system at Government Center Ramp in FY2010. The GOF savings will be \$140,000 per year.

E-Business Platform Enhancements: The Treasurer's Office expects to deploy a "City Payments" site where citizens can pay water bills, property taxes, housing fees, refuse cart fee, sidewalk repairs fees, and parking fines in Fall 2009 with a goal of shifting more receivables to this online solution. It is anticipated that this e-business platform will double the 14,959 annual transactions being conducted online. The success of the site will be determined by the speed of deployment and the increased use of online transactions as compared to mail and in-person transactions.

District Court Technology: The Court intends to transition rapidly to a new administration technology platform that will reduce transaction costs, interface directly with the State Court Administrator and improve collections capabilities. The Court believes that the new software will increase collections and eliminate rework that will reduce the required GOF subsidy.

Office of Energy and Sustainability: Over the past three years, the City has made significant progress on the renewable energy and energy efficiency fronts. During that same period, we have made critical progress in sustainability. To capture the most value from our sustainability, renewable energy and energy efficiency work, the Office of Energy and Sustainability was established. This Executive Office function will consolidate and focus existing efforts and will accelerate progress in all three areas. No new permanent staff will be added. The GOF savings is \$85,000.

Change in rental property certification: State law was amended in 2008 to permit cities to provide a maximum 6-year duration for rental property certificates. The current City system uses a 4-year, 3-year and 2-year certificate plan. Staff has devised a unique, performance-based plan that extends the length of a certificate for operators with exceptional records to 6 years, maintains the 2-year duration for operators that have significant violations and provides for a 4-year certificate for operators in transition. This plan is revenue neutral, provides significant incentive to achieve the best possible certification and will free up capacity so staff can turn needed attention to other segments of the rental property market without additional personnel.

61st District Court Community Service Work Program: The City and the 61st District Court are planning to increase the use of Community Service Work Program (CSWP) to save money for the City and maintain or improve work opportunities for the court. In addition to the Streets and Sanitation Department which currently utilizes CSWP services, other City departments that will begin using CSWP services include Facilities Management, Parks, Engineering – Sidewalk Division, Neighborhood Improvement, and Economic Development – Property Management Fund. Under the terms of existing arrangements, the City funds the CSWP Supervisor positions and other costs such as vans and tools. The arrangement with the 61st District Court for the use of the CSWP will result in cost savings of at least \$50,000 for the City in FY2010.

Vehicle Storage Fund: Prior to 2004 the Vehicle Storage Fund (VSF) received operational subsidies from the GOF. In 2004, the VSF received a cash transfer of \$320,000 from the GOF to eliminate a fund deficit. City staff implemented revisions to the business model of the vehicle impound operations with a goal of reducing the VSF reliance on the GOF. The changes included consolidating the vehicle impound operations from three lots to one. The vehicle impound operation has reduced their operating costs and has, slowly but steadily, increased the fund balance in the VSF to enable the reimbursement of \$320,000 that was transferred from the GOF in FY2010.

Business Planning for GOF Services

Over the past several fiscal years, we have recommended several measures intended to increase the understanding of the true cost of certain GOF services, to divest ourselves of certain operations, or to spin off units that could be self-sustaining. Past examples of this critical activity include creation of the District Court Fund, phased divestiture of the Public Museum of Grand Rapids and creation of the Engineering Services Fund business unit. Much more work remains to be done.

The success of this business planning focus will drive results in FY2011 and the remainder of the five-year forecast period. A brief description of key business planning efforts follows.

Street Lighting: At least three options to improve the financial performance of the City's street lighting operation will be reviewed. Those include divestiture of the operation, creation of a robust municipal utility or creation of a public/private partnership to operate the utility. Any solution must eliminate a significant portion of the annual operating deficit and the drag on the Capital Improvement Fund generated by this cost center for FY2011.

Single Stream Recycling: Single stream recycling and the new City-based recycling center will become a reality during FY2010 and will significantly enhance the attractiveness and effectiveness of this important service. It will also necessitate changes in our collection and operating methods. Planning is underway in conjunction with the Kent County Board of Public Works to provide for a seamless transition.

Stormwater: Our ability to make stormwater improvements, operate existing stormwater facilities and meet stormwater permit requirements is in significant jeopardy. The City has partnered with West Michigan Environmental Action Council (WMEAC) to undertake a community-based stormwater planning exercise that will produce guidance to inform preparation of the FY2011 budget.

General Operating Fund Investments

Police Department: The Police Department is producing significant results for our City and is doing so with significantly fewer positions than were authorized at the peak of its staffing in 1997. The community policing model continues to engage residents and businesses in a very meaningful way that is far superior to other models that could be considered. Participants in the Community Budget Gatherings affirmed the importance of public safety and community policing.

The FY2009 mid-year reduction eliminated an additional three funded and six defunded positions from the sworn personnel roster.

The Department has worked to control costs by eliminating vehicles, reducing overtime through careful management of that expense and seeking other efficiencies. It was a significant contributor to the FY2009 mid-year reduction.

The department will invest \$871,000 in Justice Assistance Grant ARRA Stimulus money and intends to allocate the majority of the funding to support neighborhood focused services such as Problem Oriented Policing. The remainder will assist in the replacement of outdated in-car video equipment, support for a restorative justice pilot and tactical equipment. The recommended FY2010 budget for Police services is \$48.65 million and exceeds the 32% minimum set forth in the City Charter.

Fire Department: At the community budget gatherings, the public clearly communicated that police and fire services are among their top priorities. Citizens should be reassured by the fact that all fire stations will remain open. However, the FY 2010 Final Fiscal Plan sets the stage for adjustments in the command structure of the Fire Department. Total authorized and funded strength for the suppression division will remain at 210. The recommended changes are essential to position the department for FY 2011 as we move forward into the uncharted financial waters beyond FY 2010. We will continue to closely monitor vacancies and daily staffing levels in order to determine if there is a necessity to form a recruit class at some point during the fiscal year. The class of 2009 is making great progress and some members have already been deployed. The Fire Department will continue to have lead responsibility for emergency management. Deployment of the medical squad concept will continue. The recommended FY 2010 budget for the Fire Department is \$24.9 million.

Planning Department: The FY2010 Planning Department appropriation is \$1,455,092. This amount is \$59,734 less than the adopted FY2009 budget. Reduced costs are due, in part, to the elimination of the Senior Graphic Illustrator position in FY2009. Additional savings are expected to occur with the requested position substitution of an Office Assistant III to a Planning Aide (range 12A to 9A). Planning staff has been working diligently to reduce the department's dependency upon the GOF and has increased the share of its budget derived from grants, departmental charge-backs, application fees and enforcement fines to 20%. Within the past three years the department has achieved significant outcomes while adapting to substantial staff reductions. Successes include departmental reorganization, technology

improvements, adoption of a new Zoning Ordinance, streamlined applications and approval processes, increased information access via our website, improved customer service and the receipt of numerous grant funds for Green Grand Rapids. The community-based Green Grand Rapids process will be concluding in FY2010 and is expected to result in multiple recommendations and innovative partnerships to improve the quality of life in our City.

Equal Opportunity Department: Diversity, equity and inclusion are key themes in our Sustainability Plan. The recommended FY2010 Final Fiscal Plan establishes a framework for preserving, continuing and accelerating this important work. The Equal Business Opportunity Plan anticipates important link between the Equal Opportunity Department and the Economic Development Office. The budget establishes two shared Business Developer positions that will permit the link to be more fully explored. It will also preserve important capacity in the organization and provide critical support to the Economic Development Office. The Business Developers will be home-based in the Equal Opportunity Department. This sharing arrangement permitted the Equal Opportunity Department to meet important financial targets in a creative way. Plans for the year include an internal Summit on Diversity, Equity and Inclusion that will set the stage for additional progress by providing important new information to members of top management and other key members of the organization. EOD Director Ingrid Scott-Weekley and I will co-host the summit. It is my intent to consult with the Community Relations Commission in the continued evolution of our work in this area.

Economic Development Office: The Economic Development Office FY2010 budget keeps personnel costs virtually the same as FY2009 by allocating additional staff time and overhead expenses to the Brownfield Redevelopment Authority and SmartZone Local Development Finance Authority. The Office will share half of two Business Developer positions with the Equal Opportunity Department in an innovative new partnership that will help bring critical economic development, diversity and inclusion activities closer together. This action will also help fill the gap of two Economic Developer I positions that were eliminated for FY2010.

Revenues in the DNR Fund budget are projected to decrease with the future sale of the remainder of these city-owned properties. The contractual services budget was increased in anticipation of increased expenses related to the administration of the Corridor Improvement Authorities. The net cost of the Economic Development Office to the General Fund is \$108,743 which is \$51,250 less than FY2009.

Street Lighting: Although the cost of electricity is projected to rise by 6% in 2010 and electricity costs make up nearly 50% of the cost to provide street lighting, the total street lighting expenditures will increase by 2.1%. A Street Lighting Task force was formed that has been charged with eliminating or significantly reducing the annual \$2.8 million General Operating Fund loss incurred to provide street lighting services. The Team has begun to develop a business plan that will produce savings in FY2011.

Traffic Safety: In FY2010, the Temporary Occupancy Permit program will move from the Engineering Department to the Traffic Safety Department. Approximately 80% of the permits do not require the expertise of a professional engineer, but do require a Traffic Technician. The fee structure will be updated and revised from a flat rate fee to a lane rental fee schedule and the revenues will be transferred to the General Operating Fund.

Enterprise Funds

Environmental Services: This department continues to meet its performance and financial targets. The groundbreaking and nationally recognized Biosolids Environmental Management System continues to achieve its promise of guiding performance throughout the organization. Wastewater system operation and maintenance expenditures will increase slightly this year. The Grand Valley Regional Biosolids Authority is on pace to begin service this fall. The Authority, a partnership between Wyoming and Grand Rapids, will bring the new biosolids facilities on line which includes a LEED Certified Dewatering Facility and will be consistent with current biosolids handling costs. Our ESD staff submitted an aggressive proposal and will operate the dewatering portion of the facility under contract to the Authority. Staff will undertake a rigorous, 24 month sewer collection system assessment using internal staff rather than consultants. Cash and carry capital investments will continue at prior year levels of \$4.4 million and will be augmented by bond financing. Projects include \$29 million in Combined Sewer Overflow Projects, Coldbrook Sanitary Sewer Reconstruction and North Clarifier Improvements.

Stormwater Management continues to be a significant burden on the General Operating Fund, Major and Local Streets Funds and General Capital Improvement Fund. GOF expenditures have been reduced with the restructuring of the Land Use Development Services function that eliminated two positions. Work continues on development of a community based stormwater plan with the West Michigan Environmental Action Council.

Belknap Ice Arena Fund: The Belknap Ice Arena Fund continues to be fiscally stable, with sufficient fund balance and healthy financial projections over the next five years. In 2003, the City borrowed \$1.3 million to construct a second ice rink, and it has proven to be beneficial for both our customers and the arena's financial operations. The contract operator, DP Fox, paid off the debt in 2008, eight years ahead of schedule. With the debt burden removed, we have the opportunity to consider new improvements and enhancements to the facility. Griff's IceHouse at Belknap Park is a leader in programming for financially disadvantaged youth.

Auto Parking System Fund: The Auto Parking System continues to perform well. In FY2009 we broke ground on two public-private projects, the 360-space parking ramp located behind private liner buildings at Weston and Commerce and the 260-space parking ramp incorporated into Gallery on Fulton. Weston Commerce should be completed in Spring 2010 and Gallery on Fulton in Fall 2010. The financing of these and other expansion projects and the corresponding debt service payments indicate that we should be cautious about undertaking further major expansion.

To help control our personnel expenses, we are in the process of acquiring the infrastructure and equipment for automated payment of visitor parking fees in City-owned parking ramps. Pay-in-the-lane will allow for automated collection of parking fees at the exit lane through cash or credit card transactions. We anticipate we can initially reduce seasonal staffing of booth attendants during slower parking times, as well as improve processing time for the customer. A customer exiting at a pay-in-the-lane exit will have two-way voice communication with a parking employee, if needed. Parking staff will be able to see the customer on camera, view the transaction in software and remotely control the gate arm if a customer needs extra assistance.

In FY2010 the Parking System will continue their effort to develop customer focused programs such as the \$15 / month VIP parking program and the SAM (Smart Auto Meters) that improve the operating efficiency of the department while providing value and options to our parking customers.

Water Supply System Fund: The FY2010 budget for the Water Supply System Fund supports a well managed utility that will maintain a high level of service to customers and focus on sustainability. The budget includes funding for the initial phases of procurement of a Customer Service Information System to replace the aging IBM mainframe billing system in Customer Services that currently serves 80,000 retail metered accounts taking in over \$76 million annually.

While budgetary increases were necessary to pay for rising costs of electricity, chemicals, supplies and other fixed costs, department managers identified over \$1 million in off-setting cost reductions that were made in areas including staffing, non-essential equipment and inventory purchases. One position was eliminated. Operations and maintenance costs will decrease slightly.

The FY2010 capital budget of \$13.48 million represents continued commitment to maintain the significant investment in infrastructure made by rate payers past and present. Of the total FY2010 capital program, \$9.145 million (67%) is committed to replacement of water mains in local streets, leveraging the City's investments in neighborhoods.

Cemeteries Fund: The FY2010 Final Fiscal plan will require a \$769,594 subsidy from the General Operating Fund, which is \$422,122 less than the estimated FY2009 General Operating Fund subsidy of \$1,191,716. The Cemeteries Fund will temper FY2010 expenditures by charging rent to the golf course and will increase revenues by raising fees.

Due to rising labor costs, the \$142,403 bond payment for rebuilding the Fulton Street Cemetery wall and decreasing interest earnings from the Perpetual Care Fund, further reductions in the General Operating Fund subsidy to the Cemeteries Fund will require changing our business model. The possible changes are currently being reviewed by a Cemeteries Task Force. The Cemeteries Task Force is exploring selling various cemetery services and amenities, use of the Community Service Work Program or private sector contractual assistance. They will present their recommendations for FY2011 later this year.

Indian Trails Golf Course: For this golf season, fees will be increasing at Indian Trails Golf Course. For open play, greens fees will be raised by \$2 to \$16, and cart fees will rise from \$5 to \$6. For league play, greens fees will be raised by \$1 to \$14 and cart fees will remain unchanged. With these fee increases, Indian Trails will continue to provide greens and cart fees at similar rates as other public daily fee courses in Kent County. Additionally, the golf course will begin paying a \$50,000 annual rent payment to the Cemeteries Fund, and this will be incorporated into the business plan for this operation. The golf course will eliminate a permanent Greenskeeper position at the end of the FY2009 season.

Special Revenue Funds

Our Community's Children/Other Grants Fund: We will be reducing the contributions that Grand Rapids Public Schools and the City make by 7% from \$79,500 to \$73,935, a reduction of \$5,565 each. This is in line with other reductions made in the Preliminary Fiscal Plan. The balance of funding required will be covered by grant administrative reimbursements this fiscal year. The Office will work to produce deliverables for GRPS and the City, and will also continue to work in areas that jointly benefit both members of this innovative partnership. Our Community's Children manages over \$1 million in grants to build Citywide capacity for quality after school programs, youth employment, and to establish a Grand Rapids Youth Master Plan to ensure children are ready for college, work, and life.

Parks and Recreation Department: The Making Great Waves for Kids pool sponsorship campaign is in its third and final year. Campaign leaders Roosevelt Tillman and Mike Van Gessel have already raised \$100,000 for this season. Last year's total was \$239,428 and the three year total exceeds \$600,000. All six pools will operate this year. However, with the winding down of the Making Great Waves for Kids campaign and the end of sponsorship for children's admission, a \$1 dollar fee for children ages 3 to 17 to swim for the 2009 season is proposed. Additionally, after increasing the swim season last year from eight weeks to nine weeks, the 2009 swim season will return to eight weeks. The FY2010 Final Fiscal Plan also includes funding for twenty-one summer playground sites, seven wading pools, six water playgrounds and swim scholarships.

The City will assume management of the Rosa Parks Circle ice skating program and the adult softball program. These programs will be added to City operations without a negative impact on City funding thanks to continued support from the Downtown Development Authority and softball sponsorships. The City will continue our investment in youth with a \$560,100 subsidy of the Recreation Reaps Rewards program. It is significant to report that all other Parks and Recreation programs and service levels are proposed to remain at similar levels in FY2010 as budgeted in FY2009.

Building Inspections Fund: The Building Inspections Fund is a noteworthy turnaround story. Five years ago, the Building Inspections Fund was depleted and General Operating Fund resources were needed to sustain inspection services. Since then, the General Operating Fund has been repaid and the Building Inspections Fund has accumulated a fund balance that will be sufficient to support inspection services. This turnaround is due both to improvements in

departmental management and to the permit fees paid on nearly \$1.7 billion of construction activity since 2005. The Department continues to provide building inspection services for the City of Walker and continues to seek other regional customers for its services. One position will be eliminated in FY2010 and continued attention will be focused on results from operations.

The FY2010 implementation of the field-based technology Accela Automation will further support the Neighborhood Improvement Department's business objectives. Upon full implementation, customers will be able to request services online, inspectors will enter results electronically while in the field, and back office processes will be streamlined. Accela Automation will be utilized by other departments and those departments will help finance the project. Across the City organization, an estimated ten-year return on investment of \$2.3 million is expected, by reducing staff (\$1.3 million) and with productivity gains (\$1 million).

Sidewalk Revolving Fund: Due to the slowing of home sales and the need for Point-of-Sale sidewalk inspections, the Engineering Department eliminated an Engineering Assistant in FY2009 and will be eliminating another in FY2011. During peak summer demand, a seasonal Engineering Assistant will be added. This should right-size staff to the current workload.

Community Development Block Grant Fund: In spite of managing a large volume of work with several new grants as well as annual entitlement programs, the Community Development Department has entirely eliminated its footprint in the General Operating Fund. The department's budget of \$7,957,847 will be supported by various grants in the Special Revenue Fund. The department continues to streamline processes and has eliminated one position in FY2010.

The City will again experience reductions to its annual Federal grant funded Neighborhood Investment Plan. The local Community Development Block Grant (CDBG) program has declined steadily over the past 8 years from a high of \$6.7 million to the current \$4.65 million. Similarly, the annual Local Law Enforcement Block Grants, replaced in FY2007 by the Edward Byrne Memorial Justice Assistance Grant (JAG), has also declined over the past 10 years from a high of \$718,290 to the current year's \$47,047. Crime prevention work will be supported by the Police Department this fiscal year in order to maintain this critical neighborhood program. The designation of the Southtown area as a Neighborhood Revitalization Strategy Area (NRSA) has allowed greater flexibility in the CDBG public service cap over the last three years.

Offsetting some of these decreases are several new federal grants: the Neighborhood Stabilization Program grant awarded in mid-FY2009 will provide \$6,187,686 over four years to specifically address foreclosed properties; CDBG and the Homeless Prevention and Rapid Re-Housing Program (HPRP) grants under the American Recovery and Reinvestment Act (ARRA), \$1,078,852 and \$1,650,890 respectively, have also been awarded. This CDBG funding will be used to support neighborhood infrastructure projects, while the HPRP will be used to further support the community's

Vision to End Homelessness. The Community Development Department will submit applications for competitive grant opportunities announced by federal agencies for additional NSP and other ARRA funds.

Refuse Collection Fund: The Refuse Collection Fund remains fiscally stable. The FY2010 Final Fiscal Plan does not recommend increases in refuse bag and tag fees. The Refuse Collection Fund continues to support programs such as street sweeping, graffiti abatement, the Neighborhood Improvement Department's Trash Reduction Program, Butterworth Landfill Remediation, and street and park tree removal, including removals due to Emerald Ash Borer infestations.

The Streets and Sanitation Department continues to expand the City's curbside recycling program through additional single-family and condominium customers, added neighborhood collection points, and additional recyclable materials. The Department is piloting a program to place receptacles in public areas for pedestrians to recycle bottles and papers. While Kent County designs their new Materials Recycling Facility to provide single-stream recycling, the Streets and Sanitation Department has budgeted resources to transition to single-stream recycling and is preparing a comprehensive plan to improve our recycling program.

The FY2010 Final Fiscal Plan increases the refuse millage by 0.13 mills to 1.80 mills to support all tree removals in parks as well as along streets and to fully support the Trash Reduction Program in neighborhoods.

Major Streets Fund/Local Streets Fund: Due to shrinking resources, the long view forecast for street improvements is becoming very bleak. State gas and weight tax receipts continue to fall at 4% per year. At the same time the cost of providing services funded by gas and weight taxes have increased significantly. In FY2009, the City repaved ten miles of local streets, but will repave less than five miles of streets in FY2010, with the majority of work shifting from local streets to major streets. A partial fix to the Gas and Weight tax dilemma was proposed at the State level earlier this year; however, passage of the required legislation remains uncertain. Without a change in the State's gas and weight tax prior to FY2011, the City's ability to continue to fund street operations and maintenance costs will be tested. The significant deficit projected for FY2011 in may require staffing and service reductions in the Streets and Sanitation Department.

Following the release of the Urban Forestry Committee's recommendations, several changes will be made in the Forestry operation. A staff reorganization will allow the Forestry Supervisor to return to full-time Forestry duties. The Forestry operation will begin an inventory of all public right-of-way trees to develop a database of information to improve management of the City's urban forest. Tree planting will be increased and the City will adopt the Urban Forestry Committee's goal to increase the City's urban forest canopy to 40% over the next thirty years. Funding freed up in the Major and Local Street Funds due to transferring all street tree removal costs to the Refuse Fund will pay for these initial steps. The Urban Forestry Committee and the City will continue to evaluate policy and practices to develop broad support for urban forestry issues.

Internal Service Funds

Information Technology Fund: No operation in the City has undergone greater recent scrutiny or has been transformed, reorganized, and retooled more deeply than the Information Technology Department. The unfortunate result of past underfunding of technology capital replacements was that the City's technology infrastructure was severely aged, but the fortunate result was an opportunity to completely remake our technology service delivery model.

The business plan for the Information Technology Department is to "run it like a business." They have defined governance, documented best management practices, prepared a transparent internal services budget for their departmental customers, evaluated operational costs against comparisons to others in the industry, and provided utilization and performance monitoring goals for staff. Departmental staffing has been reduced, while assuring the appropriate technical skill sets. The Information Technology Department has optimized resource use by shaving 17.9% from its FY2009 budget, bringing operational costs in line with FY2003.

Critical operational infrastructure has been refreshed in the past six-months. The Information Technology Department increased the City's Internet capability from 4mb to 45mb and increased our network speeds from a 1 GB to 10 GB backbone through a \$5 million capital improvement program to update the City's network and technology infrastructure. This phase was accomplished with internal financing and did not use the debt authority approved by the City Commission. Currently, the Department is in the process of replacing the City's aged telephone system at an estimated cost of \$1.1 million that will be debt financed. An annual \$1.5 million capital replacement program should ensure that the City's technology infrastructure is sustainable.

Facilities and Fleet Management Department/Motor Equipment Fund/Facilities Management Fund: These two operations continue to undergo scrutiny to ensure their continued success. As part of the FY2009 consolidation of the Facilities Management Department and the Motor Equipment Systems Department three positions were eliminated to save \$260,000.

Equipment rental rates will be subsidized by fund balance for one more year in the Motor Equipment Fund to keep them at a 4% increase in FY2010. Recently an extensive review was completed of our equipment replacement schedule. We also performed an audit of the current rental rate methodology. Both the equipment replacement schedule and rental rates have been adjusted to reflect the results of these reviews. Going forward these reviews will be performed annually. The Motor Equipment Stockroom will be using Lean Thinking techniques to seek efficiencies and cost savings. The Department is actively considering an anti-idling policy, hybrid technologies, and replacing larger vehicles with smaller ones.

The Facilities and Fleet Management Department continues to make our facilities more sustainable. They have expanded our waste reduction program, reduced energy consumption, installed energy efficient HVAC and electrical equipment, and increased our preventive maintenance program. In FY2010, the Department will replace inefficient lighting fixtures in City Hall and replace the roof on City Hall with an environmentally friendly green roof financed in part with a direct federal appropriation.

Engineering Fund: Since establishing the Engineering Fund and remaking the operation to emulate a private sector business model, the Engineering Fund has performed well. FY2010 is projected to be a busy year continuing the Eastside Combined Sewer Overflow separation project, replacing water mains and sanitary sewers, upgrading the water and wastewater facilities, and constructing Federal stimulus funded projects. Three positions were eliminated in the FY2009 mid-year reduction.

As we look beyond FY2010, the future becomes less stable, as noted by initial operating deficits on the Engineering Fund statement. With the elimination of a General Operating Fund payment to the Engineering Fund and as resources for infrastructure improvements shrink, staff continues to monitor closely the projected workload, revenues, and staffing requirements in the Engineering Fund. In FY2011, adjustments to revenues and/or expenditures, as well as an increase in engineering service fees can be expected as the business model continues to evolve.

Capital Improvement and Debt Service Funds

Capital Improvements: The City of Grand Rapids annually compiles a five-year plan of capital expenditures. The plan is a comprehensive list of major capital projects. Capital planning distinguishes between major and minor projects. Major capital projects have a value of \$20,000 or more. Minor capital projects are financed within the annual operating budgets of the various City departments.

The process begins with the request for a schedule of capital needs from various operating departments. The requests are reviewed by the Budget Office, top management, and the City Manager to recommend the most desirable mix of projects.

Some governmental funds have legal restrictions concerning capital expenditures. For example, the Streets Capital Fund, Water Supply System Fund, and Refuse Disposal Fund are funds that receive revenues from dedicated or restricted sources such as gas and weight taxes and user fees. Capital projects within these funds may be supported by a bond issue with debt service provided annually by the applicable fund.

Because many departments do not have access to dedicated funding sources, the City has established a separate Capital Reserve Fund. Four percent of the City's Income Tax and 1.25 mills of property tax revenue support this fund.

Historically, a portion of the Capital Reserve revenue is dedicated to an array of capital purchases too small for bonding but too large for a City department’s budget (cash and carry). Historically, this program invests approximately two to three million dollars annually. In FY2010, the cost of funded projects will be approximately \$936,000 provided from the Capital Reserve Fund. These dollars are allocated to the requested projects based on certain criteria including preservation of existing facilities, safety, and financial leveraging. In FY2010, similar to past years, approximately 2/3 of the total funding in the Capital Reserve Fund is paying debt service for past projects. A portion of the Capital Reserve Fund revenue in the amount of \$826,295 will be transferred back to the General Operating Fund to reduce the deficit in that fund.

Beyond the Capital Reserve Fund, the City budgets for capital projects in the Motor Equipment Fund, Street Capital Fund, Parking Services Fund, Sewage Disposal Fund, and Water Supply System Fund.

The City has budgeted a number of repair and/or remodeling projects for 2010, the majority of which are in the areas of traffic safety and Police equipment. The repair, maintenance, and addition of infrastructure in the City requires long-term planning. Accordingly, capital projects are budgeted in a multi-year plan. Projects for years FY2011-2014 have been eliminated in order to transfer any fund remaining after debt service to the General Operating Fund.

Selected FY 2010 Capital Improvement Fund Projects

	Total
• Sidewalk Ramps ADA	\$50,000
• Bradford Steps Repairs	70,000
• Drainage Improvements/Emergency	100,000
• Apparatus Laptop Replacement	25,000
• Automatic Sprinkler Suppression System	25,000
• Oxygen Compressor & Cylinder Fill Station	28,000
• Swimming Pool Repairs	50,000
• Sewer Service Replacement, Garfield Park	25,000
• In-Car Video Camera Replacement	100,000
• Mobile VHF Radios	58,000
• Electricity in CSO14-Lagrange	80,000
• Elec. In CSO10: Hall	275,000
• Critical Safety Improvements to UG	50,000

A complete list of FY2010 Capital Improvement Fund projects is presented in the Five Year Capital Program FY2010-FY2014 (a separate document).

Street Capital Fund: In the Management and Policy Recommendations that accompanied the FY2009 budget, it was predicted that progress recently made in street investments over the previous several years would come to an abrupt end unless there were additional State or local resources secured. That prediction is much closer to coming true while the street system continues to deteriorate. The street capital investment made in FY2009 was only made possible by the use of Budget Stabilization Fund resources. The remaining amount in the Budget Stabilization Fund will be used for the same purpose in FY2010. Unfortunately, due to the fiscal difficulties in the General Operating Fund, any subsidy to the Streets Capital Fund is at risk in FY2011.

The Budget Stabilization Fund investment will help preserve numerous projects, including:

- 1st Street, Lane Avenue to Stocking Avenue
- East Side Combined Sewer Overflow Contracts No. 12A, 12B, 14, and 15 (Street Fund portion)
- Lafayette Avenue, Wealthy Street to State Street
- Pearl Street Bridge over the Grand River

A complete list of FY2010 Capital Projects is presented in Five Year Capital Program FY2010-FY2014 (a separate document).

Stimulus Funding to Accelerate Street Capital Construction: The City will receive \$3.65 million worth of street projects this year as part of the American Recovery and Reinvestment Act (ARRA). The following reconstruction and rotomilling repaving projects will be done using the ARRA funds that will flow through MDOT/GVMC (the amount shown is the Federal grant amount):

Leonard Street – Nixon Avenue to Collindale Avenue	\$1,460,000
Breton Avenue – Burton Street to North City Limits	\$300,000
Fuller Avenue – Knapp Street to Plainfield Avenue	\$1,029,880
Hall Street – Grandville Avenue to US131	\$150,000
Hall Street – Eastern Avenue to Kalamazoo Avenue	\$190,000
Lake Drive – Cherry Street to Fuller Avenue	\$230,000
Scribner Avenue – US131 On-Ramp to Webster Street	\$130,000
Turner Avenue – 6th Street to Leonard Street	<u>\$160,000</u>
Total	\$3,649,880

In addition, certain of the projects listed above had been included in the FY2010-FY2013 Transportation Improvement Plan for STPU funding. By securing funding for these with ARRA dollars, we were able to propose additional projects. The following will be included as STPU projects in FY2011 (the amount shown is the Federal grant amount):

Breton Avenue – 28th Street to Burton Street	\$620,000
Cherry Street – Market Avenue to Grandville Avenue	\$70,000
College Avenue – Fountain Street to Fulton Street	\$100,000
Hall Street – Madison Avenue to Eastern Avenue	\$235,000
Lake Drive – Fuller Avenue to Carlton Avenue	\$135,000
Madison Avenue – Wealthy Street to Cherry Street	\$160,000
Monroe Avenue – Ottawa Avenue to Leonard Street	\$100,000
Coit Avenue – Kendalwood Street to North Park Street	<u>\$77,000</u>
Total	\$1,497,000

GVMC has also developed a “B” list in case MDOT receives additional funding that other states aren’t able to use. That would include Madison Avenue – Burton Street to Cottage Grove Street \$510,000.

The Stimulus Effect

The American Recovery and Reinvestment Act (ARRA) of 2009 was signed by President Obama on February 17, 2009. The Executive Office had been tracking the evolution of the stimulus package for months prior to its adoption and was well positioned to take advantage of strategic investment opportunities, including development of a comprehensive list of projects that would meet the stimulus test. The City worked with our Congressional delegation on important elements of the package such as increased funding in Energy Efficiency and Conservation Block Grants (EECBG), favorable matching requirements and additional Brownfield funding. We have so far secured more than \$9 million through a variety of ARRA allocations and grant opportunities that will enable us to make significant investments in our neighborhoods, on our streets, in energy conservation that will save money for City facilities and renewable energy. These are the major sources of current ARRA funding secured to date:

<u>Type of Funding</u>	<u>Amount to be Received/Saved</u>	<u>Comments</u>
Community Development Block Grant (CDBG)	\$1,078,852	
Surface Transportation Program (STP)	\$3,649,880	Through M-DOT (allows to add projects totaling another \$1,497,000 (federal grant amount) onto the 2011 TIP list

Energy Efficiency and Conservation Block Grant (EECBG)	\$1,938,000	
Justice Assistance Grant (JAG)	\$871,047	
ARRA Enhancement Grant Award (MDOT)	\$929,170	Madison Ave/Hall Street Streetscape Project

Other local organizations and agencies will receive funding through ARRA, including Grand Rapids Public Schools and the ITP, Housing commission and ACSET. A Stimulus Funding Steering Committee was appointed to ensure that we maximize the value of stimulus funding to our community. The charge given to the Committee is to:

- Coordinate and maximize the application for, receipt and use of stimulus funding for significant and long lasting investment
- Ensure that the City’s processes are open and transparent
- Track activity and ensure that information on the use of stimulus funds in our community is available to elected officials and the community at large
- Seek additional competitive grant opportunities from ARRA funding (Broadband, Department of Homeland Security and other competitive grants)

We will be keeping you and the public informed of the team’s work as funding sources are identified, applications submitted and funding is received. City staff has developed a web site to track the ARRA funding, its use and reporting requirements.

Conclusion

In preparing the FY2010 Final Fiscal Plan we built on the base established in FY2009 and focused on developing a range of innovative solutions that would have multiple-year impacts. Department directors and their staff accepted the challenge and helped deliver impressive results in all sectors of our budget. The FY2010 Final Fiscal Plan pays careful attention to the guidance provided by participants at the Community Budget Gatherings and places new emphasis on connections to our Sustainability Plan and Community Triple Bottom Line Indicator Report.

The result is a Final Fiscal Plan recommendation that reduces the projected FY2010 \$12.2 million operating deficit to a manageable \$2.9 million, preserves an expected GOF Fund Balance of 7.3% at the end of FY2010 and implements changes in operations that produce significant multi-year savings.

A focus on looking ahead to FY2011 and future fiscal years also drove our strategy. Several actions were set in motion that will help solve predicted operating deficits in those fiscal years. We know that not every alternative will prove to be viable and that is why multiple options are being explored. Several of those options recognize the need to address the importance of additional revenues to preserve highly valued services. More than ever, we must be willing to pay for what we want. This work will be critical to our ability to solve for those expected operating deficits in future fiscal years.

We have entered a very fluid period and will be engaged in continuous business planning, repurposing and reengineering during FY2010 to meet current and future budget targets. It will be critical to track the performance of key local revenues, particularly income tax receipts, state shared revenues and national economic conditions.

Financial conditions remain tenuous. The last decade has been difficult for local governments in the State of Michigan. The City of Grand Rapids has effectively managed its resources over this period to preserve as many services as possible while solving for over \$100 million in GOF operating deficits. Everyone, the Mayor and City Commission, Top Management, the entire City workforce, outside agencies, service providers and our residents and businesses, has participated in the decisions and results of the budget reductions.

As difficult as the last decade has been, it is only a prelude to a future of intense transformation. It is clear that our most difficult work is still in front of us. One year from now, this organization will most definitely not look the same in terms of revenues, expenditures, and ultimately, services.

We have much to look forward to. That is a credit to all involved. The FY2010 Final Fiscal Plan builds on the best of our community and sets us on a forward-looking path centered on continued gains in building prosperity, enhancing social equity and improving environmental quality.

Sincerely,

A handwritten signature in black ink that reads "Gregory A. Sundstrom". The signature is written in a cursive, flowing style.

Gregory A. Sundstrom
City Manager



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CITY OF GRAND RAPIDS, MICHIGAN

MISSION STATEMENT

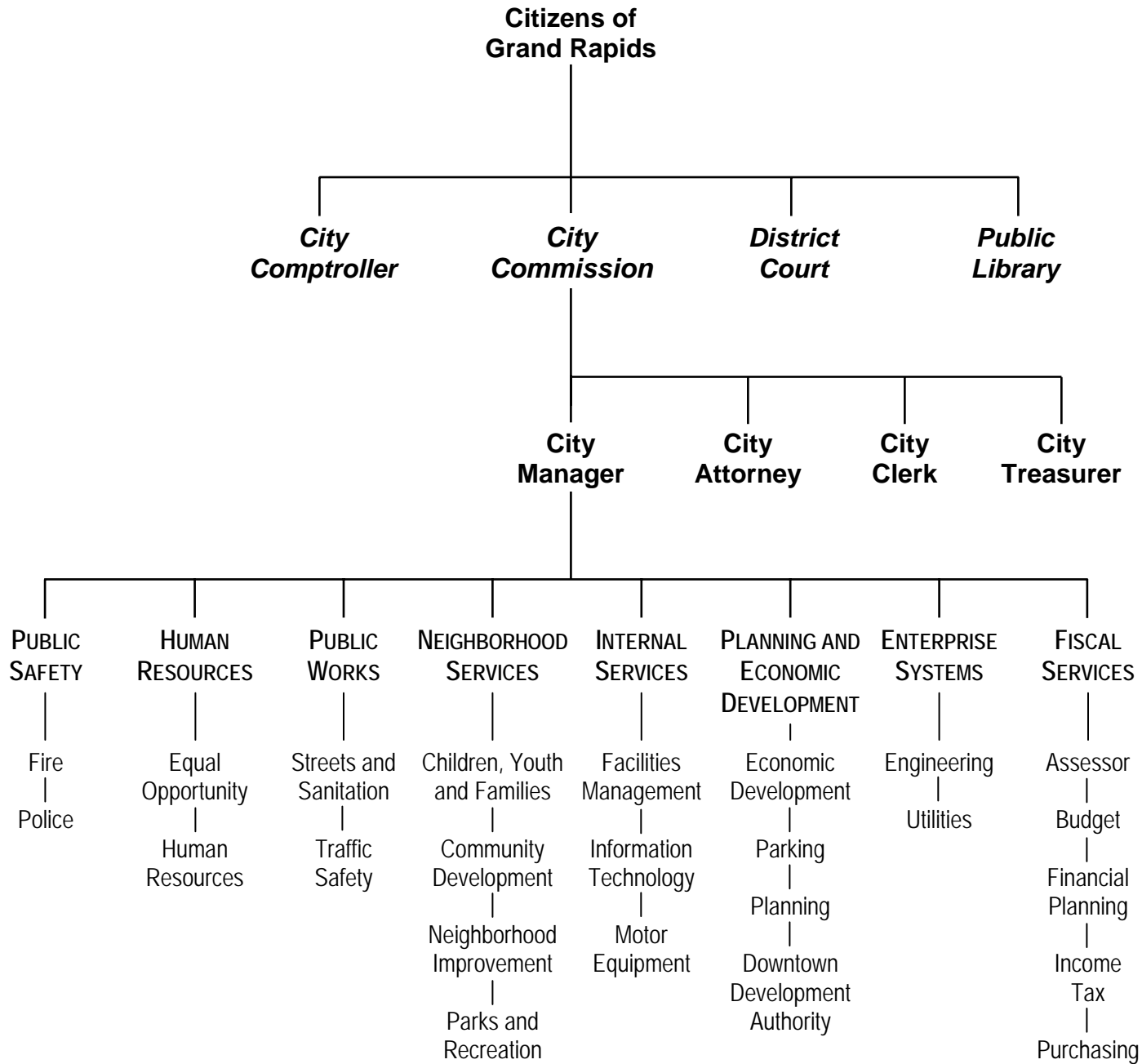
We, the elected and appointed officials and employees of the City of Grand Rapids, believe in the dignity and worth of all people and in the right of every citizen to have equitable access to the benefits of urban life. We believe in the rights of all citizens to express their views and the responsibility of the City government to respond to those views.

As government representatives, we will help shape the future to assure that the City will continue to be a place where the benefits of urban life can be enjoyed. We will:

- Provide leadership in focusing community resources to address community needs and opportunities.*
- Develop and nurture partnerships that encourage and support collaboration.*
- Encourage economic prosperity for City residents and businesses to ensure the City's ability to provide important urban services.*
- Foster the economic health of our City within an economically healthy metropolitan region and assure that responsibility is shared equitably across the metropolitan area.*
- Celebrate and strengthen the diversity of our community, ensure the dignity of all citizens, and equitably deliver services.*
- Provide for the security of persons and property.*
- Provide leadership to ensure that children, families, and seniors thrive in our community.*
- Develop, maintain, and improve City-owned physical infrastructure.*
- Maintain and enhance residential neighborhoods and increase homeownership.*
- Enhance citizens' quality of life using the City's cultural, recreational, and occupational infrastructure.*
- Provide high quality municipal services efficiently, fairly, and courteously.*
- Foster a learning environment, which promotes employee and team excellence in delivery of City services.*
- Provide environmental stewardship to enhance quality of life for residents.*
- Collaborate with residents to provide a neighborhood based City service delivery system.*

CITY OF GRAND RAPIDS ORGANIZATIONAL CHART

July 2009



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. Grand Rapids is located in west central Michigan, roughly 30 miles due east of Lake Michigan, and is considered the urban center for the region. The Grand River, a major state waterway, runs through the center of town. The City's population is 197,800, according to the 2000 census, and the metropolitan area population exceeds 500,000. The City's population increased 4.01% from 1980 to 1990 and 4.59% from 1990 to 2000.

Louis Campau, a French trader, established a trading post here in 1826. Although he was not the first permanent non-native settler (that distinction falls to Isaac McCoy, a Baptist minister, who arrived in 1825), Campau became perhaps the most important settler when, in 1831, he bought for \$90 what is now the entire downtown business district from the federal government.

After an international exhibition in Philadelphia in 1876, Grand Rapids became recognized worldwide as a leader in the production of fine furniture. Even today, the Grand Rapids area is considered the world leader in the design and manufacturing of office systems.

Grand Rapids led the nation in 1945 when it became the first city in the United States to add fluoride to its drinking water.

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

TAX BASE

Per State law, City property values for purposes of levying property taxes are based on 50% of the value with annual increases in taxable value limited to the inflation rate until properties are sold or transferred. The 2009 (FY2010) total taxable value for the industrial, commercial, and residential properties is more than \$4.9 billion; a 0.25% decrease over the prior year. Industrial property accounts for approximately 9.85% of the total taxable value, commercial property accounts for 29.12% and utility-related property for 1.40%. The balance is residential.

The region, and the City in particular, is characterized by an increasingly diverse economy as the local healthcare, technology, and higher education service sectors continue to expand. Non-manufacturing employment in the Grand Rapids combined metropolitan statistical area ("CSA") now accounts for 78.7% of the labor force while approximately 21.3% of all area workers are employed in the

manufacturing sector. The Grand Rapids CSA includes Allegan, Barry, Ionia, Kent, Muskegon, Newaygo and Ottawa counties.

The region is home to major manufacturers of office furniture as well as theater and stadium seating. The City is well known as the headquarters of Steelcase Inc. – the world’s leading designer and manufacturer of office furniture. Other products manufactured in the City include: medical tools; metal, plastic and rubber components;

material handling equipment; food products; aircraft components; industrial tools and dies; fuel injectors and valve lifters; and hardware and shelving systems. In addition to the downtown commercial district, the area is home to two major shopping malls and many smaller malls.

The following table reflects the diversity of the top ten major employers in the Grand Rapids CSA by the products manufactured or services performed, and the approximate number of employees.

<i>Company</i>	Principal Product or Service	Number of Employees
Spectrum Health	Hospitals, clinics and medical services	13,155
Meijer Inc	Retailer – food and general merchandise	10,840
Walmart Stores, Inc.	Retailer – general and food	4,662
Spartan Stores, Inc.	Food wholesaler and retailer	4,440
Steelcase, Inc.	Office systems and furniture	4,300
Mercy General Health Partners	Hospitals, clinics and medical services	4,297
Alticor, Inc.	Home Care, Nutritional and other Products	4,000
Herman Miller, Inc.	Office systems and furniture	4,000
Axios, Inc.	Human Resource and training services	3,857
Grand Rapids Public Schools	Elementary and Secondary schools	3,478
<i>Source: The Right Place, Inc. West MI 2009 Fact Sheet</i>		

UTILITIES

Businesses and residents of the City are supplied with natural gas through the 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 residents as well as to numerous cities and townships in the area. The water and sewer systems provide service through 1,200 and 870 miles of lines, respectively. The City's Lake Michigan Filtration Plant supplies water to the area from Lake Michigan and became operational in 1992.

During calendar year 1992, the City initiated the task of separating combined sewer and stormwater facilities located in some of the City's older areas, as the existing system was contributing to river pollution during major rain events. The first phase of the project, (west-side sewer separation and construction of a 30-million gallon stormwater retention basin), has been completed, substantially reducing the overflow problem. A major portion of the second phase of the project, east-side sewer separation, was completed in 2006, and the final incremental phases are now underway, with completion expected in 2019.

EDUCATION

Along with public and private K-12 school systems, the Grand Rapids area is home to ten four-year public and private colleges and universities. Western Michigan University, Michigan State University, Ferris State University and the Thomas M. Cooley Law School are located within commuting distance of the City but 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 countywide support.

RECREATION AND CULTURE

Grand Rapids has more than 2,000 acres of parkland in over 80 locations throughout the City. Many provide facilities for football, baseball, softball, soccer, volleyball, and basketball leagues for men, women, and children. Riverside Park provides a disc golf course, 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, camping, boating, golfing, and fishing. The Grand Rapids area has the highest percentage of golfers, per capita, in the United States.

Lake Michigan charterboat salmon and lake trout fishing are available at the Lake Michigan shoreline only 40 minutes away. Within the City limits, salmon weighing up to 35 pounds are caught in downtown Grand Rapids during the spring and fall migrations up the Grand River. The public can watch these migrating fish as they use the downtown fish ladder to negotiate the Sixth Street dam.

A highlight of the downtown area is the Gerald R. Ford Museum which is located on the Grand River and 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 December, 2006 at his home in Rancho Mirage, California. After ceremonies in California, Washington, and Grand Rapids, he was interred on the grounds of the museum in Grand Rapids.

The City has several legitimate theaters, professional opera and ballet organizations, two art museums, a zoo, and a botanic garden and sculpture park. On the riverbank, just south of the Ford Museum and north of the Grand Valley State University downtown campus, the state-of-the-art Public Museum showcases the cultural history of the area, as well as a 50-foot diameter planetarium, a working antique carousel, and extensive educational facilities. The carousel platform extends over the Grand River providing interesting views for residents and visitors using the City's riverwalks at the edge of the Grand River.

The 12,000 seat, multi-purpose Van Andel Arena in downtown Grand Rapids opened in October, 1996. The Arena draws thousands of local and regional visitors to its concert, sporting, and community events. The consistently large numbers of visitors support many downtown restaurants and entertainment facilities. The Arena is home to a minor league hockey team, the Griffins. This team supplements the Whitecaps, a minor league baseball team which started in 1994 and plays at Fifth Third Park ten minutes north of downtown Grand Rapids.

Construction of the new \$211 million downtown convention center began in January, 2000. This new facility, known as DeVos Place, provides meeting rooms, an updated

performing arts hall, a 685 space underground parking facility, and a 162,000 square foot exhibition hall. The first phase of construction was completed in December, 2003 with a grand opening that welcomed 12,000 guests. Upon completion of the third and final phase of the project in June, 2005, the facility added additional meeting spaces and a 40,000 square foot ballroom and exhibition hall.

The 40th annual Festival of the Arts was held downtown during June, 2009. "Festival," as it is popularly known, features two and one-half days of performing arts performances on several stages, film presentations, fine art exhibitions and sales, food booths, and craft activities for children and adults. Other downtown events, like the free weekly Blues on the Mall concerts, are scheduled throughout the summer months.

TRANSPORTATION

The heart of the city is crossed by two major limited access expressways that connect the City with state and federal highway networks. Rail service is provided by Amtrak, CSX, Grand Rapids Eastern, Conrail and others. The Gerald R. Ford International Airport, located thirteen miles southeast of the central city and easily accessible by expressway, is served by eight passenger airlines American Eagle, Air Canada, Allegiant, Continental Express, Delta Airlines/Delta Connection, Midwest Connect, Northwest/Northwest AirlinK, and United/United Express. Greyhound and the Interurban Transit Partnership provide bus service.

OTHER

The Van Andel Institute (VAI), a five-story 100,000 square foot facility, is located next to the Spectrum Health-

Butterworth Hospital. The VAI, in partnership with the Grand Rapids SmartZone Local Development Financing Authority, has attracted medical technology development businesses to “wet lab” facilities in Grand Valley State University’s Cook-DeVos Health Sciences facility. Construction is nearing completion on Phase II, a 240,000 eight story expansion of the VAI’s medical research and education facility. Students from Michigan State University’s College of Human Medicine, which is being relocated from East Lansing, Michigan to Grand Rapids, are expected to use the space along with the new VAI post-doctoral graduate school.

St. Mary’s Mercy Medical Center, located near downtown, has recently opened a Health and Learning Center, a professional office building and a \$42 million comprehensive cancer care facility. The Hauenstein Center, a \$60 million, 145,000 sq. ft. facility that will bring together both inpatient and outpatient neurological services under one roof was opened in February, 2009.

Spectrum Health’s Downtown campus has recently opened the \$78 million 200,000 sq. ft. Lemmen-Holton Cancer Pavilion. Construction of the 440,000 sq. ft. Helen De Vos Children’s Hospital is underway.

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 Vision Statement.

The FY2010 budget process began 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.

Requests were sent to all departments in September 2008 to update their departmental organization structure and staffing needs, in preparation for the Budget Office to interface data from the City's payroll system (PDS' Vista 2.4) into the City's new budgeting system, Enterprise Reporting (ER) which was being rolled out live for the first time. After this interface was completed, the Budget Office prepared comprehensive personnel cost forecasts for each of the Departments' regular full-time employees.

Department users were trained on the City's new Budget tool, ER, and after their training they were given complete instruction packages, including schedules of charges, along with various electronic submission forms. Internal service departments received training and instructions in December 2008, and the operating departments in January 2009.

All departments were required to prepare five-year funding plans. These five-year budget requests were entered into the City's budget system at the department level. Additionally, the departments were required to prepare and enter a current year (FY2009) Estimate with net costs at least 5% lower than the original budget. Additionally, departments were required to submit FY2010 plans that would reduce expenditures 7% along with the implications on service delivery.

Departments were also required to correlate their FY2009 estimated revenues and their appropriation requests to desired service outcomes by preparing a "Service Package"

for each major service. These packages included performance management information for future years, as well as direct and indirect costs associated with service provision, and reports of the prior year's outcomes/outputs.

All departmental appropriation requests and Proposals for Results were first reviewed by the Budget Office for mathematical accuracy and compliance with policy and instructions. Next, the City Manager and his Executive Team held a series of meetings to review the requests, adjusting them as the Manager determined was necessary.

Requests for major capital project funding followed a separate but concurrent process. Requests were submitted to the Budget Office electronically for review and summation. The City Manager and his Executive Team reviewed the proposed projects and created a five-year capital plan. Capital planning for the Capital Reserve Fund and the Street Funds was completed after the operating appropriation requests were submitted.

Based on the financial data summarized in ER, the City Manager's Preliminary Fiscal Plan was 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 will be invited to comment on the proposed budget, the final version of the operating and capital budgets will be 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 ER by the departments and adjusted by the Budget Office, as approved by City Commission, will then be interfaced with the City's accounting system (after the budget is adopted), and became the current budget on July 1, 2009.

Although appropriation authority for most encumbrances is lapsed at the end of the fiscal year, amounts for non-operating items over \$5,000 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 in writing to the Budget Office. If the request meets prescribed criteria, the Budget Office writes an ordinance amendment and submits it to the Chief Financial Officer (CFO) for review. With the CFO'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 (e.g. transfers within a fund/department, or de-obligations of previous appropriations) are generally handled less formally within pre-established guidelines. The Budget Office electronically posts all changes, once approved, to the accounting system.

FISCAL PLAN STRUCTURE

The City's fiscal plan is organized by informational categories, with a tabbed section for each category. Sections include the Manager's Transmittal Letter, Overview, Budget Guidelines, Revenue, Fund Summaries, Departmental Detail arranged by Functional Groups, and Appendices. The appendices provide detail regarding personnel, capital budgets and other important information.

The Final Fiscal Plan includes additional performance data in the Departmental Detail sections. Departments will provide their FY2009 performance management plans ("PMP") along with their FY 2008 progress reports. PMPs are directly tied to the City's Sustainability Vision Statement. The departmental information pages include the following information.

- **Department Mission Statement** - The department's role in fulfilling the City's mission.
- **Departmental Services** – A listing of the services the department plans to provide to the various sectors of the community or to other customers. Titles correspond with Service Package titles.
- **Departmental Outcomes** – Specific goals the department expects to accomplish in FY2010.
- **Indicator** – These are specific, measurable, achievable, realistic and time bound means of measuring whether the goal was accomplished.
- **Revenue Summary** - Lists actual departmental revenues for FY2008, budgeted and estimated departmental revenues for FY2009, and the projected revenues for FY2010.

- **Expenditure Summary** - A three-year report of expenses/estimates/appropriations for the department. The data is summarized by groups of line-item expenses (e.g. Personal Services, Supplies, etc.) and includes all applicable funds.
- **Personnel Summary** - A three-year record of permanent (full-time) positions.

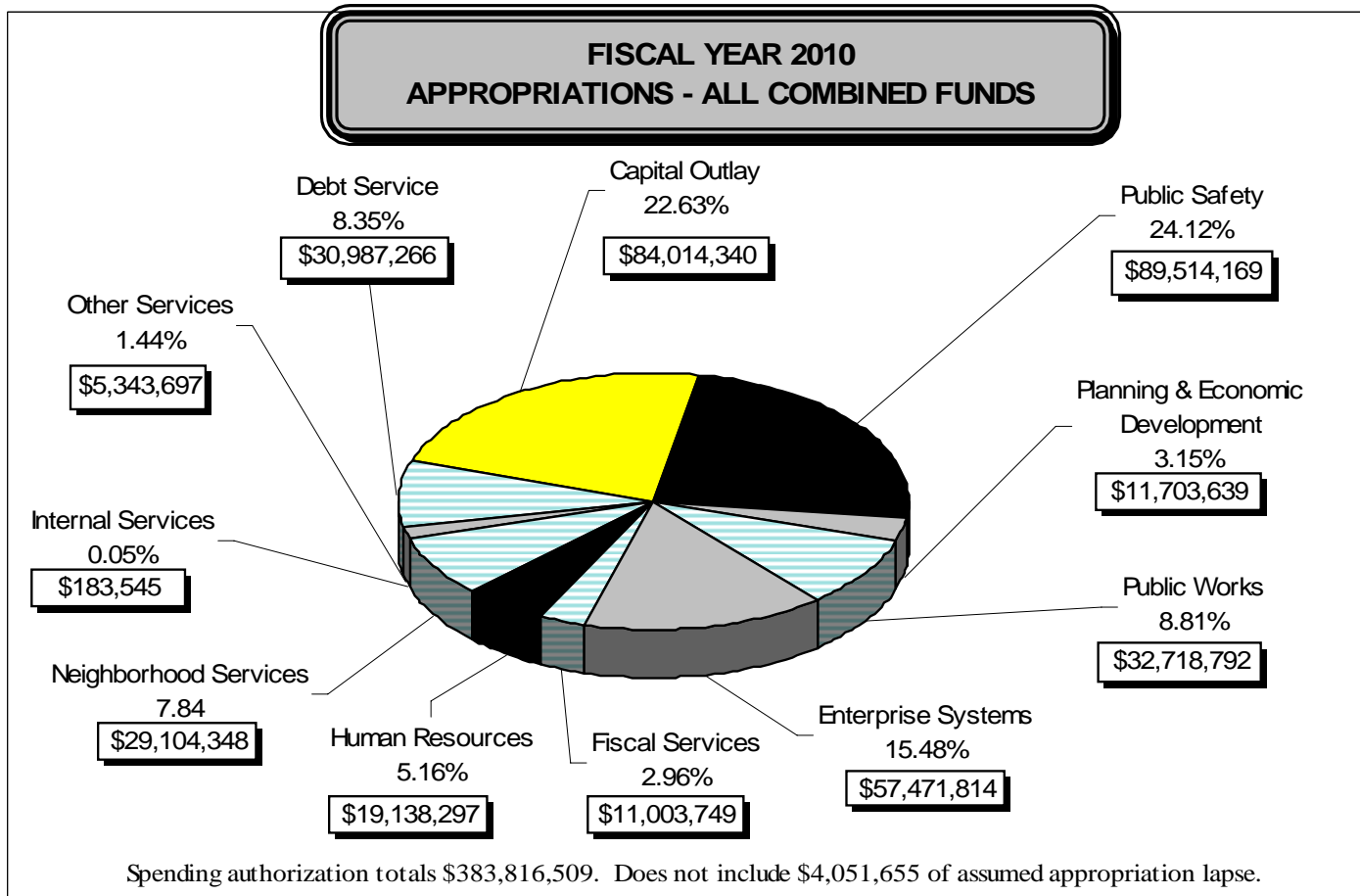
In an effort to limit important but potentially overwhelming detail from departmental and fund summary pages, appendices are provided. The reader is encouraged and directed to refer to this section for more detailed information.

APPROPRIATION HIGHLIGHTS AND PERSONNEL SUMMARY

City Expenditures

APPROPRIATION OVERVIEW - COMBINED FUNDS

The appropriations for the combined budgeted funds of the City of Grand Rapids, excluding most Internal Service funds, total \$371,183,656 including fiduciary funds. The pie chart below breaks the anticipated costs into several functional areas and other major categories under which the City is structured.



**APPROPRIATION OVERVIEW - GENERAL
OPERATING FUND**

The General Operating Fund spending authorization requested for the various departments is \$117,785,827 and the assumed appropriation lapse is \$2,700,000 resulting in net appropriations of \$115,085,827.

From its FY2010 General Operating Fund, the City will spend \$48.6 million for police services, \$24.9 million for fire services, \$2.4 million for the City Attorney's Office. Together, these three public safety services account for \$75.9 million, or 64.4% of the General Operating Fund.

With \$13.5 million, or 11.5 % of the General Operating Fund, the City will provide for the services that enhance our City's quality of life, including parks and recreation, street lighting and traffic safety, planning, economic development, community development, code enforcement and stormwater management.

The City will spend a net of \$17.8 million, or 15.2% of the General Operating Fund for basic general government services such as tax collection, property assessment, human resources, accounts payable and receivable, central mail services, Government Center parking ramp, the City Clerk's Office and the City Commission. These functions are mandated either by State law, City Charter, or business necessity.

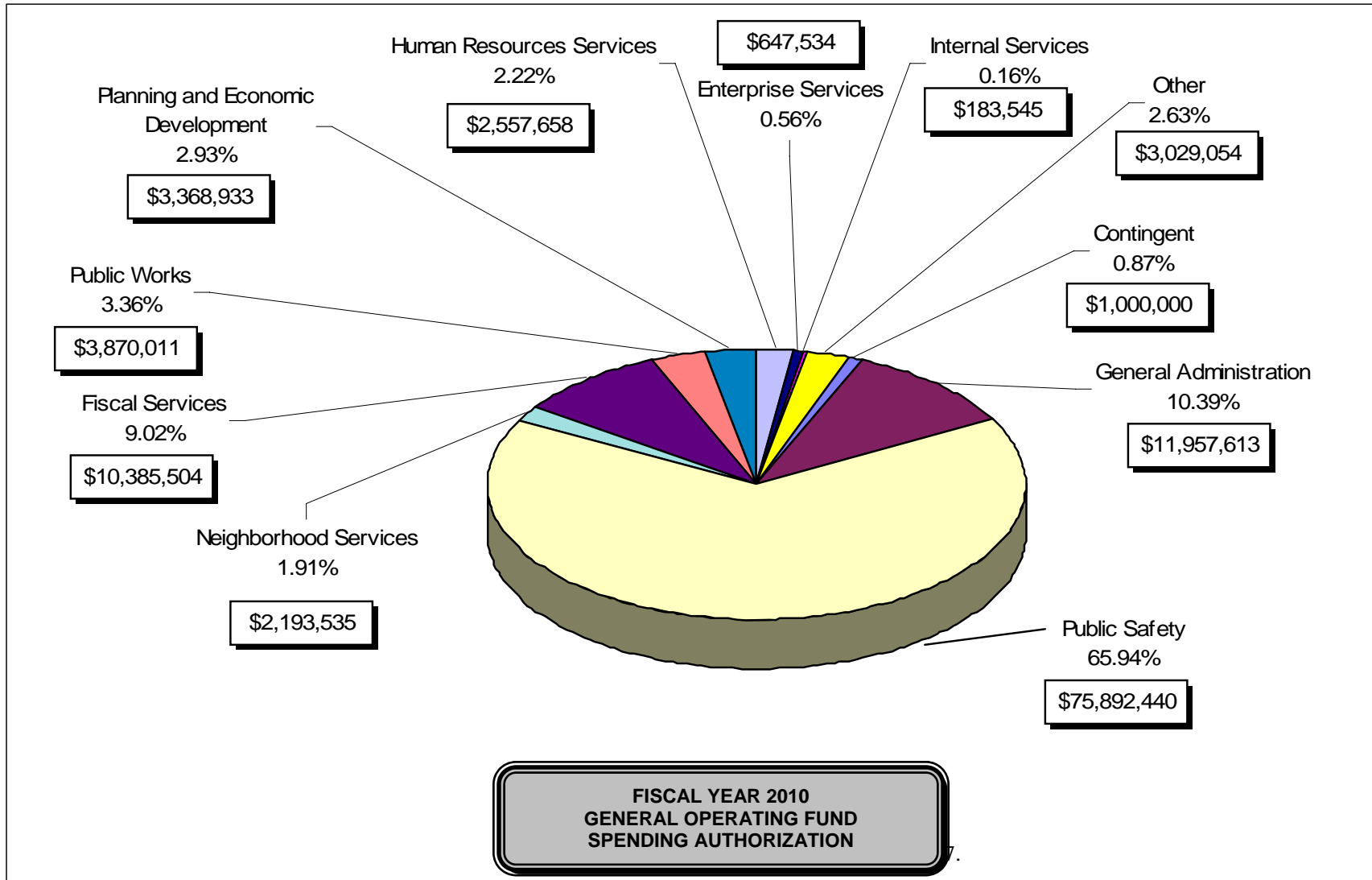
The City will set aside \$1 million for unforeseen issues that invariably arise throughout the year. The City policy is that we should fund the Contingent Account at \$1.5 million, however it is unlikely that resources are sufficient to permit funding at that level this year. There is \$11.9 million (\$12.9 million including Contingent) contained in General Administration (excluding the Parks & Recreation subsidy), or non-departmental portion of the General Operating Fund budget. \$4.4 million of this amount is earmarked for contractual services, principally \$494,400 for the Community Media Center.

\$3.2 million is included for One North Division, (which generates \$3.4 in revenues).

An estimated \$8.1 million is required to supplement funding activities that unable to generate sustainable funding from other sources. The following funds require subsidies in the amounts indicated:

- 61st District Court Fund \$ 3,362,850
- Grant Match District Court 250,000
- Cemeteries Operating Fund 627,191
- Parks Department Subsidy 5,155,806
- Debt Service Fulton Wall 142,403
- OCC Matching 111,084
- Major Streets Fund 0
- Streets Capital Fund 1,635,000

Total Subsidies to Other City Funds \$11,284,334



FY2010 General Operating Fund Expenditures

Capital Planning and Financing

BUDGETING FOR MAJOR CAPITAL PROJECTS

The City of Grand Rapids' major capital projects may be financed using available cash or using debt, typically in the form of bonds. Financing capital projects using debt spreads the costs of purchasing or constructing assets with long useful lives over many years so future users share in the cost of the project. For the City of Grand Rapids, financing capital projects with debt affects the City's budgets in one of two ways. The choice of which method to use to budget the debt depends on the source of the revenue, internal or external, that will be used to pay the annual principal and semi-annual interest payments.

The first method is used by the City's proprietary utility systems which directly provide services to external customers. The City's water supply system, sewage disposal system and parking system use debt financing to acquire or construct long-lived utility assets like filtration plants, sewer pipelines, and parking ramps. The annual principal and interest payments related to the bonds issued for these types of long-lived assets are then incorporated into the calculation of the rates charged to system customers who benefit from those assets. In this way, current customers are not cross-subsidizing those customers who used the systems in the past or those customers who will use the systems in the future.

The first method of budgeting also applies to assets used primarily by City employees to provide services to the public. Examples of these debt financed assets include aerial bucket

trucks, snow plows, and computer equipment. For this second type of debt, the annual principal and interest payments are incorporated into the "rental rates" charged to the various City departments whose employees use the equipment while providing services.

The second method of budgeting applies to City projects for which an external tax-related revenue source is used to pay principal and interest. This type of financing includes transportation bonds and tax increment revenue bonds. The City issues transportation bonds to provide funds for the construction and repair of public streets, roads, and bridges. The revenue source for transportation bonds is the State of Michigan "gas and weight" excise tax which is assessed by gallon when fuel is purchased. Tax increment revenue bonds are issued for capital projects that promote employment and economic development. Debt service for these types of bonds is paid using property tax increment revenues resulting from increases in the assessed value of property over an initial or base year value.

DEBT POLICIES AND LIMITATIONS

The City of Grand Rapids does not have a formal "debt policy." The City's debt guidelines encourage using multiple year debt financing via a bond or note issue if proposed capital projects meet criteria including significant project cost, generally greater than \$250,000, and an "estimated useful life" that is not less than the term of the bond. Existing bond issues will generally be considered for refunding if net present

value savings will be at least 5% and if the bonds are callable. Generally City bonds are callable if the bonds were issued at least ten years earlier.

In addition to the City's own internal debt guidelines, the State of Michigan imposes both constitutional and statutory limitations on the issuance of debt by municipalities. 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 of Michigan Legislature, the State of Michigan Home Rule City Act (Public Act 279 of 1909, as amended) limits the amount of debt principal a city may have outstanding at any time, subject to certain exemptions. 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 [State Equalized Value or "SEV"] 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 State of Michigan's Home Rule City Act for certain types of indebtedness which include: special assessment bonds and State of Michigan transportation fund 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 of Michigan or a court of competent jurisdiction, and obligations incurred for water supply, sewage, drainage or refuse disposal or resource recovery projects necessary to protect the public health by abating pollution.

The City's State of Michigan-mandated debt limit (known as the "legal debt margin") is 10% of the City's State Equalized Valuation ("SEV"). Based on the City's estimated \$5,558,505,400 SEV for tax year 2009 /FY2010, the City's legal debt margin is 10% of the upcoming year's SEV or \$555,850,540. This is much higher than the \$172 million (or 3.10%) in outstanding City debt subject to the margin as of May 2, 2009. As of May 2, 2009 the principal portion of City

outstanding debt which is exempted from the Home Rule City Act debt limitations is \$435 million. The exempt debt issues consist of two transportation fund bond issues, four Water Supply System revenue bond issues, thirteen senior/junior lien Sewage Disposal System revenue bond issues, one Downtown Development Authority bond issue, and two Grand Valley Regional Biosolids Authority bond issues.

Finally, the City's financial condition and debt guidelines are analyzed by third party bond rating agencies every time the City issues debt. These rating agencies review the City's current and forecasted financial data, financial policies, and

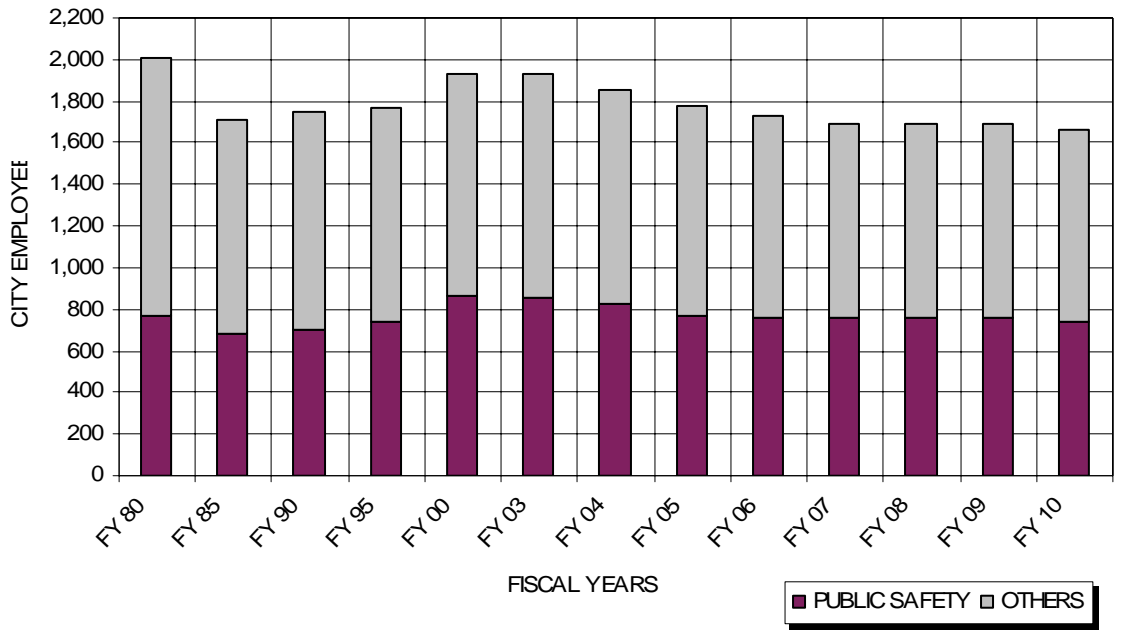
economic environment then issue a rating using established criteria applied to similar municipalities. At the City's most recent Limited Tax General Obligation (LTGO) review in February, 2009, the City was assigned ratings of Aa3 (stable outlook) by Moody's and AA by Standard & Poor's.

The amount of annual principal and interest payments for the budget year beginning July 1, 2009 as well as for all future budget years is shown for each major fund, in Appendix F in this FY2010 Fiscal Plan.

Staffing Statistics

The following bar chart reflects the City's staffing levels over a 30-year period. Overall staffing has decreased during the past eight fiscal years, declining to below FY1985 staff levels. Staffing levels for the Public Safety group (which includes Police, Fire, District Court and City Attorney's Office) demonstrate the City's commitment to Police and Fire services. A detailed report of staffing levels is available in Appendix I of this plan.

PERMANENT CITY EMPLOYEES



Over the past eight years, the City has reduced its General Operating Fund workforce by 439 positions. Citywide, 330 positions have been reduced in that same time frame. This Fiscal Plan proposes the following:

	FY2010	FY2010	TOTAL	
	GENERAL	ALL OTHER	ALL	
	OPERATING	FUNDS	FUNDS	
Current Employment Authorization	885.05	790.20	1,675.25	
Net Position Changes	(68.63)	35.95	(32.68)	
Additions / Deletions / Transfers				
FY2010 Net Staffing	816.42	826.15	1,642.57	*
*Does not include 13 unspecified positions that will be eliminated during FY2010.				

A listing of the net changes in positions, by department, is presented below:

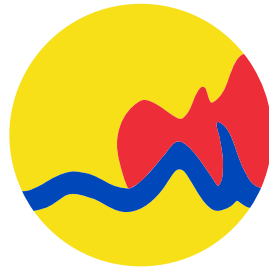
FINAL POSITION CHANGES FY2010		
Department	Position Title	Add/ (Delete)
Shading means a special condition		
Assessor	Office Assistant II	(2)
Assessor	Personal Property Appraiser	(1)
Community Development	Planner I/II	(1)
Comptroller	Accountant	1
Comptroller	Financial Assistant I	(1)
Comptroller	Financial Assistant II	(1)
Economic Development	Economic Development Coordinator I	(2)
Equal Opportunity	MMWBE (Two full time positions are funded 50% each to outside or	(1)
Executive	Chief Services Officer	1
Executive	Administrative Secretary	1
Fire	Assistant Fire Training Supervisor	1
Fire	Deputy Fire Chief (effective with retirement of Fire Chief)	(1)
Fire	Fire Captain	(4)
Fire	Fire Equipment Operator	(3)
Fire	Fire Lieutenant	1
Fire	Firefighter	(1)
Fire	Firefighter (Building Maintenance)	(1)
Fire	IT Support Specialist	1
Fire	Office Assistant I	(1)
Human Resources	Office Assistant II (effective 8/30/09)	(1)
Income Tax	Income Tax Examiner	(1)
Management Services	Chief Services Officer	(1)
Management Services	Administrative Secretary	(1)
Neighborhood Improvement	Administrative Aide	1
Neighborhood Improvement	Mechanical Inspector I/II	(1)
Neighborhood Improvement	Office Assistant I	(1)
Neighborhood Improvement	Office Assistant III	(1)
Neighborhood Improvement	Plans Examiner (effective July 31, 2009)	(1)
Parks and Recreation	Greenskeeper (effective 12/31/09)	(1)
Parks and Recreation	Financial Assistant I	(1)
Parks and Recreation	Parks Superintendent	(1)
Planning	Office Assistant III	(1)
Planning	Planning Aide	1
Police	Office Assistant II	(1)
Police	Office Assistant IV	(1)
Purchasing	Senior Buyer	(1)
Streets and Sanitation	Streets and Sanitation Crew Leader	(1)
Streets and Sanitation	Streets and Sanitation Supervisor	1
Traffic Safety	Draftsperson I	(1)
Traffic Safety	Line Foreperson (effective October 1, 2009)	(1)
Traffic Safety	Senior Electrical Engineer	1
Traffic Safety	Signal Electronics Technician I (upon reclass of the SET II)	(1)
Traffic Safety	Traffic Technician (effective upon retirement)	(1)
Treasurer	Office Assistant I	(1)
Water	Maintenance Assistant I/II	(1)
To Be Determined	To Be Determined	(13)
NET CUTS FROM CURRENT 09 AUTHORIZED		(45)

Employee Groups

The City workforce consists of 14 different employee groups of which 13 are organized bargaining units (Library, District Court, and City all have non-represented groups). The following is a table of the contract status of each employee group.

**CITY OF GRAND RAPIDS, MICHIGAN
FY 10 PERMANENT PERSONNEL
July 1, 2009**

Service Group	Department	Elected	Appointed	Non		CST&LPE	GREIU	EC		Off & Sgts.	Command	IAFF	Total
				Bargaining	APA			Sup	ECO				
Management	01 Executive	7	1	4	2								14
Human Resources	02 Human Resources			6	8		2						16
Fiscal	03 Comptroller	1		1	6		8						16
Fiscal	04 Treasurer		1		3		15						19
Fiscal	05 Assessor			1	2		13						16
Fiscal	06 Fiscal Services			3	8		1						12
Fiscal	07 Income Tax			1	1		15						17
Public Safety	08 Attorney		1	14			2						17
Management	09 Clerk		1		2		7						10
Plng & Econ Dev	10 Planning			1	2		8						11
Internal Services	11 Management Services				2								2
Other	13 General Administration												0
Internal Services	14 Facilities Management			1	4		10						15
Public Safety	17 Police			3	5	11	19	4	35	301	24	0	402
Public Safety	18 Fire			1	1		6					222	230
Public Works	19 Traffic Safety			1	3		35						39
Enterprise Systems	22 Engineering			1	19		28						48
Human Resources	23 Equal Opportunity			1	4								5
Neighborhood Services	26 Parks			1	6		30						37
Other	28 Public Library			6			56						62
Neighborhood Services	31 Neighborhood Improvement			1	8		39						48
Neighborhood Services	35 Community Development			1	8		10						19
Internal Services	38 Information Technology			1	3		2						6
Internal Services	42 Fleet Management				4		28						32
Enterprise Systems	43 Water			1	23		161						185
Enterprise Systems	44 Environmental Protection			3	20		106						129
Public Works	45 Streets and Sanitation				9		98						107
Plng & Econ Dev	46 Parking Services			1	7		27						35
Plng & Econ Dev	47 Economic Development			1	1		1						3
Other	66 District Court	6		3	21.25		61						91.25
STAFFING FY10		<u>14</u>	<u>4</u>	<u>58</u>	<u>182.25</u>	<u>11</u>	<u>788</u>	<u>4</u>	<u>35</u>	<u>301</u>	<u>24</u>	<u>222</u>	<u>1643.25</u>
ROUNDING													-0.68
GRAND TOTAL													1642.57
Positions to be eliminated by September 30, 2009													-13
													<u>1629.57</u>



CITY OF
GRAND
RAPIDS
MICHIGAN
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BUDGET GUIDELINES

Introduction

The articulation 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, which 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, strictures, and fund matching requirements, and staff are always attentive to limitations on its operations. It is the City's historical practice to effectively and efficiently manage its operations in conformity with community wants and needs, but also with attentiveness to legal directives and restrictions.

The City has employed a series of General Financial Guidelines for many years. The City Commission last updated the guidelines in 2005. A policy statement and rationale precedes each set of the guidelines. The Fiscal Plan respects the guidelines, except where noted in italics below.

Balancing the Budget

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 between revenues and expenditures, so that the public can realize the benefits of a strong and

stable government. It is important to understand that this economic reality applies to budget entities 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 balances carried forward from prior years. Temporary shortages, or operating deficits, can and do occur, but they should not be tolerated as extended trends. The City cannot develop a legacy of operating deficits or a legacy of using 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 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 even 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 reality test budget assumptions. The actual numbers may be different, but

the modeling will alert us to future problems that may be created by decisions made today.

Spending Authorization vs. Appropriations

The City allocates resources 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 requirement for other elements of the budget (road salt for example) is often subject to the vagaries of the weather. The appropriation lapse assumption has been developed in recognition that the entire amount of the General Operating Fund approved spending is generally not fully spent.

This has been studied over time with the finding that when the economy is expanding and as a result programs are generally expanding, the unspent appropriation authority is larger (e.g. 3% of authorized levels) and when the economy is contracting and programs are being curtailed, the unspent appropriation authority is smaller (hence the current guideline of assuming a 1% appropriation lapse). Appropriation lapse is also influenced by the length of time it takes for vacant positions to be filled. This year, we have employed an appropriation lapse of \$2,500,000 for all years for the General Operating Fund.

Balanced Budget

Ongoing expenditures are to be matched to ongoing revenues and one-time revenues are to be matched to one-time expenditures. Uses of Fund Balance and withdrawals from the Budget Stabilization Fund will be considered one-time sources of funding and as such should be matched to one-time expenditures. (Note: The FY 2010 Final Fiscal Plan uses \$2.9 million of fund balance.)

Contingencies

The City must anticipate unforeseen conditions. Contingencies 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 annual budget. The objective is for the City to be in a strong fiscal position that will better 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:

- Provide cash balances to facilitate the conducting of financial trans-actions.
- Investment of reserves provides additional program funding resources in the form of investment income.
- Provide the ability to mitigate State budget actions that may reduce City revenue.
- Front-fund or completely fund, if necessary, disaster costs or costs associated with the being

pre-dominantly self-insured. (Self-insured is only possible if reserves are set aside. In the absence of financial reserves the City is uninsured.)

- Provide the ability to absorb large liability settlements without the need for issuing judgment obligation bonds or to divert funding away from programs and services.

Contingent Account/Fund Balance

The Guidelines indicated that General Operating Fund Contingent Appropriation (allowance for unforeseen obligations) will be established each year at \$1,500,000. (Note: The FY 2010 Final Fiscal Plan funds the Contingent Account at \$1,000,000.)

The unappropriated/unreserved/undesignated Fund Balance of the General Operating fund will be maintained at not less than the levels shown below. (Note: The FY2010 Final Fiscal Plan will result in a projected June 30, 2010 Fund Balance of 5.0%.)

<u>Fiscal Period</u>	<u>Fund Balance as a % of Appropriations</u>
Year Ending 6/30/06	5.00%
Year Ending 6/30/07	7.50%
Year Ending 6/30/08	10.00%
Year Ending 6/30/09	12.50%
Year Ending 6/30/10	15.00%
Thereafter	15.00%

Budget Stabilization Fund

A Budget Stabilization fund will be maintained subject to regulations established by the State of Michigan, (P.A. 1978, No. 30, as amended). The fund balance may be

supplemented in any fiscal year from the year end excess of revenues over expenses, if any, of the General Operating Fund. The City shall accumulate budget savings to achieve and maintain a Budget Stabilization Fund balance of 10% of General Operating Fund expenditures. (Note: The FY2010 Final Fiscal Plan draws down the remaining \$500,000 of Budget Stabilization Fund balance. June 30, 2010 fund balance is projected to be zero.)

Capital Improvement Expenditure Program

The City’s Capital Improvement Expenditure Program includes the purchase, renovation or upgrade of new and existing municipal facilities or physical plant infrastructure. The program is also 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 required renovations and expansion requirements for the next 20 years.

Rationale

It is important for the City to 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.

A five-year capital improvement program shall be prepared and updated each year. The operating impact of each project should be identified and incorporated into the annual operating budget. The City shall 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 shall be specifically approved and added to the Capital Improvement Program. Before inclusion in the five-year capital program, information should be 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, significant changes to the scope of work concerning existing projects shall be approved by the Fiscal Committee of the City Commission.

The City should 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.

Capital Reserve Fund

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 City will annually deposit revenues of 1.25 mills of the General Operating millage levy and 4% of the City income tax revenues into this fund. This Preliminary Fiscal Plan respects this guideline. The capital requirements have exceeded the funding sources for several years. In response, the City has issued bonds to fund the most urgent capital requirements. In FY2010, debt service associated with debt issued to fund capital projects in prior years will consume \$5.9 million, leaving a mere \$936,000 for new projects and \$828,295 being returned to the General Operating Fund.

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 the Police.

Public Library

The Public Library Fund is designated as the depository of revenues from 2.4533 mills (or the maximum amount that State law permits to be levied) 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 appropriation. (Note: The FY2010 Final Fiscal Plan allocates \$48.6 million for the Police Department which is 42% of General Operating Fund appropriations.)

Significant Economic Assumptions

Annually, the City must make assumptions relative to estimated revenues and factors that heavily influence the anticipated expenditures. The salient economic assumptions that were used in the Final Fiscal Plan are summarized below.

**FY2010
ECONOMIC ASSUMPTIONS**

April 21, 2009

	FISCAL YEAR						
	Original FY09	Estimate FY09	Request FY10	Forecast FY11	Forecast FY12	Forecast FY13	Forecast FY14
REVENUE GROWTH RATES							
Income Tax	2.00%	2.46%	0.68%	1.39%	2.62%	3.00%	3.00%
Property Tax	3.90%	3.90%	3.90%	3.90%	3.90%	3.90%	3.90%
State Revenue Sharing Cuts in Statutory							

MONTHLY ACTUARIAL DATA-HEALTH INSURANCE (Informational Only):

Informational Data is based on Settled Contracts

	CALENDAR YEAR											
	July - Dec 2008	Jan - June 2009	July - Dec 2009	Jan - June 2010	July - Dec 2010	Jan - June 2011	July - Dec 2011	Jan - June 2012	July - Dec 2012	Jan - June 2013	July - Dec 2013	Jan - June 2014
Active												
Active Employee Cost of Care	1,086.00	1,201.36 ¹	1,201.36 ¹	1,298.67	1,298.67	1,403.86	1,403.86	1,517.57	1,517.57	1,640.49	1,640.49	1,773.37
Blended Premium Sharing Rate	-	121.51 ²	131.34 ²	131.34 ²	151.75	164.04	164.04	177.32	177.32	191.69	191.69	207.22
Police Officers/Sgts. Premium Sharing Rate	-	137.96	137.96	151.75	151.75	164.04	164.04	177.32	177.32	191.69	191.69	207.22
City Cost per Active Employee-Blended	932.77	1,070.68	1,066.33	1,155.95	1,146.92	1,239.82	1,239.82	1,340.25	1,340.25	1,448.80	1,448.80	1,566.15
Opt-out												
Premium Share used for Opt-out ³ :	107.81	120.14	120.14	129.87	129.87	140.39	140.39	151.76	151.76	164.05	164.05	177.34
City opt-out base ⁴	970.26	1,080.02	1,081.22	1,017.29	1,168.80	1,263.47	1,263.47	1,365.81	1,365.81	1,476.44	1,476.44	1,596.03
Opt Out Amount (50% of Base)	485.13	540.01	540.61	508.65	584.40	631.74	631.74	682.91	682.91	738.22	738.22	798.02
Retiree Under 65												
Pre-65 Retiree Cost of Care	1,756.00	1,949.78	1,949.78	2,107.71	2,107.71	2,278.44	2,278.44	2,462.99	2,462.99	2,662.49	2,662.49	2,878.15
Blended Premium Sharing Rate ⁵	NA	NA	NA	131.34	151.75	164.04	164.04	177.32	177.32	191.69	191.69	207.22
City Cost per Pre-65 Retiree	1,756.00	1,949.78	1,949.78	1,976.37	1,955.96	2,114.40	2,114.40	2,285.67	2,285.67	2,470.80	2,470.80	2,670.93

¹ Cost of actuarial health benefits less benefit modifications (\$1,233.09 - \$31.73); Non-settled Contracts use the \$1,233.09 Amount.

² Premium Sharing rates are \$56.08 per pay period through June 30, 2009; then 60.62 per pay period through June 30, 2010; after that they are 10% of the blended cost of care for active employees and retirees under 65. Police Officers & Sergeants premium sharing per settled contract is 10% of the blended active/retiree cost of care from the start.

³ 10 % of Active Cost of Care for all settled contracts; Non-settled Contracts have no premium sharing for opt-out.

⁴ Non-settled Contracts use the opt-out amount of \$574.01

⁵ Pre-65 Retiree premium sharing applies only to individuals who retire after March 31, 2010. Retiree premium sharing uses the same blended rate as Active employees.

BUDGETED HEALTH CARE PREMIUMS - Subject 719

The opt-out provision and premium sharing amounts were factored into the fiscal year Health Insurance budget rates. The health insurance rates below assume all labor contracts are settled by June 30, 2009. The following rates are to be applied to ALL employees regardless of whether or not they have opted out of the City's plan. These rates factor the timing differences of labor contract settlements and factor plan savings from opt-outs.

	FISCAL YEAR						
	Original FY09	Estimate FY09	Request FY10	Forecast FY11	Forecast FY12	Forecast FY13	Forecast FY14
Yearly rate	\$ 12,389	\$ 13,229	\$ 13,057	\$ 13,980	\$ 15,112	\$ 16,337	\$ 17,660
Monthly rate	\$ 1,032	\$ 1,102	\$ 1,088	\$ 1,165	\$ 1,259	\$ 1,361	\$ 1,472

ACTUARIAL DATA-RETIREE HEALTH CARE (Informational Only):

Actuarial Study as of June 30, 2007 - the most recent valuation report available

	Police	Fire	All Others	Totals
Annual Normal Cost (Pay-as-you-go)	2,566,951	1,324,653	3,474,693	7,366,297
Annual portion of 30 yr Amortization of Unfunded Liability:	2,846,971	1,607,286	4,617,910	9,072,167
Annual Covered Payroll	22,012,744	14,692,194	52,639,231	89,344,169
Annual Required Contribution Rate (ARC)	24.59%	19.96%	15.37%	18.40%

BUDGETED RETIREE HEALTH CARE - Subject 703

	FISCAL YEAR						
	Original FY09	Estimate FY09	Request FY10	Forecast FY11	Forecast FY12	Forecast FY13	Forecast FY14
Police	15.91%	16.00%	20.00%	20.00%	20.00%	20.00%	20.00%
Fire	14.70%	15.00%	18.00%	18.00%	18.00%	18.00%	18.00%
All Others	10.90%	11.00%	14.00%	14.00%	14.00%	14.00%	14.00%

	FISCAL YEAR						
	Original FY09	Estimate FY09	Request FY10	Forecast FY11	Forecast FY12	Forecast FY13	Forecast FY14
PENSION - Subject 722							
Police and Fire Pension ⁶	-	-	-	11.01%	16.24%	20.30%	24.08%
General Pension ⁶	7.70%	7.70%	9.29%	10.34%	11.56%	12.75%	13.50%
Special Pension-Subject 717	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%

MEDICARE TRUST PAYMENTS - Subject 722

Police Medicare Trust	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Police Command Medicare Trust	0.50%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Fire Medicare Trust	0.50%	0.70%	0.70%	0.70%	0.70%	0.70%	0.70%
General Medicare Trust	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%

WAGE INCREASE FACTOR - Subobject 706

APA, Exec, non-rep; non-settled	2008	-	2.50%	-	-	-	-	-
		-	-	2.00%	2.50%	2.00%	2.00%	2.00%
Officers & Sgts	2008		1.75%	-	-	-	-	-
	12/31/08		2.00%	-	-	-	-	-
	1/1/09		2.50%	-	-	-	-	-
				3.00%	-	-	-	-

MONTHLY PARKING RATES - Subobject 947

Government Center Ramp	\$	148	\$	143	\$	150	\$	157	\$	165	\$	173	\$	182
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PAYROLL TAXES - Subobject 715

Medicare Rate (No Cap) ⁷	0.0145	0.0145	0.0145	0.0145	0.0145	0.0145	0.0145	0.0145	0.0145
FICA Rate (Capped) ⁸	0.0620	0.0620	0.0620	0.0620	0.0620	0.0620	0.0620	0.0620	0.062
Total	0.0765	0.0765	0.0765	0.0765	0.0765	0.0765	0.0765	0.0765	0.0765

APPROPRIATION LAPSE- Subobject 996 ⁹

General Fund (CBO will apply)	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
IT Department (Dept to Apply Lapse)	1.00%	1.00%	1.00%	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%	1.00%	1.00%	1.00%
Sewer (Dept to Apply Lapse)	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Parking (Dept to Apply Lapse)	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%

⁶ Pension contribution rates dependent on proposal to modify selected actuarial assumptions

⁷ Police & Fire use Medicare Rate only

⁸ FICA Wage Base is capped at \$106,800 beginning with calendar year FY09; \$102,000 for calendar year 2008

⁹ Includes Salary Lapse

FY2010 Budget Preparation Calendar

<u>Dates</u>	<u>Day</u>	<u>Length</u>	<u>Activity</u>
7/1/08	Tue		2009 Fiscal Year begins
10/6/08	Mon	Ongoing	Develop Budget Planning Calendar-begin preparing instructions
<u>INTERNAL SERVICE FUND BUDGETING</u>			
10/15/08	Wed	2.5 weeks	Request HBIC changes from ISF Depts
10/31/08	Fri		HBIC Changes due from ISF Depts.
10/31/08	Fri	1 day	Set up ER system - Rates, Personnel Calcs, Downloads, etc.
12/1/08	Mon	1 week	Review and finalize Instructions for ISF
12/1/08	Mon	1 day	Train ISF Users
12/5/08	Fri	1 day	Internal Service Fund instructions distributed-ER opened
12/5/08	Fri	3.5 weeks	ISF Depts Prepare Requests
12/30/08	Tue		IS Fund requests (incl. Service Pkgs) Due
1/2/09	Fri	1 week	CBO review of Internal Service Fund Begins
1/8/09	Thu		CBO review of Internal Service Fund Completed
1/9/09	Fri	1 day	City Manager's review of Internal Service Fund requests
<u>CAPITAL BUDGETING</u>			
1/7/09	Wed	1 Day	Capital Project forms and instructions distributed
1/7/09		2-5 weeks	Depts Prepare Capital Requests
1/23/09	Fri		Streets & Capital Improvement Capital Project requests due
1/23/09	Fri	2 weeks	Budget Office review of Capital Projects begins
2/6/09	Fri		Budget Office review of Capital Projects ends
2/9/09	Mon	2 months	City Manager's review of Capital Projects begins
2/13/08	Fri		Water, Sewer & Auto Parking Capital Request due
4/3/09	Fri		City Manager's review of Capital Projects ends
<u>OPERATING DEPARTMENT BUDGETING</u>			
12/12/08	Fri	3 weeks	Request HBIC changes from Operating Depts
12/30/08	Fri		HBIC Changes due from Operating Depts.
1/5/09	Mon	2 weeks	Set up ER system - Rates, Personnel Calcs, Downloads, etc.
1/12/09	Mon	1 week	Finalize instructions for Operating Depts.
1/12/09	Mon	1 week	ISF and Other Exhibits Prepared
1/16/09	Fri		Allocations Completed; Exhibits finished; Instructions finished
1/16/09	Fri	1 day	Operating Departments instructions distributed

<u>Dates</u>	<u>Day</u>	<u>Length</u>	<u>Activity</u>
1/23/09	Fri	3 days	Staff Training on ER Budgeting system
1/23/09	Fri	1 week	Data Entry opened for Operating Depts. (as they are trained).
1/23/09	Fri	2-4 weeks	Operating Depts Prepare Budget Requests
2/10/09	Tue		Police, Fire, Parks, Neighborhood Imp. Dept budgets Due
2/17/09	Tue		All Other Operating Budget requests (incl. Service Pkgs) due
2/17/09	Tue		All Performance Management Plans due
2/10/09	Wed	10 days	Budget Office's review of Operating Budget requests begins
2/20/09	Fri		City Manager's Budget / Performance Mgt. Reviews begin

PRELIMINARY FISCAL PLAN

4/6/09	Mon	2 weeks	Budget Office Prepare Preliminary Fiscal Plan
4/17/09	Fri	5 days	Budget Office submit Preliminary Fiscal Plan and Preliminary Capital Plan to Printer
4/23/09	Thu		Preliminary Plans Returned from Printer
4/24/09	Fri	1 day	Preliminary Fiscal Plan delivered to City Commission
4/28/09	Tue		City Manager Presents Preliminary Fiscal Plans to City Commission
4/28/09	Tue	8 weeks	City Commission reviews and adjusts Preliminary Fiscal Plan
6/2/09	Tue	1 day	Set Public Hearing for adoption of FY10 Budget and 2010 Property Tax levy
6/16/09	Tue	1 day	Hold Public Hearing for the Proposed FY10 Budget and 2010 Property Tax levy
6/17/09	Wed	1 day	Finalize Proposed FY10 Budget Ordinance
6/23/09	Tue	1 day	Resolution to establish a 2010 Property Tax levy and Adoption of the FY10 Budget Ordinance and FY10-14 Strategic Plan

FISCAL PLAN

6/23/09	Tue	2 months	Budget Office prepare Final Fiscal Plan document
7/1/09	Wed		2010 Fiscal Year begins



CITY OF
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RAPIDS
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REVENUE OVERVIEW

This section provides an overview of the City of Grand Rapids' Final 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. Detailed information regarding the City's revenue estimates is included in the appendices.

The revenues of the City can best be examined by separating the sources into six major groups.

Charges for Services consist of revenues derived from charging the recipient for the product or service provided by the City. This category is becoming an increasingly larger revenue source since, rather than raising everyone's taxes to provide these services, only those individuals or businesses using the services are charged the fee. State laws and related court cases limit these revenues to the cost of the services provided.

City Income Taxes are generated by a flat 1.3% rate applied to the income of City residents and businesses. Non-residents working in the City pay 0.65%. Income tax rates were increased from 1% and 0.5% respectively on January 1, 1996 as part of a voter approved program to decrease the property tax burden and increase funding for expanded police operations.

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. Taxable value of property is generally the lesser of (a) the taxable value of the property in the immediately preceding year, adjusted for losses, multiplied by the lesser of the net percentage change in the property's State Equalized Value (SEV), or the inflation rate of 5%, plus additions, or (b) the property's current SEV. In many

cases, therefore, the taxable value of property will be different from the same property's SEV. Property tax revenues are deposited into the General Operating, Library, Capital Reserve and Refuse Collection and Disposal funds.

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

State Grants support operating and capital activities for City projects ranging from recreational services to street improvements. The amount of State grants received fluctuates annually depending on the timing and purpose of the City's programs and capital projects. Like most 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 are an important part of General Operating Fund revenues. The City receives revenue sharing payments from the State under both the State Constitution and the Michigan Revenue Sharing Act, Public Act 140 of 1971 (the "Revenue Sharing Act"), as amended. The State's Constitution limits the rate of State sales tax to 6%. After allocating 100% of the revenue of sales tax imposed at a rate of 2% to the State School Aid Fund, the State Constitution further mandates that 15% of the total revenues collected from sales taxes of the remaining 4% (i.e. the "constitutional formula") be distributed to cities, villages and townships.

The Revenue Sharing Act distributes an additional 21.3% of those revenues (i.e. the remaining 4%) to Michigan municipalities (i.e. the "statutory formula"). The allocation formula prescribed by law uses factors that determine the amount a municipality receives. These factors are population, unit type and taxable value per capita, relative tax capacity and, most importantly, the amount the State allocates to the program. Unfortunately, State distributions have not been made in accordance with the statutory formula for several years.

State Gas and Weight revenues are excise taxes and are deposited into the City's Major and Local Street Funds to partially support the costs of replacing, repairing and maintaining the major and local streets and bridges within the City's boundaries. The State of Michigan collects the gas and weight taxes under the jurisdiction of the State Trunk Line Highway System Act, Michigan Public Act 51 of 1951, as amended. Unlike the State's sales tax which is 6% of dollar amounts sold, gas and weight taxes are taxes calculated on the number of gallons of fuel sold. The more gallons of gasoline and diesel fuel Michigan drivers buy, the more gas and weight taxes the State of Michigan collects. After it collects these taxes, the State then distributes the collected taxes to cities and villages based on a complex formula.

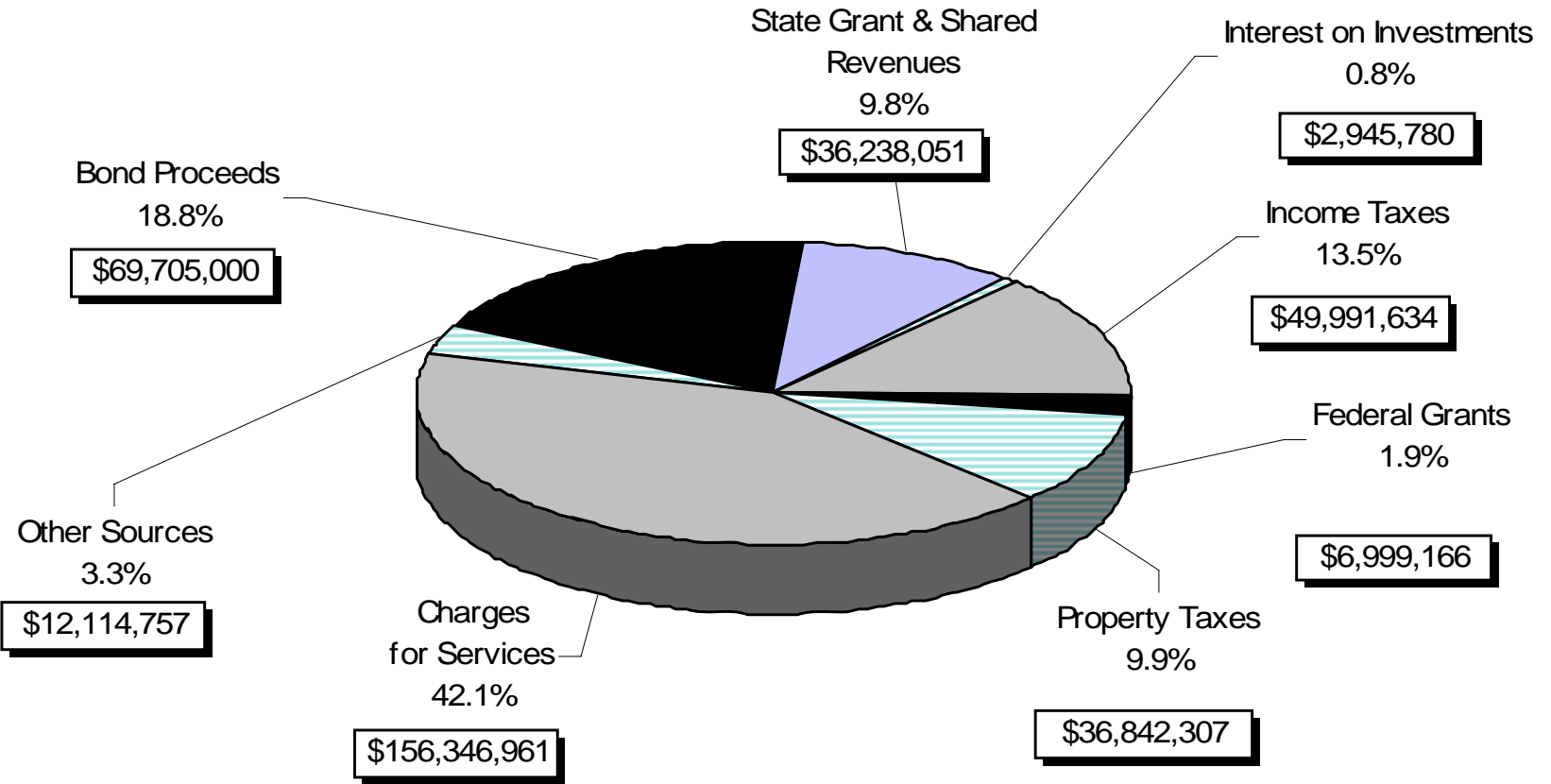
Investment Earnings are the result of investing cash at prevailing interest rates until it is needed to pay for goods and services.

Other Sources include a multitude of minor revenue sources, including monies paid by non-General Operating Funds in accordance with the City's Cost Allocation Plan, and transfers to and from fund balances that do not fit other categories. Individually each source is relatively small but together they comprise 3.3% of all budgeted revenues for FY2010. Grant revenues and expenditures applied for but not awarded are not included in this Fiscal Plan but will be recognized via budget amendments when award letters or agreements are received from the granting agency.

REVENUES – ALL BUDGETED FUNDS

Total revenues of the City's budgeted funds amount to \$371 million including fiduciary funds. Additional information can be found in the Combined Budgeted Funds Statement behind the Fund Summaries tab in this Fiscal Plan. The pie chart below illustrates the major revenue categories.

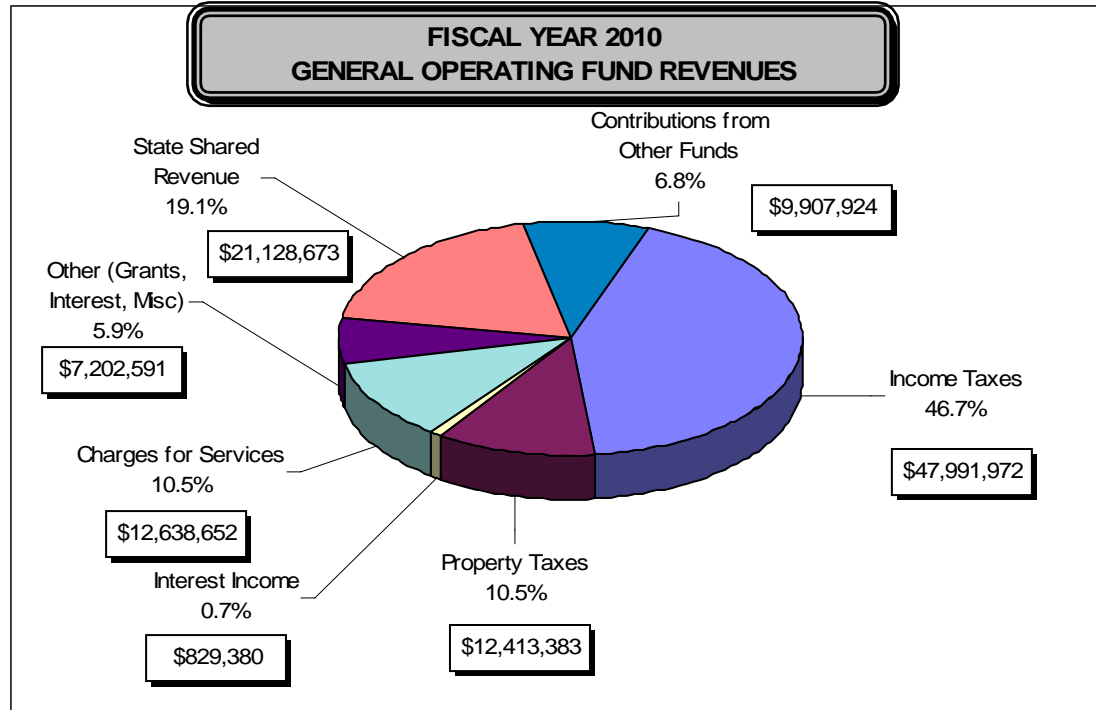
**FISCAL YEAR 2010
REVENUES - ALL BUDGETED FUNDS**



REVENUES – GENERAL OPERATING FUND

The graph below depicts the major revenue categories for the General Operating Fund - the fund where the City accounts for most tax supported activities. As you can see, it presents a different picture from the chart for all budgeted revenues. Here Income Taxes, rather than Charges for Services, are the major revenue source. It is notable that property taxes provide only 10% of General Fund revenues. Fourteen years ago City income tax and property tax revenues were 38.6% and 16.9% of total General Operating Fund revenues respectively but in FY2010 the proportionate shares are projected to be 42% and

11%. This shift to the more economically volatile Income Tax as the primary General Operating Fund revenue source has contributed, in part, to the ongoing General Operating Fund budget constraints. This volatility also means that the City's fund balance goals should exceed the traditional 5 – 10% targets of most local governments. City guidelines do in fact advise that fund balance levels shall be at 15%.

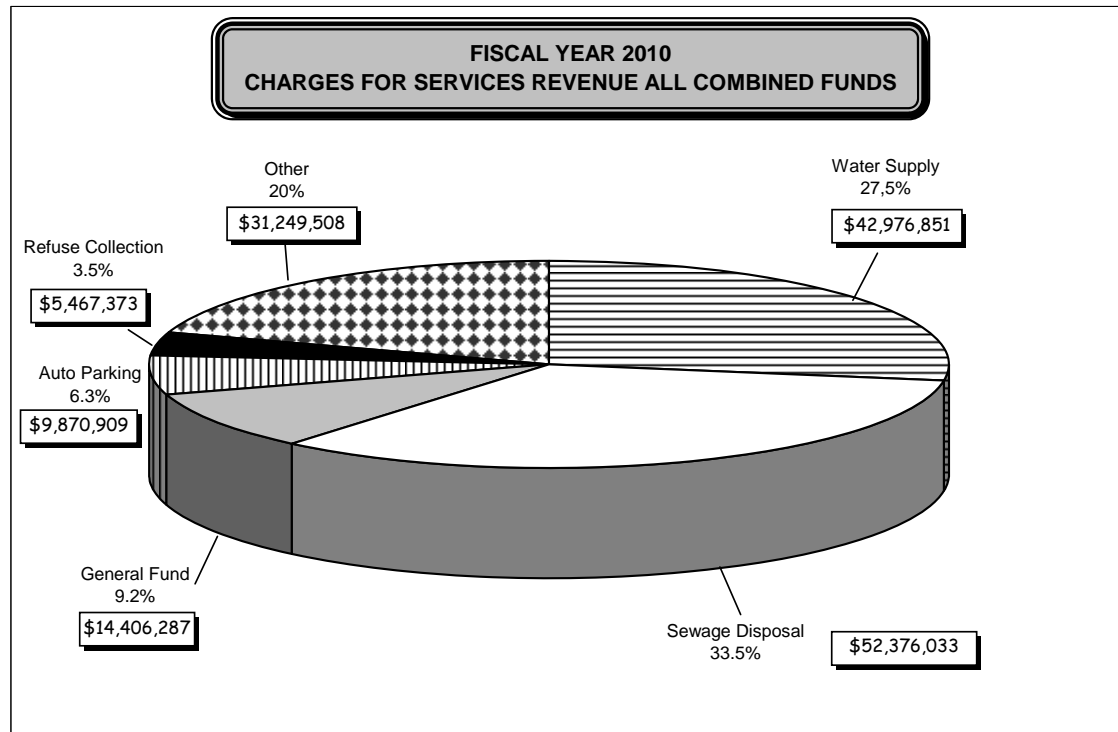


DESCRIPTIONS OF THE CITY'S MAJOR SOURCES OF REVENUE

Charges for Services

This category is the City's largest overall revenue source due primarily to the revenues of the Water Supply System, Sewage Disposal System and Parking System Enterprise Funds. These Systems are large operations serving City residents and businesses as well as several other surrounding communities. User fees are updated annually or

as needed to ensure compliance with covenants associated with bonded indebtedness as well as to assure the solvency of the systems. Other City funds with fee revenues include the Parking Services Fund, Refuse Collection and Disposal Fund and the Building Inspection Fund. The General Operating Fund's charges for services include cable franchise fees, recreation program fees, and fire hydrant service charges.



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 residents. In 1967, the City's electorate approved a two mill reduction in the City's maximum authorized general operating millage and the implementation of a uniform city income tax imposed on income earned within the City regardless of the residence of the taxpayer and on all income of City residents. Income taxed includes business net income and individuals' salaries and wages.

State law limits taxation of non-resident income to one-half the rate of taxation for residents. 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 electorate 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 to amend the City Charter to annually dedicate an appropriation of not less than 32% of the City's general operating fund budget to provide police services so long as an income tax of at least 1.3% for residents and 0.65% for non-residents is collected.

Prior to the tax year beginning January 1, 2001, a \$750 dependency exemption was allowed on individual returns with other exemptions for alimony, Keogh and IRA plans, unreimbursed business expenses and disability income. The dependency exemption was increased to \$1,000 per

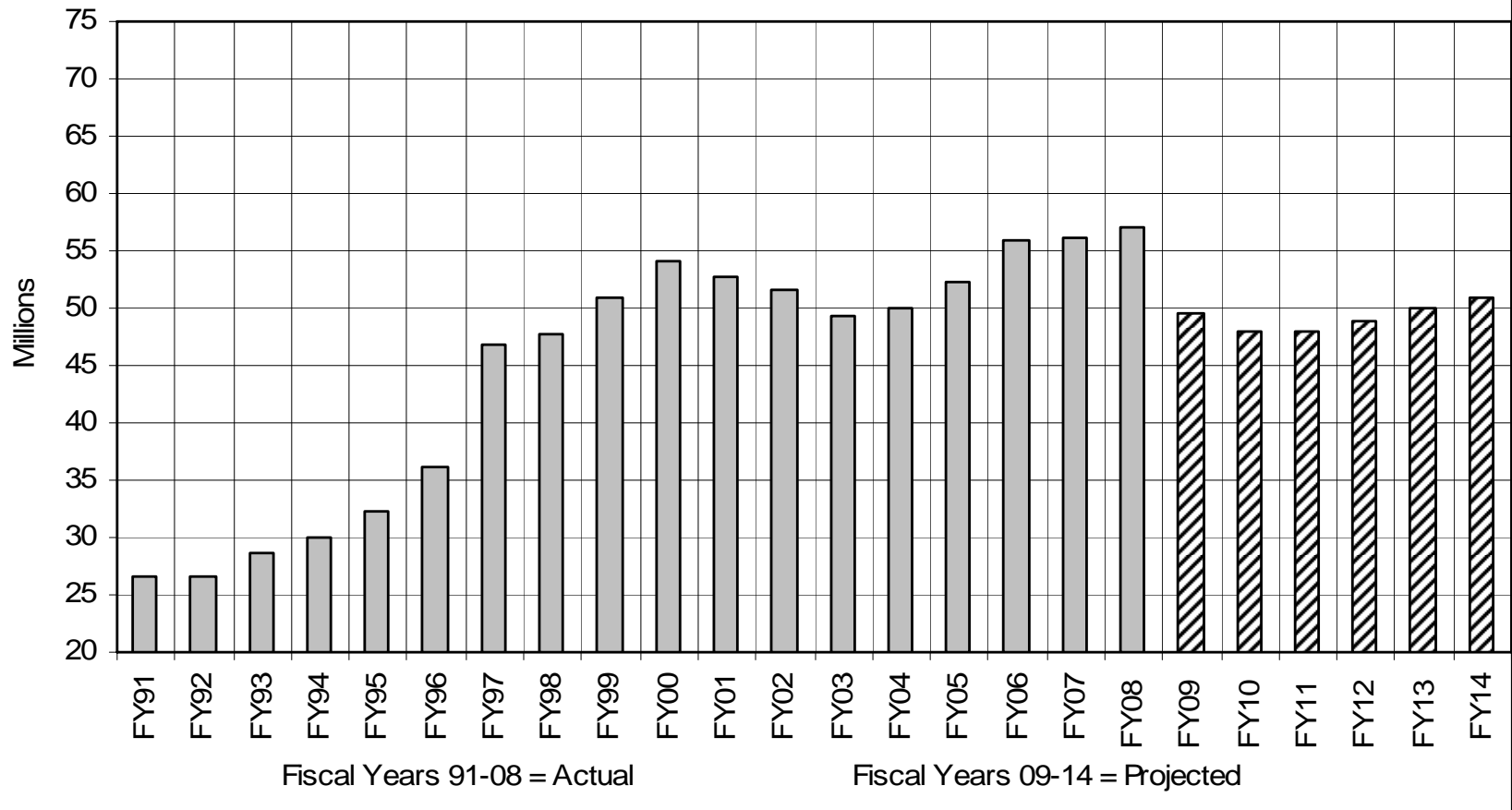
dependent effective January 1, 2001. Effective January 1, 2005 the dependency exemption was once again lowered to \$750.

Beginning on July 1, 1997, the City began to dedicate 4% of net income tax revenues to the Capital Reserve Fund for capital needs. This increased to 5% for FY2001 but returned to 4% for FY2002. Due to budget constraints, the percentage of net income tax revenues dedicated to the Capital Reserve Fund for FY2003 to FY2005 was 2%. Since FY2006, the income tax capital set-aside has been 4%.

In FY2001, the City's Income Taxes declined for the first time since its inception in 1967. Beginning in FY2004, modest growth in City Income Tax receipts resumed. The Income Tax receipts finally exceeded FY2000 levels in FY2006. This is equivalent to an average family going six years without a pay increase.

The graph below reflects the combined income tax revenues for the General Operating Fund and the Capital Reserve Fund combined. FY2009 Income Tax revenues are estimated to decrease by 2.46% from FY2008 levels. FY2010 net income tax receipts for both the General Operating Fund and Capital Reserve Fund are forecasted to decrease further. FY2011 and thereafter are forecasted to grow steadily, reaching 3% annual growth for FY2013 and FY2014.

CITY INCOME TAX



Property Taxes

Levying and collection of property taxes, enabled under the General Property Tax Act, Michigan Public Act 206 of 1893, as amended, is the primary revenue generator for many of Michigan's governmental units including counties, cities, villages, townships, local and intermediate school districts, community colleges and specially created governmental units such as the regional transit system, the Interurban Transit Partnership. Property taxes, currently the City's third largest overall source of funds, have long been a serious citizen concern in Michigan and elsewhere. The General Property Tax Act is regularly amended but voters approved major changes in 1978 and 1994 which affect the City of Grand Rapids' property tax revenues on an ongoing basis.

The first voter approved major change to the property tax process was an amendment to the State Constitution (the "Headlee Amendment:") in 1978 which placed limitations on increases of property tax millage rates by the State and its political subdivisions from then authorized levels of taxation, as well as voter approved changes thereafter. The Headlee Amendment and the enabling legislation, Michigan Public Act 35 of 1979, as amended, has the effect of reducing the maximum authorized tax rate which could be levied by a local taxing unit.

Under the Headlee Amendment's millage reduction provisions, should the value of taxable property, exclusive of new construction, increase at a percentage greater than the percentage increase in the Consumer Price Index, the maximum authorized tax rate would be reduced by a factor which would result in the same maximum potential tax revenues to the local taxing unit as if the valuation of taxable

property (less new construction) had grown only at the state inflation rate instead of the higher actual growth rate. Thus, should taxable property values rise faster than consumer prices, the maximum authorized tax rate is reduced, or "rolled back", accordingly.

In 1994, the electorate of the State approved an amendment, called "Proposal A," to the Michigan Constitution permitting the Michigan Legislature to authorize ad valorem taxes on a non-uniform basis. The legislation implementing this constitutional amendment added a new measure of property value known as taxable value ("Taxable Value"). Since 1995, taxable property has two valuations, SEV (generally, 50% of true cash value) and Taxable Value. Property taxes are levied on Taxable Value. Generally, the Taxable Value of property is the lesser of (a) the Taxable Value of the property in the immediately preceding year, adjusted for losses, multiplied by the lesser of the net percentage change in the property's SEV, or the inflation rate or 5%, plus additions, or (b) the property's current SEV. Under certain circumstances therefore the Taxable Value of property may be different from the same property's SEV. When property is sold or transferred, Taxable Value is adjusted to the SEV, which under existing law is 50% of the current true cash value. The Taxable Value of new construction is equal to current SEV. Taxable Value and SEV of existing property are also adjusted annually for additions and losses.

In FY1996, the City reduced its maximum millage rate when voters agreed to fund expanded operating support for the Police department through an increase income tax rates.

The interaction between the Headlee Amendment, Proposal A, and legislative treatment of the uncapped value of property upon its transfer, as growth in existing value of property, means that revenues have been artificially reduced since 1995. This interaction disproportionately affects aging communities who can no longer support new growth, and rely on the increase in property value from the “uncapping” of taxable value.

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

Below is a comparison of the FY2009 and FY2010 property tax millage rates.

City of Grand Rapids Millage Rates				
Year	Tax	2008	2009	
Year	Fiscal	FY2009	FY2010	Change
General:				
	Operating	2.8570	2.8570	0.0000
	Capital	1.2500	1.2500	0.0000
Library:				
	Operating	2.0728	2.0728	0.0000
	Capital	0.3805	0.3805	0.0000
	Refuse Collection	1.6700	1.8000	0.1300
	Promotional	<u>0.0107</u>	<u>0.0106</u>	<u>(0.0001)</u>
	TOTAL	<u>8.2410</u>	<u>8.3709</u>	<u>0.1299</u>
MILLS				

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.

The Promotional millage must be adjusted to produce not more than \$50,000 for the fiscal year which is the maximum allowed by Michigan Public Act 359 of 1925, as amended. This Act authorizes home rule cities, like Grand Rapids, to levy

up to \$50,000 for promotional expenses. After collecting these property taxes, the City disburses the funds to the Grand Rapids - Kent County Convention and Visitors Bureau which combines the City's contribution with other local units' promotional contributions plus approximately \$850,000 from the County of Kent's Hotel-Motel (Lodging Excise) Tax revenues.

State Revenue Sharing - Constitutional and Statutory

The State's ability to distribute revenue sharing payments to the City's General Operating Fund in the amounts and at the time specified in the Revenue Sharing Act (Michigan Public Act 141 of 1971, as amended) is subject to the State's overall financial condition and its ability to finance any temporary cash flow deficiencies.

Since the Statutory Revenue Sharing formula is intended to redistribute tax dollars to areas of high service need and low fiscal capacity, Statutory Revenue Sharing reductions have a very inequitable impact on local units of government. The components of the current formula consider the type of local unit and local tax capacity - a community with a low property tax base per capita receives more revenue sharing funding per capita than a wealthier, high tax base community.

Statutory Revenue Sharing is the only State revenue resource which has traditionally leveled the playing field between low and high tax base local units. Statutory Revenue Sharing reductions negatively impact poorer communities more than wealthier communities and compound the inequities. In the past five years, Statutory

Revenue Sharing reductions have exacerbated the growing gap between the "have" and "have not" communities.

Even during the robust 1990's Statutory Revenue Sharing was rarely fully funded. In fact, the statutory revenue sharing formula has only been fully funded three times in the last fifteen years. When economic factors reduced the revenues of the State in 2000, revenue sharing was hit the hardest by cutbacks in State funding. Between 2001 and 2006, local communities lost over \$1.5 billion in revenue sharing payments.

If the State had funded the statutory portion of State Revenue Sharing using the formula prescribed by law, the City would be receiving \$10 million more annually. Since FY2002, the City has received a total of \$50 million less than the formulas prescribed by law. As stated in the Manager's letter, there is much uncertainty regarding the FY2009 and FY2010 revenue sharing program. We assumed funding at currently approved levels.

State Gas and Weight Taxes

The Michigan Constitution provides that all proceeds of taxes levied by the State on motor vehicle fuels and registered motor vehicles (except general sales and use taxes and regulatory fees) and all or a portion of the proceeds of certain other transportation related taxes must be used exclusively for transportation purposes and deposited into the Michigan Transportation Fund (the "Fund"). The Michigan Constitution further provides that at least 90% of all such taxes must be used for the purposes of planning, administering, constructing, financing, and maintaining state, county, city and village roads. Monies deposited into the Fund (after the deduction of certain

specified amounts) are allocated by formula established under State Trunk Line Highway System, Michigan Public Act 51 of 1951, as amended (“Act 51”), and transferred to the State Trunk Line Fund, the Comprehensive Transportation Fund, the county road commissions and the cities and villages of the State, all for use 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. Pursuant to statutory authorization, a city must first expend such state-returned moneys for payment of principal and interest on its transportation fund bonds and notes prior to expending funds for new transportation-related projects. A further limitation is specified by Michigan Public Act 175 of 1952, as amended, which specifically states that “no city or village may pledge, for annual debt service requirements in excess of 50% of the revenues received during the fiscal year next preceding any borrowing from the Fund pursuant to Act 51.” The effect of this pledge is to provide a minimum of 2.0 times coverage to the bondholders.

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

and are expected to continue to increase annually above the rate of inflation. Gas and weight taxes are already inadequate to maintain our roads but the problem is expected to get worse in the future.

Investment Earnings

The City maintains an investment pool for all budgeted City funds. Each fund’s portion of the investment pool is displayed on the balance sheet as “Equity in pooled cash and investments”. The City Treasurer is responsible for most investments, with the exception of the resources of the Retirement Systems’ trust funds which are managed by their own Boards of Trustees and are not part of this Fiscal Plan.

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 that 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.
- 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.

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

- Credit Risk: The risk that an issuer or other counter-party to an investment will not fulfill its obligations.

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** - 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 three-year financial history of the fund. State-ments have been organized by category with the General Fund first, followed by Special Revenue, Permanent, Debt and Capital, Enterprise and Internal Service. Supplemental information is provided with each fund statement to acquaint the reader with additional information about the fund, including its purpose and cross references to departmental and capital information supplied elsewhere in this document.

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.

City of Grand Rapids

Fund Structure for Budgeted Funds

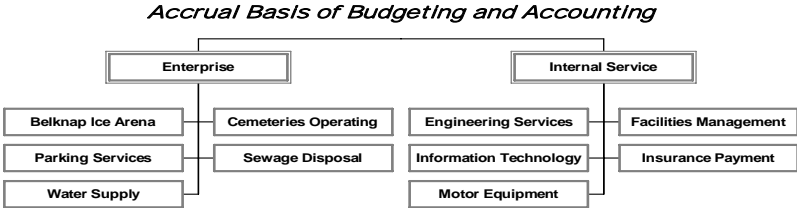
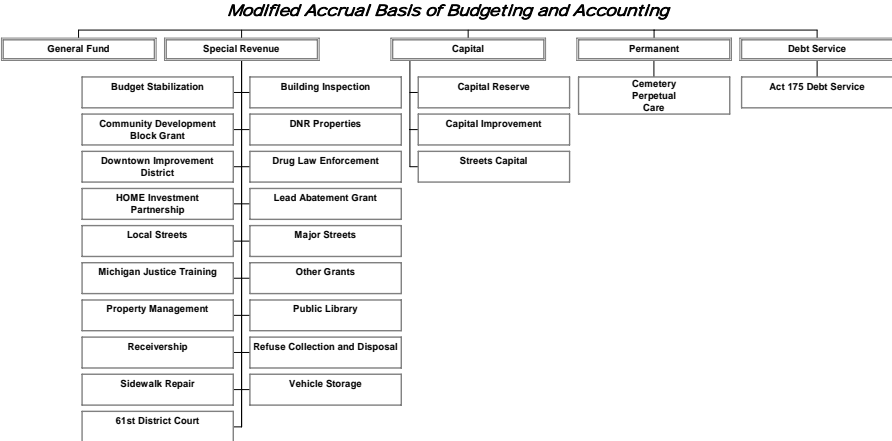
What are “Budgetary Basis” and “Accounting Basis?”

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.

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.



**CITY FUNDS BY CLASSIFICATION
WITH APPROVED APPROPRIATIONS**

GENERAL OPERATING	
General Operating Fund	\$ 115,085,827

CAPITAL IMPROVEMENT and DEBT SERVICE	
Capital Reserve	\$ 7,718,693
Capital Improvement	936,000
Streets Capital	1,510,000
Debt Retirement	<u>1,341,065</u>
	\$ 11,505,758

SPECIAL REVENUE	
Budget Stabilization	\$ 500,000
Building Inspection	3,703,056
Community Development Block Grant	4,876,982
61st District Court	13,081,939
DNR Properties	74,238
Downtown Improvement District	860,846
Drug Law Enforcement	683,508
Home Investment Partnership Program	1,578,184
Local Streets	6,494,894
Major Streets	14,774,739
Michigan Justice Training	80,000
Other Grants	2,193,019
Parks and Recreation	7,924,748
Property Management	330,286
Public Library	12,107,690
Receivership Subfund	45,000
Refuse Collection	14,175,643
Sidewalk Repair	1,497,768
Vehicle Storage Facility	<u>930,494</u>
	\$ 85,913,034

ENTERPRISE	
Auto Parking	\$ 18,876,103
Belknap Ice Arena	734,710
Cemetery Operating	1,568,536
Cemetery Golf Course	584,356
Sewage Disposal System	96,426,154
Water Supply System	<u>52,965,332</u>
	\$ 171,155,191

INTERNAL SERVICE	
Facilities Management	\$ 5,112,616
Engineering Services	5,189,871
Insurance Health Subfund	28,814,998
Insurance Risk Management Subfund	3,178,314
Information Technology	8,393,512
Motor Equipment System	<u>13,917,735</u>
	\$ 64,607,046

PERMANENT	
Cemetery Perpetual Care	\$ 90,000

FIDUCIARY	
Facilities Management	\$ 8,770,572
Engineering Services	5,022,669
Engineering Services	2,787,398
	\$ 16,580,639

**City of Grand Rapids
Approved Appropriations by Functional Group
July 1, 2009**

BUDGET BY FUNCTIONAL GROUP

\$ 464,937,495 *

Public Works \$ 38,482,265	Public Safety \$ 89,973,887	Neighborhood Services \$ 24,088,658	Fiscal Services \$ 11,806,671	Planning & Economic Development \$ 23,476,406	Human Resources \$ 34,550,970	Internal Services \$ 27,792,427	Other \$ 54,401,689	Enterprise Systems \$ 158,523,457
Streets & Sanitation \$ 29,750,170	Police Dept \$ 49,568,889	Community Development \$ 6,455,166	Comptroller \$ 2,443,649	Planning \$ 1,455,092	Human Resources \$ 1,823,180	Facilities & Fleet Management \$ 5,296,161	Executive \$ 11,060,025	Environmental Services \$ 97,706,572
Traffic Safety \$ 8,732,095	Fire Dept \$ 24,940,624	Neighborhood Improvement \$ 6,656,142	Treasurer \$ 2,394,974	Economic Development \$ 610,640	Equal Opportunity \$ 734,478	Fleet Division \$ 13,917,735	Clerk \$ 1,695,722	Water \$ 52,549,246
	District Court \$ 13,081,939	Parks & Recreation \$ 10,977,350	Assessor \$ 2,008,625	Parking Services \$ 20,549,828	Insurance Payment Fund \$ 31,993,312	Information Technology \$ 8,393,512	Public Library \$ 12,107,690	Engineering \$ 8,267,639
	Attorney \$ 2,382,435		Income Tax \$ 2,294,998	Downtown Improvement \$ 860,846		Management Services \$ 185,019	Retiree Health Care \$ 16,580,639	
			Fiscal Services \$ 2,664,425				General Administration \$ 12,957,613	

*Debt Service
Fund Included: \$ 1,341,065
*Budget Stabilization
Amount Used: \$ 500,000

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2008 - 2010
JULY 1, 2009**

	GENERAL FUND			SPECIAL REVENUE FUNDS		
	2008 Actual	2009 Estimated	2010 Budget	2008 Actual	2009 Estimated	2010 Budget
FINANCIAL SOURCES:						
Income Tax	\$ 57,116,488	\$ 49,476,260	\$ 47,991,972	\$ -	\$ -	\$ -
State Grants/Shared Revenues	23,174,327	22,549,575	21,911,988	14,247,723	15,069,576	15,446,064
Property Tax	12,378,833	12,533,659	12,413,383	18,279,476	18,577,223	18,997,296
Services and Fees	15,485,798	15,719,627	14,406,287	16,607,023	14,892,129	17,754,664
Federal Grants	659,639	1,062,403	336,000	7,258,071	6,864,183	6,455,166
Contributions from Other Funds	4,269,843	8,836,879	7,296,739	10,147,534	8,777,235	13,358,548
Bond Proceeds	-	-	-	-	630,500	-
Fines/Forfeitures	1,745,353	1,876,471	2,640,000	5,170,900	5,013,497	5,256,151
Interest on Investments	1,606,737	679,950	829,380	1,380,930	677,600	497,800
Other Local Governments	-	-	-	-	-	-
Miscellaneous	3,662,627	3,579,074	4,286,826	2,928,796	2,452,155	2,072,628
TOTAL SOURCES	\$ 120,099,645	\$ 116,313,898	\$ 112,112,575	\$ 76,020,453	\$ 72,954,098	\$ 79,838,317
EXPENDITURES:						
Public Safety Services	\$ 73,477,729	\$ 71,772,782	\$ 75,883,744	\$ 13,567,702	\$ 13,670,025	\$ 13,630,425
Planning & Economic Dev.	3,413,642	3,310,650	3,351,542	2,581,916	2,528,677	2,744,752
Public Works	3,538,427	4,150,806	3,861,316	25,210,727	27,170,639	28,857,476
Enterprise Systems	598,714	638,558	647,534	1,371,229	1,399,704	1,447,770
Fiscal Services	10,071,769	10,310,764	10,385,504	560,003	578,578	618,245
Human Resources Services	2,588,119	2,911,068	2,557,658	-	-	-
Neighborhood Services	9,303,768	10,004,571	2,193,535	16,727,388	17,670,695	24,459,817
Internal Services	539,407	320,180	183,545	-	-	-
Other Services	11,103,014	8,722,477	7,402,333	347,966	582,280	2,193,019
Capital Outlay	-	-	-	1,432,067	2,425,912	1,576,340
Debt Service	-	-	-	2,195,935	2,673,179	2,791,491
Contributions to Other Funds	9,513,742	7,471,039	11,319,116	6,143,937	8,101,017	7,727,354
Other	-	-	-	-	-	-
Reduction from 6.4% decrease in total employee compensation	-	-	-	-	-	-
Estimated Appropriation Lapse	-	(500,000)	(2,700,000)	-	(40,000)	(133,655)
TOTAL USES	\$ 124,148,331	\$ 119,112,895	\$ 115,085,827	\$ 70,138,870	\$ 76,760,706	\$ 85,913,034
Net Increase (Decrease) in Fund Balance	\$ (4,048,686)	\$ (2,798,997)	\$ (2,973,252)	\$ 5,881,583	\$ (3,806,608)	\$ (6,074,717)
General Contingencies and Reserves	343,788	-	-	198,614	-	(306,435)
Fund Balance - July 1	15,224,605	11,519,707	8,720,710	19,746,692	25,826,889	22,020,281
Fund Balance - June 30	\$ 11,519,707	\$ 8,720,710	\$ 5,747,458	\$ 25,826,889	\$ 22,020,281	\$ 15,639,129

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2008 - 2010
JULY 1, 2009**

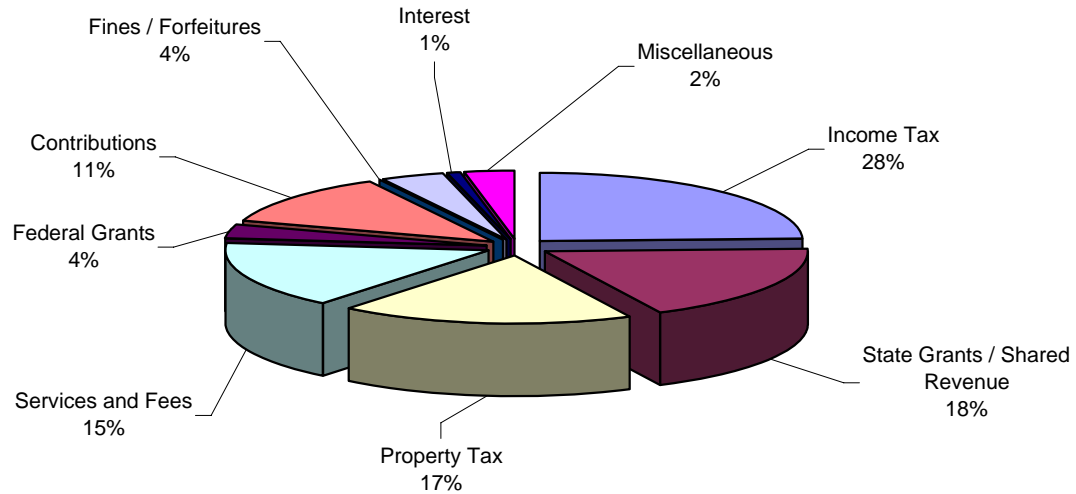
	DEBT SERVICE			CAPITAL IMPROVEMENT		
	2008 Actual	2009 Estimated	2010 Budget	2008 Actual	2009 Estimated	2010 Budget
FINANCIAL SOURCES:						
Income Tax	\$ -	\$ -	\$ -	\$ 2,379,794	\$ 2,061,507	\$ 1,999,662
State Grants/Shared Revenues	-	-	-	519	1,122,000	-
Property Tax	-	-	-	5,390,071	5,463,159	5,431,628
Services and Fees	-	-	-	-	-	-
Federal Grants	-	-	-	607,583	1,281,610	-
Contributions from Other Funds	1,362,185	1,351,668	1,341,065	7,033,859	5,496,761	2,713,403
Bond Proceeds	-	-	-	427,560	7,192,424	-
Fines/Forfeitures	-	-	-	-	-	-
Interest on Investments	-	-	-	992,616	197,447	145,000
Other Local Governments	-	-	-	968,552	292,126	-
Miscellaneous	-	-	-	699,758	350,525	-
TOTAL SOURCES	<u>\$ 1,362,185</u>	<u>\$ 1,351,668</u>	<u>\$ 1,341,065</u>	<u>\$ 18,500,312</u>	<u>\$ 23,457,559</u>	<u>\$ 10,289,693</u>
EXPENDITURES:						
Public Safety Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning & Economic Dev.	-	-	-	-	-	-
Public Works	-	-	-	-	-	-
Enterprise Systems	-	-	-	-	-	-
Fiscal Services	-	-	-	-	-	-
Human Resources Services	-	-	-	-	-	-
Neighborhood Services	-	-	-	-	-	-
Internal Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Capital Outlay	-	-	-	15,273,145	7,427,422	2,446,000
Debt Service	1,362,185	1,351,668	1,341,065	4,217,364	10,268,290	4,505,700
Contributions to Other Funds	-	-	-	5,192,935	7,242,016	3,212,993
Other	-	-	-	-	-	-
Reduction from 6.4% decrease in total employee compensation	-	-	-	-	-	-
Estimated Appropriation Lapse	-	-	-	-	-	-
TOTAL USES	<u>\$ 1,362,185</u>	<u>\$ 1,351,668</u>	<u>\$ 1,341,065</u>	<u>\$ 24,683,444</u>	<u>\$ 24,937,728</u>	<u>\$ 10,164,693</u>
Net Increase (Decrease) in Fund Balance	\$ -	\$ -	\$ -	\$ (6,183,132)	\$ (1,480,169)	\$ 125,000
General Contingencies and Reserves	-	-	-	-	(18,604,070)	-
Fund Balance - July 1	-	-	-	26,394,456	20,211,324	127,085
Fund Balance - June 30	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 20,211,324</u>	<u>\$ 127,085</u>	<u>\$ 252,085</u>

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2008 - 2010
JULY 1, 2009**

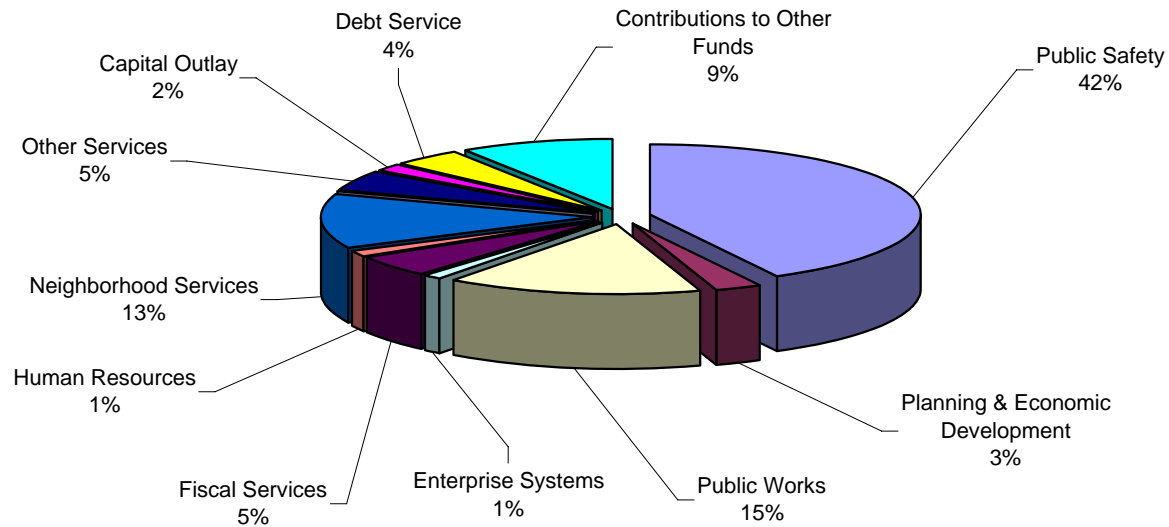
	PERMANENT FUNDS			TOTAL GOVERNMENTAL FUNDS		
	2008 Actual	2009 Estimated	2010 Budget	2008 Actual	2009 Estimated	2010 Budget
FINANCIAL SOURCES:						
Income Tax	\$ -	\$ -	\$ -	\$ 59,496,282	\$ 51,537,767	\$ 49,991,634
State Grants/Shared Revenues	-	-	-	37,422,569	38,741,151	37,358,052
Property Tax	-	-	-	36,048,380	36,574,041	36,842,307
Services and Fees	35,007	42,466	50,230	32,127,828	30,654,222	32,211,181
Federal Grants	-	-	-	8,525,293	9,208,196	6,791,166
Contributions from Other Funds	83,295	78,084	97,368	22,896,716	24,540,627	24,807,123
Bond Proceeds	-	-	-	427,560	7,822,924	-
Fines/Forfeitures	-	-	-	6,916,253	6,889,968	7,896,151
Interest on Investments	170,325	80,000	75,000	4,150,608	1,634,997	1,547,180
Other Local Governments	-	-	-	968,552	292,126	-
Miscellaneous	-	-	-	7,291,181	6,381,754	6,359,454
TOTAL SOURCES	\$ 288,627	\$ 200,550	\$ 222,598	\$ 216,271,222	\$ 214,277,773	\$ 203,804,248
EXPENDITURES:						
Public Safety Services	\$ -	\$ -	\$ -	\$87,045,431	\$85,442,807	\$89,514,169
Planning & Economic Dev.	-	-	-	5,995,558	5,839,327	6,096,294
Public Works	-	-	-	28,749,154	31,321,445	32,718,792
Enterprise Systems	-	-	-	1,969,943	2,038,262	2,095,304
Fiscal Services	-	-	-	10,631,772	10,889,342	11,003,749
Human Resources Services	-	-	-	2,588,119	2,911,068	2,557,658
Neighborhood Services	-	-	-	26,031,156	27,675,266	26,653,352
Internal Services	-	-	-	539,407	320,180	183,545
Other Services	-	-	-	11,450,980	9,304,757	9,595,352
Capital Outlay	-	-	-	16,705,212	9,853,334	4,022,340
Debt Service	-	-	-	7,775,484	14,293,137	8,638,256
Contributions to Other Funds	199,281	117,122	90,000	21,049,895	22,931,194	22,349,463
Other	-	-	-	-	-	-
Reduction from 6.4% decrease in total employee compensation	-	-	-	-	-	-
Estimated Appropriation Lapse	-	-	-	-	(540,000)	(2,833,655)
TOTAL USES	\$ 199,281	\$ 117,122	\$ 90,000	\$ 220,532,111	\$ 222,280,119	\$ 212,594,619
Net Increase (Decrease) in Fund Balance	\$ 89,346	\$ 83,428	\$ 132,598	\$ (4,260,889)	\$ (8,002,346)	\$ (8,790,371)
General Contingencies and Reserves	-	-	-	542,402	(18,604,070)	(306,435)
Fund Balance - July 1	3,682,360	3,771,706	3,855,134	65,048,113	61,329,626	34,723,210
Fund Balance - June 30	\$ 3,771,706	\$ 3,855,134	\$ 3,987,732	\$ 61,329,626	\$ 34,723,210	\$ 25,626,404

**CITY OF GRAND RAPIDS
SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES
JULY 1, 2009**

2010 Estimated Total Governmental Funds Sources = \$203,804,248



2010 Estimated Total Governmental Funds Uses = \$212,594,619

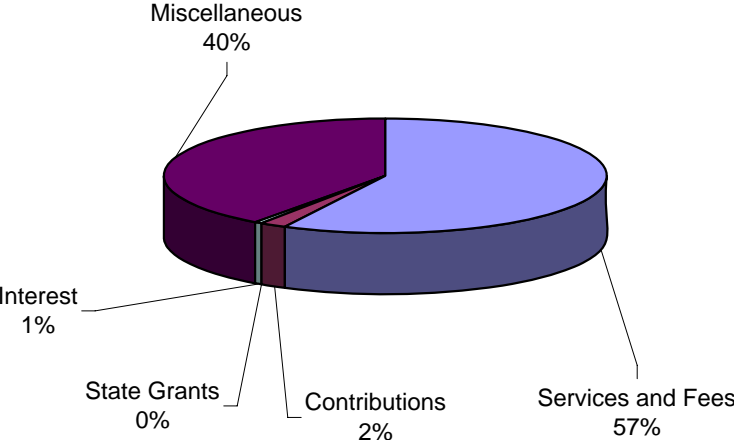


**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2008 - 2010
JULY 1, 2009**

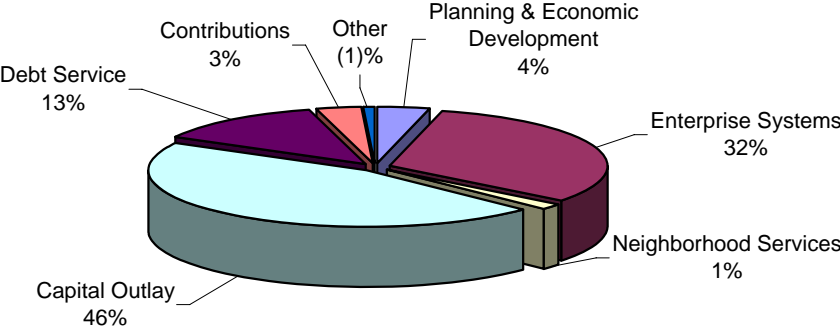
	ENTERPRISE FUNDS		
	2008	2009	2010
	Actual	Estimated	Budget
OPERATING REVENUES:			
Income Tax	\$ -	\$ -	\$ -
State Grants/Shared Revenues	-	-	208,000
Property Tax	-	-	-
Services and Fees	93,393,305	96,940,779	107,419,913
Federal Grants	-	-	-
Contributions from Other Funds	3,080,580	3,483,190	3,219,669
Fines/Forfeitures	-	-	-
Interest on Investments	3,323,074	1,305,700	1,228,600
Other Local Governments	-	-	-
Miscellaneous	42,182,785	82,200,867	74,459,000
TOTAL SOURCES	<u>\$ 141,979,744</u>	<u>\$ 183,930,536</u>	<u>\$ 186,535,182</u>
OPERATING EXPENSES:			
Public Safety Services	\$ -	\$ -	\$ -
Planning & Economic Dev.	6,398,915	6,542,900	6,727,346
Public Works	-	-	-
Enterprise Systems	46,996,268	51,820,550	55,376,510
Fiscal Services	-	-	-
Human Resources Services	-	-	-
Neighborhood Services	2,238,027	2,724,208	2,450,996
Internal Services	-	-	-
Other Services	-	-	-
Capital Outlay	54,679,636	93,158,997	79,992,000
Debt Service	16,629,360	20,275,597	22,349,010
Contributions to Other Funds	4,927,401	5,092,623	5,677,329
Other	-	-	-
Reduction from 6.4% decrease in total employee compensation	-	-	-
Estimated Appropriation Lapse	-	-	(1,418,000)
TOTAL USES	<u>\$ 131,869,607</u>	<u>\$ 179,614,875</u>	<u>\$ 171,155,191</u>
Net Increase (Decrease) in Fund Balance	\$10,110,137	\$4,315,661	\$15,379,991
General Contingencies and Reserves	(11,810,941)	(12,220,767)	(14,250,822)
Retained Earnings - July 1	38,719,234	37,018,430	29,113,324
Retained Earnings - June 30	<u>\$ 37,018,430</u>	<u>\$ 29,113,324</u>	<u>\$ 30,242,493</u>

**CITY OF GRAND RAPIDS
SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES
JULY 1, 2009**

2010 Estimated Total Enterprise Funds Sources = \$186,535,182



2010 Estimated Total Enterprise Funds Uses = \$171,155,191

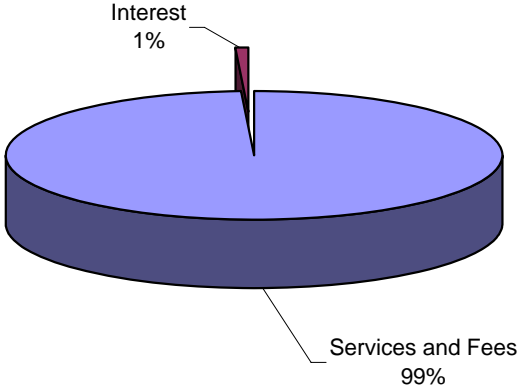


**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2008 - 2010
JULY 1, 2009**

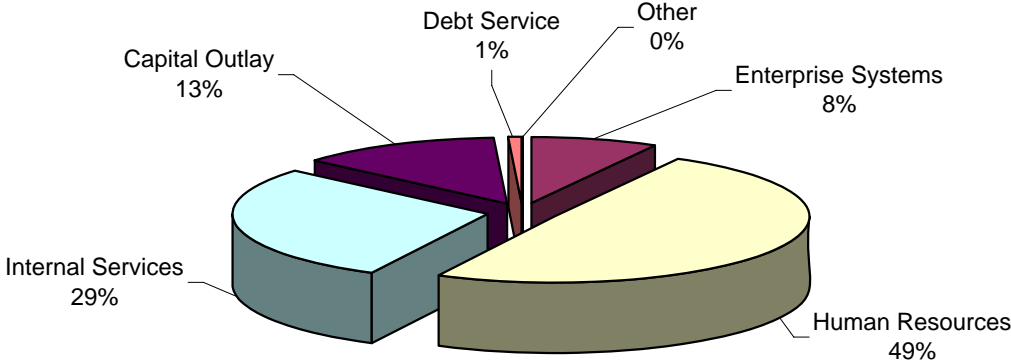
	INTERNAL SERVICE FUNDS		
	2008 Actual	2009 Estimated	2010 Budget
REVENUES:			
Income Tax	\$ -	\$ -	\$ -
State Grants/Shared Revenues	-	-	-
Property Tax	-	-	-
Services and Fees	56,005,959	62,532,099	65,896,717
Federal Grants	-	-	-
Contributions from Other Funds	-	-	-
Bond Proceeds	-	-	-
Fines/Forfeitures	-	-	-
Interest on Investments	1,117,824	863,350	503,626
Other Local Governments	-	-	-
Miscellaneous	-	-	-
TOTAL SOURCES	<u>\$ 57,123,783</u>	<u>\$ 63,395,449</u>	<u>\$ 66,400,343</u>
EXPENSES:			
Public Safety Services	\$ -	\$ -	\$ -
Planning & Economic Dev.	-	-	-
Public Works	-	-	-
Enterprise Systems	4,764,969	4,966,666	5,131,731
Fiscal Services	-	-	-
Human Resources Services	25,962,051	30,344,076	31,993,312
Neighborhood Services	-	-	-
Internal Services	17,135,357	17,702,892	18,771,832
Other Services	-	-	-
Capital Outlay	3,418,842	10,809,756	8,093,758
Debt Service	424,040	353,907	626,840
Contributions to Other Funds	-	-	-
Other	-	-	-
Estimated Appropriation Lapse	-	-	(10,427)
TOTAL USES	<u>\$ 51,705,259</u>	<u>\$ 64,177,297</u>	<u>\$ 64,607,046</u>
Net Increase (Decrease) in Fund Balance	\$5,418,524	(\$781,848)	\$1,793,297
General Contingencies and Reserves	(4,532,796)	(2,433,326)	(2,356,986)
Retained Earnings - July 1	15,806,648	16,692,376	13,477,202
Retained Earnings - June 30	<u>\$ 16,692,376</u>	<u>\$ 13,477,202</u>	<u>\$ 12,913,513</u>

**CITY OF GRAND RAPIDS
SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES
JULY 1, 2009**

2010 Estimated Total Internal Service Funds Sources = \$66,400,343



2010 Estimated Total Internal Service Funds Uses = \$64,607,046



**CITY OF GRAND RAPIDS, MICHIGAN
COMBINED BUDGETED FUNDS
FISCAL YEAR 2010
STATEMENT OF REVENUES AND APPROPRIATIONS
JULY 1, 2009**

	GENERAL OPERATING	SPECIAL REVENUE	DEBT SERVICE	CAPITAL IMPROVEMENT	PERMANENT	ENTERPRISE	TRUSTS	INTER-FUND ELIMINATIONS	TOTAL ALL FUNDS	MEMORANDUM ONLY INTERNAL SERVICE FUNDS
REVENUES:										
Income Tax	\$47,991,972	\$0	\$0	\$1,999,662	\$0	\$0	\$0	\$0	\$49,991,634	\$0
State Grants/Shared Revenues	21,911,988	15,446,064	-	-	-	-	-	(1,120,001)	36,238,051	-
Property Tax	12,413,383	18,997,296	-	5,431,628	-	-	-	-	36,842,307	-
Services and Fees	14,406,287	17,754,664	-	-	50,230	107,419,913	16,715,867	-	156,346,961	65,896,717
Federal Grants	336,000	6,455,166	-	-	-	208,000	-	-	6,999,166	-
Contributions from Other Funds	7,296,739	13,358,548	1,341,065	2,713,403	97,368	3,219,669	-	(28,026,792)	-	-
Bond Proceeds	-	-	-	-	-	69,705,000	-	-	69,705,000	-
Fines/Forfeitures	2,640,000	5,256,151	-	-	-	-	-	-	7,896,151	-
Interest on Investments	829,380	497,800	-	145,000	75,000	1,228,600	170,000	-	2,945,780	503,626
Miscellaneous	4,286,826	2,072,628	-	-	-	4,754,000	-	-	11,113,454	-
From (To) Fund Balance	2,973,252	6,074,717	-	(125,000)	(132,598)	(15,379,991)	(305,228)	-	(6,894,848)	(1,793,297)
TOTAL REVENUES	\$115,085,827	\$85,913,034	\$1,341,065	\$10,164,693	\$90,000	\$171,155,191	\$16,580,639	(\$29,146,793)	\$371,183,656	\$64,607,046
APPROPRIATIONS:										
Public Safety Services	75,883,744	13,630,425	\$0	\$0	\$0	\$0	\$0	\$0	89,514,169	\$0
Planning & Economic Dev	3,351,542	2,744,752	-	-	-	6,727,346	-	(1,120,001)	11,703,639	-
Public Works	3,861,316	28,857,476	-	-	-	-	-	-	32,718,792	-
Enterprise Systems	647,534	1,447,770	-	-	-	55,376,510	-	-	57,471,814	5,131,731
Fiscal Services	10,385,504	618,245	-	-	-	-	-	-	11,003,749	-
Human Resources Services	2,557,658	-	-	-	-	-	16,580,639	-	19,138,297	31,993,312
Neighborhood Services	2,193,535	24,459,817	-	-	-	2,450,996	-	-	29,104,348	-
Internal Services	183,545	-	-	-	-	-	-	-	183,545	18,771,832
Other Services	6,402,333	2,193,019	-	-	-	-	-	-	8,595,352	-
Capital Outlay	-	1,576,340	-	2,446,000	-	79,992,000	-	-	84,014,340	8,093,758
Debt Service	-	2,791,491	1,341,065	4,505,700	-	22,349,010	-	-	30,987,266	626,840
Contributions to Other Funds	11,319,116	7,727,354	-	3,212,993	90,000	5,677,329	-	(28,026,792)	-	-
Contingent	1,000,000	-	-	-	-	-	-	-	1,000,000	-
Estimated Appropriation Lapse	(2,700,000)	(133,655)	-	-	-	(1,418,000)	-	-	(4,251,655)	(10,427)
TOTAL APPROPRIATIONS	\$115,085,827	\$85,913,034	\$1,341,065	\$10,164,693	\$90,000	\$171,155,191	\$16,580,639	(\$29,146,793)	\$371,183,656	\$64,607,046



CITY OF GRAND RAPIDS, MICHIGAN
GENERAL OPERATING FUND - STATEMENT OF OPERATIONS
JULY 1, 2009

	F.Y. 2009							
	F.Y. 2008 ACTUAL	AMENDED BUDGET *	ESTIMATE	F.Y. 2010 BUDGET	F.Y. 2011 FORECAST	F.Y. 2012 FORECAST	F.Y. 2013 FORECAST	F.Y. 2014 FORECAST
REVENUES:								
Income Taxes	\$57,116,488	\$55,714,105	\$49,476,260	\$47,991,972	\$47,991,972	\$48,951,812	\$49,930,848	\$50,929,465
State Grants	729,586	823,953	777,388	783,315	803,144	823,836	845,429	867,964
State-shared Revenues-Constitutional	13,417,709	13,365,919	13,035,294	12,391,780	12,391,780	12,391,780	12,391,780	12,391,780
State-shared Revenues-Statutory	9,027,032	9,262,417	8,736,893	8,736,893	8,736,893	8,736,893	8,736,893	8,736,893
Property Taxes	12,378,833	12,470,711	12,533,659	12,413,383	12,399,715	12,630,288	13,121,399	13,511,859
Charges for Services	13,714,246	14,157,500	13,942,609	12,638,652	12,679,353	12,816,958	12,935,336	13,098,438
Property Tax Administration Fee	1,771,552	1,777,018	1,777,018	1,767,635	1,768,642	1,801,679	1,872,047	1,927,994
Federal Grants	659,639	1,466,047	1,062,403	336,000	336,000	336,000	336,000	336,000
Fines and Forfeitures	1,745,353	1,882,499	1,876,471	2,640,000	2,672,000	2,704,000	2,711,000	2,718,500
Interest on Investments	1,606,737	660,000	679,950	829,380	938,280	1,113,900	1,286,800	1,467,000
Miscellaneous	2,228,735	1,827,149	1,877,803	1,675,641	1,689,195	1,797,765	1,707,826	1,713,837
Contributions from Other Funds	5,703,735	7,815,189	10,538,150	9,907,924	9,525,911	9,902,575	10,343,327	10,839,750
TOTAL REVENUES	\$120,099,645	\$121,222,507	\$116,313,898	\$112,112,575	\$111,932,885	\$114,007,486	\$116,218,685	\$118,539,480
EXPENDITURES:								
Public Safety	73,477,729	71,335,008	71,772,782	75,892,440	84,971,591	90,728,031	95,181,166	99,582,512
Neighborhood Services	9,303,768	10,260,839	10,004,571	2,193,535	2,446,504	2,486,725	2,594,609	2,683,976
Fiscal Services	10,071,769	10,318,218	10,310,764	10,385,504	10,744,078	11,134,513	11,528,551	11,946,906
Public Works Svcs.	3,538,427	3,897,128	4,150,806	3,870,011	4,079,757	4,264,108	4,467,013	4,682,582
Planning and Economic Dev. Svcs	3,413,642	3,497,131	3,310,650	3,368,933	3,408,848	3,594,608	3,699,875	3,587,420
Human Resources Services	2,588,119	2,705,246	2,911,068	2,557,658	2,647,696	2,728,570	2,808,820	2,893,239
Enterprise Services	598,714	710,961	638,558	647,534	669,504	697,676	727,463	750,039
Internal Services	539,407	303,138	320,180	183,545	189,983	196,475	203,219	209,912
Other Services	2,998,599	2,921,945	2,839,771	3,029,054	3,227,833	3,368,567	3,497,304	3,505,932
Inc/(Dec) Comp Absences	343,788	-	-	-	-	-	-	-
General Admin:								
Subsidies	9,820,539	11,644,511	9,158,524	11,284,334	9,067,654	9,504,636	9,892,380	10,341,580
Contractual Services	1,138,030	4,931,269	4,613,358	4,355,407	4,430,567	4,483,908	4,513,578	4,546,449
Other	6,315,800	202,491	192,756	189,544	193,304	196,703	200,382	204,332
Contingent	-	662,325	-	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000
Other Savings	-	(610,893)	(610,893)	(487,414)	-	-	-	-
Estimated Lapse	-	(500,000)	(500,000)	(2,700,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)
Unspecified Position Savings	-	-	-	(684,258)	(953,673)	(995,349)	(1,037,850)	(1,077,911)
TOTAL EXPENSES	124,148,331	122,279,317	119,112,895	115,085,827	124,123,646	131,389,171	137,276,510	142,856,968
Revenue Over/Under Expense:	(\$4,048,686)	(\$1,056,810)	(\$2,798,997)	(\$2,973,252)	(\$12,190,761)	(\$17,381,685)	(\$21,057,825)	(\$24,317,488)
*Through BA #15								
Police and Fire increased pension employer contribution					13.65%	22.34%	26.51%	30.18%
General increased pension employer contribution				9.29%	10.34%	11.56%	12.75%	13.50%

STATEMENT OF CHANGES IN FUND BALANCE

	F.Y. 2008	F.Y. 2009		F.Y. 2010	F.Y. 2011	F.Y. 2012	F.Y. 2013	F.Y. 2014
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST
BALANCE, beginning of year	\$15,224,605	\$11,519,707	\$11,519,707	\$8,720,710	\$5,747,458	(\$6,443,303)	(\$23,824,988)	(\$44,882,813)
Operating Margin (Deficit):								
To (From) Fund Balance	(4,048,686)	(1,056,810)	(2,798,997)	(2,973,252)	(12,190,761)	(17,381,685)	(21,057,825)	(24,317,488)
(Inc)/Dec Compensated Absences	343,788							
BALANCE (unrestricted)	\$11,519,707	\$10,462,897	\$8,720,710	\$5,747,458	(\$6,443,303)	(\$23,824,988)	(\$44,882,813)	(\$69,200,301)
BALANCE as % of expenses	9.3%	8.6%	7.3%	5.0%	-5.2%	-18.1%	-32.7%	-48.4%

CITY OF GRAND RAPIDS, MICHIGAN
GENERAL OPERATING FUND - APPROPRIATIONS BY DEPARTMENT
JULY 1, 2009



Service Group Department	F.Y. 2008	F.Y. 2009		F.Y. 2010	FORECAST			
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET	F.Y. 2011	F.Y. 2012	F.Y. 2013	F.Y. 2014
Public Safety Services								
Police	\$ 46,628,981	\$ 45,455,356	\$ 45,800,896	\$ 48,647,381	\$ 54,202,792	\$ 57,724,182	\$ 60,370,229	\$ 62,988,986
Fire	24,463,376	23,451,849	23,568,987	24,862,624	28,296,268	30,416,666	32,109,864	33,784,637
Attorney	2,385,372	2,427,803	2,402,899	2,382,435	2,472,531	2,587,183	2,701,073	2,808,889
Neighborhood Services								
Community Development	297,981	390,765	287,518	-	-	-	-	-
Neighborhood Improvement	2,292,345	2,348,186	2,232,641	2,193,535	2,446,504	2,486,725	2,594,609	2,683,976
Parks and Recreation	6,713,442	7,521,888	7,484,412	-	-	-	-	-
Internal Services								
Facilities & Fleet Management	132,441	142,432	166,683	183,545	189,983	196,475	203,219	209,912
Management Services	406,966	160,706	153,497	-	-	-	-	-
Public Works								
Traffic Safety	3,538,427	3,897,128	4,150,806	3,870,011	4,079,757	4,264,108	4,467,013	4,682,582
Enterprise Systems								
Environmental Protection	598,714	710,961	638,558	647,534	669,504	697,676	727,463	750,039
Planning and Economic Development Svcs.								
Planning	1,367,145	1,564,483	1,477,272	1,455,092	1,523,405	1,578,727	1,640,764	1,696,570
Economic Development	292,352	242,058	253,511	206,116	181,637	174,304	165,491	170,528
Parking Services	1,754,145	1,690,590	1,579,867	1,707,725	1,703,806	1,841,577	1,893,620	1,720,322
Fiscal Services								
Comptroller	2,578,532	2,421,141	2,430,271	2,443,649	2,535,124	2,604,161	2,697,144	2,793,084
Treasurer	1,828,106	1,877,492	1,859,854	1,904,301	1,963,798	2,035,730	2,109,423	2,186,244
Assessor	1,809,940	1,966,002	2,061,335	2,008,625	2,109,918	2,190,692	2,277,302	2,366,570
Income Tax	1,901,170	2,269,224	2,186,451	2,294,998	2,383,803	2,495,740	2,577,486	2,671,695
Fiscal Services	1,954,021	1,784,359	1,772,853	1,733,931	1,751,435	1,808,190	1,867,196	1,929,313
Human Resources Services								
Human Resources	1,678,996	1,909,320	2,088,087	1,823,180	1,884,079	1,940,631	1,995,082	2,052,389
Equal Opportunity	909,123	795,926	822,981	734,478	763,617	787,939	813,738	840,850
Other Services								
Executive Office	1,413,247	1,265,907	1,246,988	1,333,332	1,387,767	1,434,323	1,474,399	1,539,463
City Clerk	1,585,352	1,656,038	1,592,783	1,695,722	1,840,066	1,934,244	2,022,905	1,966,469
General Administration:								
Subsidies	9,820,539	11,644,511	9,158,524	11,284,334	9,067,654	9,504,636	9,892,380	10,341,580
Contractual Services	1,138,030	4,931,269	4,613,358	4,355,407	4,430,567	4,483,908	4,513,578	4,546,449
Other	6,315,800	202,491	192,756	189,544	193,304	196,703	200,382	204,332
Appropriation Lapse	-	(500,000)	(500,000)	(2,700,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)
Contingent Account	-	662,325	-	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000
Other Savings	-	(610,893)	(610,893)	(487,414)	-	-	-	-
Unspecified position savings	-	-	-	(684,258)	(953,673)	(995,349)	(1,037,850)	(1,077,911)
Decrease in Accrued Comp. Absences	343,788	-	-	-	-	-	-	-
	<u>\$ 124,148,331</u>	<u>\$ 122,279,317</u>	<u>\$ 119,112,895</u>	<u>\$ 115,085,827</u>	<u>\$ 124,123,646</u>	<u>\$ 131,389,171</u>	<u>\$ 137,276,510</u>	<u>\$ 142,856,968</u>

**CITY OF GRAND RAPIDS, MICHIGAN
BUDGET STABILIZATION FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y.08 ACTUAL	F.Y.09		F.Y.10 BUDGET	F.Y.11	F.Y.12 FORECAST	F.Y.13	F.Y.14
		AMENDED BUDGET	ESTIMATE					
REVENUES:								
Sale of Property	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES:								
Contribution to General Operating Fund		1,788,369	1,788,369	500,000	-	-	-	-
Excess (Deficiency) of Revenues over Expenses	-	(1,788,369)	(1,788,369)	(500,000)	-	-	-	-
Fund Balance, beginning of year	2,288,369	2,288,369	2,288,369	500,000	-	-	-	-
Fund Balance, end of year	\$ 2,288,369	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -

Fund Classification / Fund Number:
Special Revenue / SR-257-257

Functional Group / Department Affiliation
Other Services / Executive

Purpose of the Fund:

The fund was created under the authority granted in State Public Act No. 30 of 1978 as amended to provide a vehicle for accumulating "Rainy Day" funds for balancing the General Fund Budget under certain circumstances as explained in the act. Funding is provided through General Fund Operating surpluses of prior years. The fund is limited in size and can be appropriated with a 2/3 vote of the governing body.

Cross References
None

Source
This Book

Pages
N/A

**CITY OF GRAND RAPIDS, MICHIGAN
BUILDING INSPECTION FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y.09		F.Y.10 BUDGET	F.Y.11	F.Y.12 FORECAST	F.Y.13	F.Y.14	
	F.Y. 08 ACTUAL	AMENDED BUDGET						ESTIMATE
REVENUES:								
Licenses & Permits	\$ 3,530,152	\$ 2,584,987	\$ 2,540,653	\$ 2,110,383	\$ 1,989,965	\$ 2,042,123	\$ 2,100,894	\$ 2,161,428
Other Charges	275,588	189,832	170,482	133,529	116,062	119,229	122,491	125,850
Other Revenue	253,602	257,086	226,086	452,233	451,676	456,911	462,304	467,858
	<u>4,059,342</u>	<u>3,031,905</u>	<u>2,937,221</u>	<u>2,696,145</u>	<u>2,557,703</u>	<u>2,618,263</u>	<u>2,685,689</u>	<u>2,755,136</u>
EXPENDITURES:								
Building Inspections	2,607,648	3,595,393	3,270,449	3,488,550	2,956,632	3,102,051	3,224,776	3,348,375
Contributions to Other Funds	201,430	207,473	207,473	214,506	220,941	227,569	234,396	241,428
Appropriation Lapse	-	-	-	-	-	(300,000)	(875,000)	(950,000)
	<u>2,809,078</u>	<u>3,802,866</u>	<u>3,477,922</u>	<u>3,703,056</u>	<u>3,177,573</u>	<u>3,029,620</u>	<u>2,584,172</u>	<u>2,639,803</u>
Excess (Deficiency) of Revenues over Expenditures	1,250,264	(770,961)	(540,701)	(1,006,911)	(619,870)	(411,357)	101,517	115,333
Fund Balance, beginning of year	<u>1,958,870</u>	<u>3,209,134</u>	<u>3,209,134</u>	<u>2,668,433</u>	<u>1,661,522</u>	<u>1,041,652</u>	<u>630,295</u>	<u>731,812</u>
Fund Balance, end of year	<u>\$ 3,209,134</u>	<u>\$ 2,438,173</u>	<u>\$ 2,668,433</u>	<u>\$ 1,661,522</u>	<u>\$ 1,041,652</u>	<u>\$ 630,295</u>	<u>\$ 731,812</u>	<u>\$ 847,145</u>

Fund Classification / Fund Number
Special Revenue / SR-249-249

Functional Group / Department Affiliation
Neighborhood Services / Neighborhood Improvement

Purpose of the Fund: State required Fund to account for all resources and expenditures related to building inspections, licensing and permitting.

Cross References
Operating & Maintenance Budget

Sources
This Book

Pages
170

**CITY OF GRAND RAPIDS, MICHIGAN
COMMUNITY DEVELOPMENT PROGRAM FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y.09							
	F.Y.08 ACTUAL	AMENDED BUDGET	ESTIMATE	F.Y.10 BUDGET	F.Y.11	F.Y.12 FORECAST	F.Y.13	F.Y.14
LETTER OF CREDIT *								
Credit-Beginning of Year	\$ 4,219,313	\$ 4,172,664	\$ 4,176,705	\$ 4,176,705	\$ 4,176,705	\$ 4,176,705	\$ 4,176,705	\$ 4,176,705
Additional Entitlements	4,437,009	9,616,409	4,151,886	4,210,058	4,293,802	4,293,802	4,293,802	4,251,886
Program Income	971,811	1,274,974	1,274,974	666,924	533,058	533,058	533,058	574,974
Expenditures	<u>(5,451,428)</u>	<u>(10,895,424)</u>	<u>(5,426,860)</u>	<u>(4,876,982)</u>	<u>(4,826,860)</u>	<u>(4,826,860)</u>	<u>(4,826,860)</u>	<u>(4,826,860)</u>
Credit-End of Year	<u>4,176,705</u>	<u>4,168,623</u>	<u>4,176,705</u>	<u>4,176,705</u>	<u>4,176,705</u>	<u>4,176,705</u>	<u>4,176,705</u>	<u>4,176,705</u>
FUND BALANCE								
Beginning Fund Balance	111,644	69,036	69,036	69,036	69,036	69,036	69,036	69,036
Annual Revenue (Reimbursement)	5,408,820	10,891,383	5,426,860	4,876,982	4,826,860	4,826,860	4,826,860	4,826,860
Annual Expenditures	(5,451,428)	(10,895,424)	(5,426,860)	(4,876,982)	(4,826,860)	(4,826,860)	(4,826,860)	(4,826,860)
Prior Period Adjustment	-	-	-	-	-	-	-	-
	<u>\$ 69,036</u>	<u>\$ 64,995</u>	<u>\$ 69,036</u>	<u>\$ 69,036</u>	<u>\$ 69,036</u>	<u>\$ 69,036</u>	<u>\$ 69,036</u>	<u>\$ 69,036</u>

* CDBG grants are appropriated in the entirety when letter of credit is awarded. Additional detail on grant balances by Federal Fiscal Year is available from the Community Development department.

Fund Classification / Fund Number:
Special Revenue / SR-GRT-269

Functional Group / Departmental Affiliation:
Neighborhood Services / Community Development

Purpose of the Fund: To account for the use of federal grants to benefit low- and moderate-income persons, revitalize low- and moderate-income neighborhoods, assist homeless persons, and prevent homelessness through activities such as, but not limited to, housing rehabilitation, public infrastructure and facility improvements, code enforcement, economic development, neighborhood organizing, fair housing, provision of operating support for shelters, counseling services and homeless prevention.

Cross References
Operating & Maintenance Budget

Sources
This Book

Pages
159

**CITY OF GRAND RAPIDS, MICHIGAN
61ST DISTRICT COURT FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET	F.Y. 11	F.Y. 12		F.Y. 13	F.Y. 14
		CURRENT BUDGET	ESTIMATE			FORECAST			
REVENUES:									
State/County Fines	\$ 2,149,308	\$ 2,239,000	\$ 2,239,000	\$ 2,425,000	\$ 2,497,750	\$ 2,572,683	\$ 2,649,863	\$ 2,729,359	
(A) City Fines/Costs	4,276,226	4,395,798	4,364,344	4,364,344	4,582,561	4,811,689	5,052,274	5,304,887	
Judges Standardization	276,594	274,344	274,344	274,344	274,344	274,344	274,344	274,344	
From Capital Reserve	1,483,935	1,446,927	1,446,927	1,448,698	1,447,716	1,450,607	1,454,803	1,454,737	
Grants	343,829	372,289	372,289	-	-	-	-	-	
(B) General Fund Grant Match	261,598	275,000	275,000	-	-	-	-	-	
(C) Interest and Other Revenue	212,584	300,000	283,000	600,048	500,000	500,000	500,000	500,000	
Contribution From Other Funds	4,250,000	3,900,000	3,900,000	3,362,850	4,490,100	4,715,168	4,837,987	5,058,491	
	<u>13,254,074</u>	<u>13,203,358</u>	<u>13,154,904</u>	<u>12,475,284</u>	<u>13,792,471</u>	<u>14,324,491</u>	<u>14,769,271</u>	<u>15,321,818</u>	
EXPENDITURES:									
(D) Personal Services	6,287,589	6,310,826	6,312,066	6,279,537	6,622,946	6,904,611	7,186,234	7,464,236	
Operations	4,284,526	4,289,390	4,288,150	4,162,380	4,458,303	4,585,020	4,725,829	4,876,728	
Fees to State & County	2,127,303	2,317,300	2,317,300	2,425,000	2,497,750	2,572,683	2,649,863	2,729,359	
Administrative Overhead	329,086	338,959	338,959	348,677	359,137	369,911	381,009	392,439	
			(40,000)	(133,655)	(139,381)	(144,322)	(149,429)	(154,628)	
	<u>13,028,504</u>	<u>13,256,475</u>	<u>13,216,475</u>	<u>13,081,939</u>	<u>13,798,755</u>	<u>14,287,903</u>	<u>14,793,506</u>	<u>15,308,134</u>	
Excess (Deficiency) of									
Revenue Over Expenses	225,570	(53,117)	(61,571)	(606,655)	(6,284)	36,588	(24,235)	13,684	
Fund Balance, beginning of year	<u>507,421</u>	<u>732,991</u>	<u>732,991</u>	<u>671,420</u>	<u>64,765</u>	<u>58,481</u>	<u>95,069</u>	<u>70,834</u>	<u>84,518</u>
Fund Balance, end of year	<u>\$ 732,991</u>	<u>\$ 679,874</u>	<u>\$ 671,420</u>	<u>\$ 64,765</u>	<u>\$ 58,481</u>	<u>\$ 95,069</u>	<u>\$ 70,834</u>	<u>\$ 84,518</u>	

(A) Fee increases are subject to a maximum limit imposed by the State of Michigan

(B) Grant Match of \$250,000 is budgeted in GOF for years FY2010-FY2014, but not included in this statement. It will be transferred as needed when grants are received.

(C) Beginning in FY2010, Interest Income will no longer be credited to Funds that are dependent on the GOF for subsidy or matching funds.

(D) Annual cost for current Grant funded personnel would be 471,197, in FY2010, Grant-funded personnel costs are NOT included in the FY2010-FY2014 requests.

Fund Classification / Fund Number:
Component Unit / CU-DIS-740& -741

Functional Group / Departmental Affiliation:
Public Safety / 61st District Court

Purpose of the 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.

Cross References

Operating & Maintenance Budget

Source

THIS BOOK

Pages

145

**CITY OF GRAND RAPIDS, MICHIGAN
DNR PROPERTIES FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 08 ACTUAL	F.Y.09		F.Y.10 BUDGET	F.Y.11	F.Y.12 FORECAST	F.Y.13	F.Y.14
		AMENDED BUDGET	ESTIMATE					
REVENUES:								
Property Sales (City Share)	\$ 46,803	\$ 52,000	\$ 21,200	\$ 30,000	\$ 2,500	\$ 3,000	\$ 3,000	\$ 3,000
Interest on Investments	13,453	7,500	7,000	6,000	6,000	6,000	6,000	6,000
Miscellaneous	5,000	-	-	-	-	-	-	-
	<u>65,256</u>	<u>59,500</u>	<u>28,200</u>	<u>36,000</u>	<u>8,500</u>	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
EXPENDITURES:								
Contractual Services	70,551	80,000	80,000	60,000	60,000	60,000	60,000	60,000
Other	<u>52,546</u>	<u>77,230</u>	<u>77,080</u>	<u>14,238</u>	<u>14,658</u>	<u>15,090</u>	<u>15,535</u>	<u>15,994</u>
	<u>123,097</u>	<u>157,230</u>	<u>157,080</u>	<u>74,238</u>	<u>74,658</u>	<u>75,090</u>	<u>75,535</u>	<u>75,994</u>
Excess (Deficiency) of Revenues over Expenses	(57,841)	(97,730)	(128,880)	(38,238)	(66,158)	(66,090)	(66,535)	(66,994)
Fund Balance, beginning of year	<u>303,504</u>	<u>245,663</u>	<u>245,663</u>	<u>116,783</u>	<u>78,545</u>	<u>12,387</u>	<u>(53,703)</u>	<u>(120,238)</u>
Fund Balance, end of year	<u>\$ 245,663</u>	<u>\$ 147,933</u>	<u>\$ 116,783</u>	<u>\$ 78,545</u>	<u>\$ 12,387</u>	<u>\$ (53,703)</u>	<u>\$ (120,238)</u>	<u>\$ (187,232)</u>

Fund Classification / Fund Number:
Special Revenue / SR-253-253

Functional Group / Department Affiliation
Planning and Economic Development / Economic Development

Purpose of the Fund: To account for the maintenance and sale of tax reverted properties deeded to the City by the State of Michigan.

Cross References
Operating & Maintenance Budget

Sources
This Book

Pages
245

**CITY OF GRAND RAPIDS, MICHIGAN
DOWNTOWN IMPROVEMENT DISTRICT FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 08	F.Y.09		F.Y.10	F.Y.11	F.Y.12	F.Y.13	F.Y.14
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET	FORECAST			
REVENUES:								
DID - Assessments	\$ 523,882	\$ 550,647	\$ 556,222	\$ 630,683	\$ 655,136	\$ 675,599	\$ 707,745	\$ 729,114
DID - Contributions	165,979	173,888	183,311	199,163	206,885	213,347	223,499	230,247
Interest on Investments	14,461	10,000	5,000	5,000	6,000	6,000	6,000	6,000
Other	75	1,000	-	1,000	1,000	1,000	1,000	1,000
	<u>704,397</u>	<u>735,535</u>	<u>744,533</u>	<u>835,846</u>	<u>869,021</u>	<u>895,946</u>	<u>938,244</u>	<u>966,361</u>
EXPENDITURES:								
Downtown Alliance Contract	576,196	596,535	596,500	598,046	613,367	632,202	651,168	670,703
DID - Sidewalk Snowmelt (Steam)	147,000	174,500	130,000	261,800	269,654	277,744	286,076	294,658
Other	21,651	1,500	100	1,000	1,000	1,000	1,000	1,000
	<u>744,847</u>	<u>772,535</u>	<u>726,600</u>	<u>860,846</u>	<u>884,021</u>	<u>910,946</u>	<u>938,244</u>	<u>966,361</u>
Excess (Deficiency) of								
Revenues over Expenditures	(40,450)	(37,000)	17,933	(25,000)	(15,000)	(15,000)	-	-
Fund Balance, beginning of year	<u>152,462</u>	<u>112,012</u>	<u>112,012</u>	<u>129,945</u>	<u>104,945</u>	<u>89,945</u>	<u>74,945</u>	<u>74,945</u>
Fund Balance, end of year	<u>\$ 112,012</u>	<u>\$ 75,012</u>	<u>\$ 129,945</u>	<u>\$ 104,945</u>	<u>\$ 89,945</u>	<u>\$ 74,945</u>	<u>\$ 74,945</u>	<u>\$ 74,945</u>

Fund Classification / Fund Number:
Special Revenue / SR-DID-247

Functional Group / Department Affiliation
Planning & Economic Development / Downtown Improvement District

Purpose of the Fund: To account for funds generated by special assessments to improve and provide services to the Downtown Business District.

Cross References
Operating & Maintenance Budget

Sources
This Book

Pages
255

**CITY OF GRAND RAPIDS, MICHIGAN
DRUG LAW ENFORCEMENT FUND
STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCE
JULY 1, 2009**

	F.Y.09		F.Y.10 BUDGET	F.Y.11	F.Y.12	F.Y.13	F.Y.14
	F.Y.08 ACTUAL	AMENDED BUDGET					
REVENUES:							
Police Seized Property	\$ 231,386	\$ 267,095	\$ 203,200	\$ 237,300	\$ 237,300	\$ 237,300	\$ 237,300
Metropolitan Enforcement Team	418,327	415,292	222,676	424,507	423,507	423,507	423,507
Interest on Investments	66,007	63,922	18,000	20,000	21,000	21,000	21,000
	<u>715,720</u>	<u>746,309</u>	<u>443,876</u>	<u>681,807</u>	<u>681,807</u>	<u>681,807</u>	<u>681,807</u>
EXPENDITURES:							
Drug Enforcement							
General Operations	784,814	737,428	663,539	683,508	697,926	708,206	717,844
	<u>784,814</u>	<u>737,428</u>	<u>663,539</u>	<u>683,508</u>	<u>697,926</u>	<u>708,206</u>	<u>717,844</u>
Excess (Deficiency) of Revenues over Expenses	(69,094)	8,881	(219,663)	(1,701)	(16,119)	(26,399)	(36,037)
Fund Balance, beginning of year	1,531,298	1,462,204	1,462,204	1,242,541	1,240,840	1,224,721	1,198,322
Fund Balance, end of year	<u>\$ 1,462,204</u>	<u>\$ 1,471,085</u>	<u>\$ 1,242,541</u>	<u>\$ 1,240,840</u>	<u>\$ 1,224,721</u>	<u>\$ 1,198,322</u>	<u>\$ 1,162,285</u>

Fund Classification / Fund Number:
Special Revenue / SR-265-265 & SR-265-266

Functional Group / Department Affiliation
Public Safety / Police

Purpose of the Fund: This fund accounts for funds received for property forfeited pursuant to the enforcement of controlled substances, Public Act 135 of 1985.

Cross References
Operating & Maintenance Budget

Sources
This Book

Pages
132

**CITY OF GRAND RAPIDS, MICHIGAN
HOME INVESTMENT PARTNERSHIP FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

LINE OF CREDIT	F.Y.08	F.Y.09		F.Y.10	F.Y.11	F.Y.12	F.Y.13	F.Y.14
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET		FORECAST		
Balance Beginning of Year *	\$ 3,328,405	\$ 3,356,467	\$ 3,357,673	\$ 3,358,879	\$ 3,358,879	\$ 3,358,879	\$ 3,358,879	\$ 3,358,879
Additional Entitlements	1,560,490	1,386,117	1,386,117	1,528,184	1,376,669	1,376,669	1,376,669	1,376,669
Program Income & Other	79,771	-229	51,206	50,000	50,000	50,000	50,000	50,000
Expenditures	<u>(1,610,993)</u>	<u>(1,374,222)</u>	<u>(1,436,117)</u>	<u>(1,578,184)</u>	<u>(1,426,669)</u>	<u>(1,426,669)</u>	<u>(1,426,669)</u>	<u>(1,426,669)</u>
Balance End of Year	<u>3,357,673</u>	<u>3,368,133</u>	<u>3,358,879</u>	<u>3,358,879</u>	<u>3,358,879</u>	<u>3,358,879</u>	<u>3,358,879</u>	<u>3,358,879</u>
FUND BALANCE								
Beginning Fund Balance	(29,000)	268	268	1,474	1,474	1,474	1,474	1,474
Annual Revenue (Actual)	1,640,261	1,385,888	1,437,323	1,578,184	1,426,669	1,426,669	1,426,669	1,426,669
Annual Expenditure (Actual)	<u>(1,610,993)</u>	<u>(1,374,222)</u>	<u>(1,436,117)</u>	<u>(1,578,184)</u>	<u>(1,426,669)</u>	<u>(1,426,669)</u>	<u>(1,426,669)</u>	<u>(1,426,669)</u>
Ending Fund Balance	<u>\$ 268</u>	<u>\$ 11,934</u>	<u>\$ 1,474</u>	<u>\$ 1,474</u>	<u>\$ 1,474</u>	<u>\$ 1,474</u>	<u>\$ 1,474</u>	<u>\$ 1,474</u>

* HOME grants are appropriated in the entirety when letter of credit is awarded. Additional detail on grant balances by Federal Fiscal Year is available from the Community Development department.

Fund Classification / Fund Number:
Special Revenue / SR-GRT-278

Functional Group / Departmental Affiliation:
Neighborhood Services / Community Development

Purpose of the Fund: To account for the use of federal grants and local matching funds to preserve and increase the supply of affordable housing for low and moderate income persons through new construction and rehabilitation of homeowner and rental properties, homebuyer assistance programs, and tenant-based rental assistance.

Cross References

Operating & Maintenance Budget
Projects Budget

Pages

159

**CITY OF GRAND RAPIDS, MICHIGAN
LOCAL STREETS FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 09		F.Y. 10 BUDGET	F.Y. 11	F.Y. 12	F.Y. 13	F.Y. 14	
	F.Y. 08 ACTUAL	AMENDED BUDGET						ESTIMATE
REVENUES:								
Gas and Weight Tax	\$ 2,809,015	\$ 2,901,788	\$ 2,901,788	\$ 2,807,757	\$ 2,751,602	\$ 2,696,570	\$ 2,642,638	\$ 2,589,786
Transfer from Major Street Fund	2,933,333	3,000,000	3,000,000	2,500,000	-	-	-	-
General Fund Subsidy	1,020,000	-	-	-	-	-	-	-
Service Charges								
- Maintenance	-	-	-	-	-	-	-	-
- CDBG	-	-	-	-	-	-	-	-
Interest Earnings	143,515	75,000	60,000	30,000	25,000	25,000	25,000	25,000
Miscellaneous	3,955	17,000	193,717	17,500	18,241	19,013	19,819	20,661
	<u>6,909,818</u>	<u>5,993,788</u>	<u>6,155,505</u>	<u>5,355,257</u>	<u>2,794,843</u>	<u>2,740,583</u>	<u>2,687,457</u>	<u>2,635,447</u>
EXPENDITURES:								
Streets & Sanitation / Street Maintenance - Dept. 45	4,876,260	7,875,767	5,690,103	6,041,639	6,280,715	6,524,725	6,775,794	7,029,000
Environmental Protection / Stormwater Sewer Maintenance - Dept. 44	364,918	420,140	385,544	352,088	364,737	378,147	393,232	407,231
Traffic Safety / Signs, Signals & Pavement Markings - Dept. 19	211,143	237,390	222,746	101,167	101,108	103,406	105,623	107,095
Estimated Appropriation Lapse (Approximately 2.0%)	-	(151,000)	-	-	-	-	-	-
	<u>5,452,321</u>	<u>8,382,297</u>	<u>6,298,393</u>	<u>6,494,894</u>	<u>6,746,560</u>	<u>7,006,278</u>	<u>7,274,649</u>	<u>7,543,326</u>
Excess (Deficiency) of								
Revenues over Expenses	1,457,497	(2,388,509)	(142,888)	(1,139,637)	(3,951,717)	(4,265,695)	(4,587,192)	(4,907,879)
Fund Balance, beginning of year	1,562,662	3,020,159	3,020,159	2,877,271	1,737,634	(2,214,083)	(6,479,778)	(11,066,970)
Fund Balance, end of year	<u>\$ 3,020,159</u>	<u>\$ 631,650</u>	<u>\$ 2,877,271</u>	<u>\$ 1,737,634</u>	<u>\$ (2,214,083)</u>	<u>\$ (6,479,778)</u>	<u>\$ (11,066,970)</u>	<u>\$ (15,974,849)</u>

Fund Classification / Fund Number
Special Revenue / SR-STR-203

Functional Group / Departmental Affiliator
Public Works
/ Streets and Sanitation / Traffic Safety

Enterprise Systems
/ Environmental Services

Purpose of the Fund: These funds are used to account for the cost of maintaining the City's Highway and Street Transportation System. The operating activities include street and sign maintenance, traffic signal maintenance and capital improvement projects. Revenues are provided by State shared gas & weight taxes, miscellaneous service charges and contributions from the General Operating Fund.

Cross References	Source	Pages
Operating & Maintenance Budget	This Book	206, 208 & 223
Major Capital Budget	This Book	Appendix C

**CITY OF GRAND RAPIDS, MICHIGAN
MAJOR STREETS FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 09							
	F.Y. 08 ACTUAL	AMENDED BUDGET	ESTIMATE	F.Y. 10 BUDGET	F.Y. 11	F.Y. 12 FORECAST	F.Y. 13	F.Y. 14
REVENUES:								
Gas and Weight Tax	\$ 10,497,393	\$ 10,801,224	\$ 10,801,224	\$ 10,492,307	\$ 10,282,461	\$ 10,076,812	\$ 9,875,275	\$ 9,677,770
Service Charges - Maintenance	2,159,378	1,158,000	1,158,000	1,115,200	1,161,544	1,162,915	1,189,313	1,190,739
Street R.O.W. Fees	671,483	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Transfer from the General Fund	115,830	325,000	325,000	-	325,000	325,000	325,000	325,000
Transfer from the CDBG Fund	374,269	-	-	385,000	-	-	-	-
Transfer from the Street Capital Fund	208,990	-	-	-	-	-	-	-
M.D.O.T. - Grant	37,506	-	-	-	-	-	-	-
Interest Earnings	407,932	205,000	190,000	60,000	60,000	60,000	60,000	60,000
Miscellaneous	971,257	30,000	32,500	55,000	55,605	55,713	55,825	55,939
	<u>15,444,038</u>	<u>13,169,224</u>	<u>13,156,724</u>	<u>12,757,507</u>	<u>12,534,610</u>	<u>12,330,440</u>	<u>12,155,413</u>	<u>11,959,448</u>
EXPENDITURES:								
Streets & Sanitation / Street Maint. - Dept. 45	4,184,384	4,272,842	4,930,651	5,391,576	5,647,138	5,858,168	6,077,522	6,318,438
Environmental Protection / Stormwater Sewer Maintenance - Dept. 44	261,235	179,549	208,514	180,796	189,854	193,282	200,576	207,239
Traffic Safety / Signs, Signals & Pavement Markings - Dept. 19	3,796,487	4,047,304	3,882,494	4,305,917	4,475,061	4,640,544	4,810,139	4,975,728
Capital Projects								
- Transfer to Streets Capital Fund-Current	- *	- *	- *	- *	- *	- *	- *	- *
Transfer to Local Street Fund	2,933,333	3,000,000	3,000,000	2,500,000	-	-	-	-
Debt Service - MDOT Contract Payable - 2001	232,415	232,415	232,415	232,415	232,415	217,917	-	-
Debt Service - Capital Improvement Bonds - 2007	398,205	826,969	826,969	822,970	823,470	823,370	822,670	826,270
Transfer to Debt Service Fund - MI Transportation Fund - 1999	1,050,038	1,053,893	1,053,893	1,050,321	1,054,128	1,050,135	1,053,135	1,052,565
Transfer to Debt Service Fund - MI Transportation Fund - 2003	1,216,900	297,775	297,775	290,744	292,975	299,175	289,644	284,700
Estimated Appropriation Lapse (Approximately 2%)	-	(168,000)	-	-	-	-	-	-
	<u>14,072,997</u>	<u>13,742,747</u>	<u>14,432,711</u>	<u>14,774,739</u>	<u>12,715,041</u>	<u>13,082,591</u>	<u>13,253,686</u>	<u>13,664,940</u>
Excess (Deficiency) of								
Revenues over Expenses	1,371,041	(573,523)	(1,275,987)	(2,017,232)	(180,431)	(752,151)	(1,098,273)	(1,705,492)
Fund Balance, beginning of year	3,509,596	5,079,251	5,079,251	3,803,264	1,786,032	1,605,601	853,450	(244,823)
Current Year change in inventory levels	198,614	-	-	-	-	-	-	-
Fund Balance, end of year	<u>\$ 5,079,251</u>	<u>\$ 4,505,728</u>	<u>\$ 3,803,264</u>	<u>\$ 1,786,032</u>	<u>\$ 1,605,601</u>	<u>\$ 853,450</u>	<u>\$ (244,823)</u>	<u>\$ (1,950,315)</u>

*The general practice is to annually fund some street projects by a transfer to the Street Capital Fund; however, in F.Y.08, due to lack of funds, a one-year moratorium is needed. FY2009 identified need to continue the moratorium indefinitely.

Fund Classification / Fund Number:
Special Revenue / SR-STR-202

Functional Group / Departmental Affiliation:
Public Works
/ Streets and Sanitation / Traffic Safety

Enterprise Systems
/ Environmental Services

Purpose of the Fund: These funds are used to account for the cost of maintaining the City's Highway and Street Transportation System. The operating activities include street and sign maintenance, traffic signal maintenance and capital improvement projects. Revenues are provided by State shared gas & weight taxes, miscellaneous service charges and contributions from the General Operating Fund.

Cross References
Operating & Maintenance Budget
Major Capital Budget

Source
This Book
This Book

Pages
206, 208 & 223
Appendix C

**CITY OF GRAND RAPIDS, MICHIGAN
MICHIGAN JUSTICE TRAINING FUND
OPERATING STATEMENT
JULY 1, 2009**

	F.Y. 08 ACTUAL	F.Y.09		F.Y.10 BUDGET	F.Y.11	F.Y.12	F.Y.13	F.Y.14
		AMENDED BUDGET	ESTIMATE					
REVENUES:								
Michigan Justice Training Grant	\$ 75,247	\$ 80,000	\$ 88,970	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Interest Income	4,594	3,000	2,100	1,800	1,500	1,500	1,500	1,500
Refund-Expenditure Reimbursements	6,965							
Total Revenue	<u>86,806</u>	<u>83,000</u>	<u>91,070</u>	<u>81,800</u>	<u>81,500</u>	<u>81,500</u>	<u>81,500</u>	<u>81,500</u>
EXPENDITURES:								
Michigan Justice Training Program	<u>83,470</u>	<u>80,000</u>	<u>88,970</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>
Excess (Deficiency) of Revenues over Expenses	3,336	3,000	2,100	1,800	1,500	1,500	1,500	1,500
Fund Balance, beginning of year	<u>131,201</u>	<u>134,537</u>	<u>134,537</u>	<u>136,637</u>	<u>138,437</u>	<u>139,937</u>	<u>141,437</u>	<u>142,937</u>
Fund Balance, end of year	<u>\$ 134,537</u>	<u>\$ 137,537</u>	<u>\$ 136,637</u>	<u>\$ 138,437</u>	<u>\$ 139,937</u>	<u>\$ 141,437</u>	<u>\$ 142,937</u>	<u>\$ 144,437</u>

Fund Classification / Fund Number:
Special Revenue / SR-216-216

Functional Group / Department:
Public Safety/ Police

Purpose of the Fund: This fund accounts for funds received from the State for in-service criminal justice training of Police Officers.

Cross References
Operating & Maintenance Budget

Sources
This Book

Pages
132

**CITY OF GRAND RAPIDS, MICHIGAN
OTHER GRANTS FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	REVENUES	"All Years" Authorization *	F.Y. 08 Actual Receipts	(Through 6/30/08) All Prior Periods Actual Receipts	09 BUDGET	Estimated	Beg F.Y.10 Outstanding nai Revenues * B:	New F.Y. 10 Budget	F.Y. 11	F.Y. 12 Forecast	F.Y. 13	F.Y. 14
					Beg F.Y.09 Outstanding Revenues	F.Y.09 Estimated Receipts						
01COOL	Cool Cities Grant	200,000	7,345	200,000	-	-	-	-	-	-	-	-
01JOBS	Michigan Jobs Commission Grant	96,683	-	96,480	203	-	203	-	-	-	-	-
01NRGY100	Steam Franchise	-	-	-	-	-	-	70,000	70,000	70,000	70,000	70,000
01NRGY009	EEBG FY09 Sustainability Grant	-	-	-	-	-	-	1,938,000	-	-	-	-
10AMER	American Laundry Project	83,284	-	53,069	30,215	-	30,215	-	-	-	-	-
10DNR 095A1	UEDAP	250,000	-	234,898	15,102	-	15,102	-	-	-	-	-
10DNR 095A2	Environmental Assessment - Heardside	239,579	-	123,339	116,240	-	116,240	-	-	-	-	-
10GGRP	Green Grand Rapids - Master Plan	383,000	71,590	71,590	311,410	146,410	165,000	-	-	-	-	-
11GLR	GLR Grant to OCC	38,229	16,669	16,669	21,560	-	21,560	-	-	-	-	-
11FYIN	Forum for Youth Investment	50,000	11,656	11,656	38,344	-	38,344	-	-	-	-	-
11JOBS	QJDP Jobs for Youth	169,926	-	-	169,926	-	169,926	-	-	-	-	-
11LOOP	QJDP LOOP Program	335,381	-	-	335,381	-	335,381	-	-	-	-	-
11OCC	OCC Operations Budget-Donations	301,484	-	-	301,484	227,968	73,516	185,019	261,746	270,188	279,006	288,779
18DPEG	State Dom Prep Equipment Grant	50,000	-	49,411	589	-	589	-	-	-	-	-
18FEMA	Assistance to Firefighters	357,830	71,566	71,566	286,264	239,115	47,149	-	-	-	-	-
18HDGP	Homeland Dom Prep	280,000	-	271,355	8,645	-	8,645	-	-	-	-	-
18MMRS	Metropolitan Medical Response Team	880,000	200,000	603,944	276,056	280,000	(3,944)	-	-	-	-	-
26BTRW	Butterworth Bridge & Trail Project	108,000	-	-	108,000	-	108,000	-	-	-	-	-
35MSHD	MISC-MSHD Admin	168,182	17,564	218,575	(50,393)	7,000	(57,393)	-	-	-	-	-
35SN03	Project Safe Neighborhood	110,825	-	67,118	43,707	-	43,707	-	-	-	-	-
47SAF	MDEQ Site Assess-Brownfield	523,809	23,809	473,809	50,000	-	50,000	-	-	-	-	-
47PET	Petroleum EPA Grant	200,000	-	-	200,000	-	200,000	-	-	-	-	-
47HAZ	Hazardous EPA Grant	200,000	-	-	200,000	-	200,000	-	-	-	-	-
		5,026,212	420,199	2,563,479	2,462,733	900,493	1,562,240	2,193,019	331,746	340,188	349,006	358,779

**Interest is applied to the MISC-MSHD Grant when received.

	EXPENDITURES	"All Years" Authorization *	F.Y. 08 Actual Expenditures	(Through 6/30/08) All Prior Periods Actual Exp.	09 BUDGET	Estimated	Beg F.Y.10 Outstanding nai Expenditures * B:	New F.Y. 10 Budget	F.Y. 11	F.Y. 12 Forecast	F.Y. 13	F.Y. 14
					Beg F.Y.09 Outstanding Authorization	F.Y.09 Estimated Expenditures						
00MCAC	Michigan Council for Arts	389,550	21,703	389,550	-	-	-	-	-	-	-	-
01COOL	Cool Cities Grant	200,000	-	192,656	7,345	7,345	-	-	-	-	-	-
01JOBS	Michigan Jobs Commission Grant	96,683	-	96,119	564	-	564	-	-	-	-	-
01NRGY100	Steam Franchise	-	-	-	-	-	-	70,000	70,000	70,000	70,000	70,000
01NRGY009	EEBG FY09 Sustainability Grant	-	-	-	-	-	-	1,938,000	-	-	-	-
10AMER	American Laundry Project	114,706	4,953	53,069	61,637	-	61,637	-	-	-	-	-
10DNR 094A	Mt. Vernon Foundry Grant	662	662	662	-	-	-	-	-	-	-	-
10DNR 095A1	UEDAP	499,296	109,717	234,898	264,398	-	264,398	-	-	-	-	-
10DNR 095A2	Environmental Assessment - Heardside	26,837	(68,273)	123,340	(96,503)	-	(96,503)	-	-	-	-	-
10GGRP	Green Grand Rapids - Master Plan	383,000	71,590	71,590	311,410	70,535	240,875	-	-	-	-	-
11FYIN	Forum for Youth Investment	50,000	11,656	11,656	38,344	-	38,344	-	-	-	-	-
11GLR	GLR Grant to OCC	38,229	16,669	16,669	21,560	-	21,560	-	-	-	-	-
11JOBS	QJDP Jobs for Youth	169,926	-	-	169,926	-	169,926	-	-	-	-	-
11LOOP	QJDP LOOP Program	335,381	-	-	335,381	-	335,381	-	-	-	-	-
11OCC	OCC Operations Budget-Donations	301,484	-	-	301,484	223,388	78,096	185,019	261,746	270,188	279,006	288,779
18DPEG	Domestic Preparedness	50,000	-	49,411	589	-	589	-	-	-	-	-
18FEMA	Assistance to Firefighters	357,830	13,181	13,181	344,649	257,760	86,889	-	-	-	-	-
18HDGP	Homeland Dom Prep	280,000	-	271,355	8,645	-	8,645	-	-	-	-	-
18MMRS	Metropolitan Medical Response Team	880,000	200,000	600,000	280,000	-	280,000	-	-	-	-	-
26BTRW	Butterworth Bridge & Trail Project	107,373	-	107,423	(50)	-	(50)	-	-	-	-	-
35DYER	Dyer-Ives Foundation Grant - OCYF	11,050	3,926	11,050	-	-	-	-	-	-	-	-
35MSHD	MISC-MSHD Admin	144,339	-	217,596	(73,257)	-	(73,257)	-	-	-	-	-
35SN03	Project Safe Neighborhood	110,825	-	67,119	43,706	-	43,706	-	-	-	-	-
35STCS	OCYF Steelcase Grant	65,000	1,043	64,785	215	-	215	-	-	-	-	-
35UW	United Way Grant for OCYF	10,000	-	9,948	52	-	52	-	-	-	-	-
47SAF	MEDQ-Site Asses-Brownfield	523,809	2,781	488,369	35,440	22,389	13,051	-	-	-	-	-
47PET	Petroleum EPA Grant	200,000	-	-	200,000	-	199,805	-	-	-	-	-
47HAZ	Hazardous EPA Grant	200,000	-	-	200,000	-	199,332	-	-	-	-	-
		\$ 5,156,430		\$ 2,700,896	\$ 2,455,535	\$ 582,280	\$ 1,873,255	\$ 2,193,019	\$ 331,746	\$ 340,188	\$ 349,006	\$ 358,779

	Actual FY08 Fund Balance	Est FY09 Fund Balance	Budget FY10 Fund Balance
Beginning Fund Balance	399,633	\$ 430,224	\$ 748,437
Net Change	30,591	318,213	(311,015)
Ending Fund Balance	\$ 430,224	\$ 748,437	\$ 437,422

* The "all years" authorization includes grants received through Fiscal Year 2008. It does not anticipate any grant funding for F.Y.09. With the exception of OCC and NRGY, new grants are not anticipated during the annual budget process, but are authorized by means of a Budget Amendment when awarded and accepted.

Fund Classification / Fund Number: Special Revenue / SR-GRT-254 Functional Group / Departmental Affiliation: Various

Purpose of the Fund: To account for miscellaneous grants not accounted for in other separate funds.

Cross References: Operating & Maintenance Budget Sources: This Book Pages: Various

**CITY OF GRAND RAPIDS, MICHIGAN
PARKS & RECREATION & AFTER SCHOOL
COMBINED STATEMENT OF OPERATIONS
JULY 1, 2009**

	REPORTED ON GOF STATEMENT			NEW PARKS FUND BEGINS IN FY10				
	FY08 ACTUAL	FY09 AMENDED	FY09 ESTIMATE	FY10 BUDGET	FORECAST			
					FY11	FY12	FY13	FY14
REVENUES:								
Charges for Services	\$ 355,452	\$ 661,008	\$ 475,366	\$ 572,697	\$ 584,315	\$ 596,224	\$ 612,623	\$ 621,845
Facility Rental & Interest Earnings	9,135	8,550	8,550	7,450	6,800	6,900	7,000	7,100
Other - Misc Contributions	262,642	250,000	252,269	120,653	46,850	46,850	46,850	46,850
After School Programs Revenue	1,436,537	1,725,145	1,862,308	2,068,142	1,862,284	1,862,284	1,862,284	1,862,284
GOF Subsidy	5,060,145	5,353,150	5,361,884	5,155,806	-	-	-	-
New Revenue Sources	-	-	-	-	5,980,055	6,178,557	6,385,720	6,614,066
	7,123,911	7,997,853	7,960,377	7,924,748	8,480,304	8,690,815	8,914,477	9,152,145
EXPENDITURES:								
Personal Services	3,386,254	3,274,460	3,125,782	2,988,332	3,170,833	3,283,013	3,395,676	3,505,567
Supplies	525,155	531,000	437,091	400,631	462,425	476,156	490,839	504,905
Other, incl. Contractual	1,127,414	2,168,926	1,440,122	1,482,949	1,493,832	1,557,372	1,631,904	1,723,107
Minor Capital Outlay	27,818	93,092	79,212	45,000	75,000	75,000	75,000	75,000
After Schools Programs Expense	1,552,501	1,454,410	2,402,205	2,447,732	2,448,506	2,449,277	2,450,061	2,450,834
Support Services (Transfers Out)*	504,769	475,965	475,965	560,104	579,708	599,997	620,997	642,732
	7,123,911	7,997,853	7,960,377	7,924,748	8,230,304	8,440,815	8,664,477	8,902,145
Operating Excess (Deficiency)	-	-	-	-	250,000	250,000	250,000	250,000
Fund Balance, beginning of year	-	-	-	-	-	250,000	500,000	750,000
Fund Balance, end of year	-	-	-	-	250,000	500,000	750,000	1,000,000

Fund Classification / Fund Number:
Special Revenue / SR-PRK

Functional Group / Departmental Affiliation:
Neighborhood Services / Parks & Recreation

Purpose of the Fund:

This fund was established in FY2010 with two subfunds, Parks & Recreation Operations and Parks & Recreation After School Programs. The fund will account for the total revenues and costs associated with maintaining the City's park facilities, providing a variety of recreational and sporting activities for youth through seniors, and operating several after school programs and other facilities throughout the City.

Cross References

Sources

Pages

Operating & Maintenance Budget

This Book

177

**CITY OF GRAND RAPIDS, MICHIGAN
PROPERTY MANAGEMENT SUBFUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 08 ACTUAL	F.Y.09		F.Y.10 BUDGET	F.Y.11	F.Y.12 FORECAST	F.Y.13	F.Y.14
		AMENDED BUDGET	ESTIMATE					
REVENUES:								
Interest	\$ 36,608	\$ 24,000	\$ 12,000	\$ 11,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Sale of Property	165,000	90,480	66,500	480,375	-	-	-	-
Rentals	45,498	44,299	44,855	46,201	47,587	49,015	50,485	52,000
Bond Proceeds	-	-	630,500	-	-	-	-	-
Other (A)	20	-	358,700	-	-	-	-	-
	<u>247,126</u>	<u>158,779</u>	<u>1,112,555</u>	<u>537,576</u>	<u>57,587</u>	<u>59,015</u>	<u>60,485</u>	<u>62,000</u>
EXPENDITURES:								
Property Management Activities	47,984	62,739	62,739	105,472	114,909	122,588	130,452	134,726
Contractual Services	68,450	140,000	120,000	140,000	143,600	147,308	151,127	155,061
Other	5,430	75,593	75,593	12,086	12,449	12,822	13,207	13,603
Capital Outlay	-	640,000	630,500	-	-	-	-	-
Principal	-	-	-	42,500	42,000	42,000	42,000	42,000
Interest	-	-	-	30,228	27,500	25,463	23,426	21,389
	<u>121,864</u>	<u>918,332</u>	<u>888,832</u>	<u>330,286</u>	<u>340,458</u>	<u>350,181</u>	<u>360,212</u>	<u>366,779</u>
Excess (Deficiency) of Revenues over Expenditures	125,262	(759,553)	223,723	207,290	(282,871)	(291,166)	(299,727)	(304,779)
Fund Balance, beginning of year	<u>675,317</u>	<u>800,579</u>	<u>800,579</u>	<u>1,024,302</u>	<u>1,231,592</u>	<u>948,721</u>	<u>657,555</u>	<u>357,828</u>
Fund Balance, end of year	<u>\$ 800,579</u>	<u>\$ 41,026</u>	<u>\$ 1,024,302</u>	<u>\$ 1,231,592</u>	<u>\$ 948,721</u>	<u>\$ 657,555</u>	<u>\$ 357,828</u>	<u>\$ 53,049</u>

(A) FY2009 estimate is Union Square Condos

Fund Classification / Fund Number:
Special Revenue Subfund / SR-246-248

Functional Group / Departmental Affiliation:
Planning & Economic Development / Economic Development

Purpose of the Fund: This subfund is used to monitor and account for property transactions, certain leases and other real estate transactions.

Cross References
Operating & Maintenance Budget

Sources
This Book

Pages
245

**CITY OF GRAND RAPIDS, MICHIGAN
PUBLIC LIBRARY FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y.08	F.Y.09		F.Y.10	F.Y.11	F.Y.12	F.Y.13	F.Y.14
	ACTUAL	AMENDED BUDGET	BUDGET ESTIMATE	BUDGET		FORECAST		
REVENUES:								
Property Taxes								
- Operating	\$ 9,360,897	\$ 9,545,977	\$ 9,534,497	\$ 9,442,768	\$ 9,355,642	\$ 9,530,399	\$ 9,902,627	\$ 10,198,567
- Capital	1,718,093	1,751,733	1,744,665	1,732,504	1,716,419	1,748,481	1,816,771	1,871,065
Library - Penal Fines	397,740	375,000	435,381	269,000	269,000	269,000	269,000	269,000
Interest on Investments	381,710	251,000	217,500	147,000	186,000	228,000	270,000	312,000
Library Book Fines	244,961	225,000	223,277	230,000	240,000	240,000	240,000	240,000
State Aid	129,135	128,000	128,000	128,000	128,000	128,000	128,000	128,000
Miscellaneous	200,226	172,000	207,928	207,900	208,000	208,000	208,000	208,000
	<u>12,432,762</u>	<u>12,448,710</u>	<u>12,491,248</u>	<u>12,157,172</u>	<u>12,103,061</u>	<u>12,351,880</u>	<u>12,834,398</u>	<u>13,226,632</u>
EXPENDITURES:								
Administration								
Personal Services	6,467,239	6,638,073	6,607,320	6,739,001	7,051,871	7,340,583	7,630,309	7,901,855
Supplies	98,233	107,542	116,042	113,800	120,720	121,720	125,720	126,720
Other Charges & Services	1,645,067	1,908,880	1,852,720	1,984,171	2,071,673	2,120,147	2,178,287	2,232,489
Books / Library Materials	1,116,694	1,236,000	1,236,000	1,273,000	1,311,190	1,350,524	1,391,040	1,432,772
Capital Outlay	315,373	893,912	559,412	258,340	114,000	108,000	110,000	112,000
Building Program	1,565,315	1,613,795	1,613,795	1,663,378	1,712,650	1,767,050	1,816,800	1,876,050
State Aid Activity	136,983	148,500	92,000	76,000	80,000	80,000	80,000	80,000
	<u>11,344,904</u>	<u>12,546,702</u>	<u>12,077,289</u>	<u>12,107,690</u>	<u>12,462,104</u>	<u>12,888,024</u>	<u>13,332,156</u>	<u>13,761,886</u>
Excess (Deficiency) of								
Revenues over Expenses	1,087,858	(97,992)	413,959	49,482	(359,043)	(536,144)	(497,758)	(535,254)
Fund Balance, beginning of year	2,931,200	4,019,058	4,019,058	4,433,017	4,482,499	4,123,456	3,587,312	3,089,554
Fund Balance, end of year	<u>\$ 4,019,058</u>	<u>\$ 3,921,066</u>	<u>\$ 4,433,017</u>	<u>\$ 4,482,499</u>	<u>\$ 4,123,456</u>	<u>\$ 3,587,312</u>	<u>\$ 3,089,554</u>	<u>\$ 2,554,300</u>

Fund Classification / Fund Number:
Special Revenue / SR-LIB-218 & -219

Functional Group / Department Affiliation
Other Services / Library

Purpose of the Fund: Established in F.Y.95 following a voter approved 2.15 mill operating levy dedicated to Library services and 0.395 mills for a building program. This fund accounts for the receipt of property tax and other library revenues and the disbursement of funds for the operation, maintenance and capital improvements of the Library system.

Cross References
Operating & Maintenance Budget

Sources
This Book

Pages
321

**CITY OF GRAND RAPIDS, MICHIGAN
RECEIVERSHIP SUBFUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y.08 ACTUAL	F.Y. 09		F.Y.10 BUDGET	F.Y.11	F.Y.12	F.Y.13	F.Y.14
		AMENDED BUDGET	ESTIMATE					
REVENUES:								
Rehab Loan Repayments	\$ -	\$ 45,200	\$ 6,960	\$ 10,800	\$ 10,800	\$ 10,800	\$ 10,800	\$ 10,800
Contributions from Other Funds	-	-	-	-	-	-	-	-
Other	15,576	-	16,437	30,000	30,000	30,000	30,000	30,000
	<u>15,576</u>	<u>45,200</u>	<u>23,397</u>	<u>40,800</u>	<u>40,800</u>	<u>40,800</u>	<u>40,800</u>	<u>40,800</u>
EXPENDITURES:								
Home Repair	18,019	45,000	32,186	45,000	30,000	30,000	45,000	30,000
Other	-	-	-	-	-	-	-	-
	<u>18,019</u>	<u>45,000</u>	<u>32,186</u>	<u>45,000</u>	<u>30,000</u>	<u>30,000</u>	<u>45,000</u>	<u>30,000</u>
Excess (Deficiency) of Revenues over Expenditures	(2,443)	200	(8,789)	(4,200)	10,800	10,800	(4,200)	10,800
Fund Balance, beginning of year	53,775	51,332	51,332	42,543	38,343	49,143	59,943	55,743
Fund Balance, end of year	<u>\$ 51,332</u>	<u>\$ 51,532</u>	<u>\$ 42,543</u>	<u>\$ 38,343</u>	<u>\$ 49,143</u>	<u>\$ 59,943</u>	<u>\$ 55,743</u>	<u>\$ 66,543</u>

Fund Classification / Fund Number:
Special Revenue Subfund / SR-246-245

Functional Group / Department Affiliation:
Neighborhood Services / Neighborhood Improvement

Purpose of the Fund: This fund is used to account for repairs and rehabilitation of dilapidated structures as a result of court-ordered Receiverships during the code enforcement process.

Cross References
Operating & Maintenance Budget

Sources
This Book

Pages
170

**CITY OF GRAND RAPIDS, MICHIGAN
REFUSE COLLECTION AND DISPOSAL FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 08	F.Y. 09		F.Y. 10	F.Y. 11	F.Y. 12	F.Y. 13	F.Y. 14
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET	FORECAST			
REVENUES:								
Sale of Refuse Tags	\$ 1,300,692	\$ 1,456,510	\$ 1,374,810	\$ 1,422,928	\$ 1,472,731	\$ 1,524,276	\$ 1,577,626	\$ 1,632,843
Sale of Refuse Bags	1,638,794	1,777,172	1,670,368	1,728,831	1,789,340	1,851,967	1,916,786	1,983,873
Bulk Item Tags	62,486	73,148	68,736	71,142	73,632	76,209	78,876	81,637
Sale of Yard Waste Bags	608,373	626,841	614,287	635,787	658,040	681,071	704,909	729,580
Sale of Yard Waste Tags	16,392	16,770	16,912	17,504	18,117	18,751	19,407	20,087
Sale of Appliance Stickers	13,173	18,582	18,871	19,531	20,215	20,923	21,655	22,413
Nuisance	238,639	260,000	373,990	373,990	373,990	373,990	373,990	373,990
Yard Carts, Containers & Tags	75,658	69,252	69,252	71,676	74,185	76,781	79,468	82,250
Refuse Carts	1,195,544	1,400,000	1,087,107	1,125,156	1,164,536	1,205,295	1,247,480	1,291,142
Recycling Stickers	835	-	800	828	857	887	918	950
Miscellaneous	95,646	100,000	100,025	138,025	142,855	147,854	153,028	158,383
	<u>5,246,232</u>	<u>5,798,275</u>	<u>5,395,158</u>	<u>5,605,398</u>	<u>5,788,498</u>	<u>5,978,004</u>	<u>6,174,143</u>	<u>6,377,148</u>
EXPENDITURES:								
Refuse Collection	11,352,760	13,679,159	12,603,801	13,094,932	13,620,838	14,136,394	14,661,586	15,192,265
Butterworth Landfill	155,973	160,209	170,887	180,573	187,204	193,750	200,524	207,495
Trash Reduction Project	596,274	637,433	645,426	714,552	722,891	738,038	753,557	768,806
Payment Processing - Treasurer	27,423	38,106	33,872	40,586	42,895	44,423	46,037	47,661
Single Stream Recycling Transition Costs	-	-	-	145,000	145,000	-	-	-
	<u>12,132,430</u>	<u>14,514,907</u>	<u>13,453,986</u>	<u>14,175,643</u>	<u>14,718,828</u>	<u>15,112,605</u>	<u>15,661,704</u>	<u>16,216,227</u>
OPERATING INCOME (LOSS)	(6,886,198)	(8,716,632)	(8,058,828)	(8,570,245)	(8,930,330)	(9,134,601)	(9,487,561)	(9,839,079)
Non-Operating Revenues (Expenses):								
Property Tax Levy	7,200,486	7,331,525	7,298,061	7,822,024	7,866,027	8,685,812	8,971,737	9,758,934
Interest on Investments	276,273	140,000	145,000	140,000	145,000	150,000	150,000	150,000
NET INCOME (LOSS)	590,561	(1,245,107)	(615,767)	(608,221)	(919,303)	(298,789)	(365,824)	69,855
Fund Balance, beginning of year	2,767,158	3,357,719	3,357,719	2,741,952	2,133,731	1,214,428	915,639	549,815
Fund Balance, end of year:	<u>\$ 3,357,719</u>	<u>\$ 2,112,612</u>	<u>\$ 2,741,952</u>	<u>\$ 2,133,731</u>	<u>\$ 1,214,428</u>	<u>\$ 915,639</u>	<u>\$ 549,815</u>	<u>\$ 619,670</u>
Special tax millage rate per fiscal year (maximum 3.0 mills)	1.67	1.67	1.67	1.80	1.80	1.95	1.95	2.05

Fund Classification / Fund Number: Special Revenue / SR-226-226
 Functional Group / Departmental Affiliator: Public Works / Streets & Sanitation
 Neighborhood Services / Neighborhood Imp.

Purpose of the Fund: This fund accounts for the collection and removal of trash and debris. Financing is provided by special tax millage (1.55 mills), cart fees, sale of refuse bags and tags, and rentals of dumpsters.

Cross References: Operating & Maintenance Budget
 Source: This Book
 Pages: 206 & 170

**CITY OF GRAND RAPIDS, MICHIGAN
SIDEWALK REPAIR FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y.09		F.Y.10 BUDGET	F.Y.11	F.Y.12	F.Y.13	F.Y.14	
	F.Y. 08 ACTUAL	AMENDED BUDGET						ESTIMATE
REVENUES:								
Sidewalk Repairs	647,923	850,000	775,000	775,000	850,000	850,000	850,000	850,000
Inspection Fees	404,356	429,346	430,500	479,350	527,200	595,350	674,925	729,550
Interest on Investment	23,115	15,000	11,000	8,000	6,000	6,000	6,000	6,000
Engineering & Inspection	73,481	57,650	57,650	66,350	68,325	70,250	72,350	74,400
Snow Removal Inspection Fee	3,884	3,400	3,400	3,500	3,600	3,700	3,800	3,900
Other	20,239	18,500	17,000	18,500	18,500	18,500	18,500	18,500
	<u>1,172,998</u>	<u>1,373,896</u>	<u>1,294,550</u>	<u>1,350,700</u>	<u>1,473,625</u>	<u>1,543,800</u>	<u>1,625,575</u>	<u>1,682,350</u>
EXPENDITURES:								
Sidewalk Repairs	772,270	850,000	775,000	775,000	850,000	850,000	850,000	850,000
Inspections	641,518	683,533	668,539	722,768	681,850	701,100	733,798	766,101
	<u>1,413,788</u>	<u>1,533,533</u>	<u>1,443,539</u>	<u>1,497,768</u>	<u>1,531,850</u>	<u>1,551,100</u>	<u>1,583,798</u>	<u>1,616,101</u>
Excess (Deficiency) of								
Revenues over Expenses	(240,790)	(159,637)	(148,989)	(147,068)	(58,225)	(7,300)	41,777	66,249
Fund Balance, beginning of year	<u>684,868</u>	<u>444,078</u>	<u>444,078</u>	<u>295,089</u>	<u>148,021</u>	<u>89,796</u>	<u>82,496</u>	<u>124,273</u>
Fund Balance, end of year	<u>\$ 444,078</u>	<u>\$ 284,441</u>	<u>\$ 295,089</u>	<u>\$ 148,021</u>	<u>\$ 89,796</u>	<u>\$ 82,496</u>	<u>\$ 124,273</u>	<u>\$ 190,522</u>

Fund Classification / Fund Number:
Special Revenue / SR-256-256

Functional Group / Departmental Affiliation
Enterprise Services / Engineering

Purpose of the Fund: To account for needed sidewalk repairs and replacements not otherwise eligible for CDBG funding. Financing was originally provided by contributions from the General Fund and is sustained by billings to property owners for costs incurred.

Cross References
Operating & Maintenance Budget

Sources
This Book

Pages
218

**CITY OF GRAND RAPIDS, MICHIGAN
VEHICLE STORAGE FACILITY FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y.08		F.Y.10 BUDGET	F.Y.11	F.Y.12	F.Y.13	F.Y.14	
	F.Y. 08 ACTUAL	AMENDED BUDGET						ESTIMATE
REVENUES:								
Vehicle Storage Fees	\$ 430,524	\$ 433,417	\$ 433,417	\$ 431,479	\$ 437,951	\$ 444,520	\$ 451,188	\$ 458,260
Sale of Junk Vehicles	280,913	278,583	278,583	251,589	259,137	266,911	274,918	283,166
Interest Earnings	13,262	8,000	10,000	9,000	9,000	9,000	9,000	9,000
Miscellaneous	(4,430)	-	-	-	-	-	-	-
	<u>720,269</u>	<u>720,000</u>	<u>722,000</u>	<u>692,068</u>	<u>706,088</u>	<u>720,431</u>	<u>735,106</u>	<u>750,426</u>
EXPENDITURES:								
Contractual Services								
Towing	245,227	261,092	237,115	209,574	215,861	222,338	229,009	235,879
Security	99,417	107,227	107,227	109,604	112,892	116,279	119,768	123,361
Auction	34,687	38,884	38,884	36,543	37,639	38,769	39,932	41,130
Other	4,326	-	-	-	-	-	-	-
Personal Services	100,599	96,916	93,016	167,851	173,799	177,884	182,326	186,324
Administrative Overhead	24,128	24,852	24,852	32,835	33,820	34,835	35,880	36,956
Due to Other Funds	-	-	-	320,000	-	-	-	-
Other	48,324	70,564	68,464	54,087	56,414	58,010	59,708	61,494
	<u>556,708</u>	<u>599,535</u>	<u>569,558</u>	<u>930,494</u>	<u>630,425</u>	<u>648,115</u>	<u>666,623</u>	<u>685,144</u>
Operating Excess (Deficiency)	163,561	120,465	152,442	(238,426)	75,663	72,316	68,483	65,282
Fund Balance, beginning of year	<u>206,714</u>	<u>378,275</u>	<u>370,275</u>	<u>522,717</u>	<u>284,291</u>	<u>359,954</u>	<u>432,270</u>	<u>500,753</u>
Fund Balance, end of year	<u>\$ 370,275</u>	<u>\$ 498,740</u>	<u>\$ 522,717</u>	<u>\$ 284,291</u>	<u>\$ 359,954</u>	<u>\$ 432,270</u>	<u>\$ 500,753</u>	<u>\$ 566,035</u>

Fund Classification / Fund Number:
Special Revenue / SR-235-235

Functional Group / Departmental Affiliation:
Fiscal Services / Purchasing

Purpose of the Fund: To provide fiscal support for the safe storage and disposal of abandoned and impounded vehicles.

Cross References
Operating & Maintenance Budget

Sources
This Book

Pages
280

**CITY OF GRAND RAPIDS, MICHIGAN
CEMETERIES PERPETUAL CARE FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 08	F.Y.09		F.Y.10	F.Y.11	F.Y.12	F.Y.13	F.Y.14
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET		FORECAST		
OPERATING REVENUES:								
Cemetery Lot Sales (15%)	\$ 17,994	\$ 25,986	\$ 25,986	\$ 22,680	\$ 23,360	\$ 24,061	\$ 24,783	\$ 25,527
Sale of Repossessed Lots	17,013	16,480	16,480	27,550	28,377	29,228	30,105	30,104
	<u>35,007</u>	<u>42,466</u>	<u>42,466</u>	<u>50,230</u>	<u>51,737</u>	<u>53,289</u>	<u>54,888</u>	<u>55,631</u>
Non-Operating Revenues (Expenses):								
Interest on Investments								
Transfer from Operating Fund:	170,325	90,000	80,000	75,000	85,000	85,000	85,000	85,000
15% of Operating Revenues	83,295	78,070	78,084	97,368	100,251	103,201	106,235	109,354
Capital Transfer	(28,956)	(30,000)	(37,122)	(15,000)	(15,000)	(15,000)	(20,000)	(20,000)
Interest Transfer	<u>(170,325)</u>	<u>(90,000)</u>	<u>(80,000)</u>	<u>(75,000)</u>	<u>(85,000)</u>	<u>(85,000)</u>	<u>(85,000)</u>	<u>(85,000)</u>
Non-operating Revenues	<u>54,339</u>	<u>48,070</u>	<u>40,962</u>	<u>82,368</u>	<u>85,251</u>	<u>88,201</u>	<u>86,235</u>	<u>89,354</u>
Excess (Deficiency) of Revenues over Expenses	89,346	90,536	83,428	132,598	136,988	141,490	141,123	144,985
Fund Balance, Beginning of year	<u>3,682,360</u>	<u>3,771,706</u>	<u>3,771,706</u>	<u>3,855,134</u>	<u>3,987,732</u>	<u>4,124,720</u>	<u>4,266,210</u>	<u>4,407,333</u>
Fund Balance, End of year	<u>\$ 3,771,706</u>	<u>\$ 3,862,242</u>	<u>\$ 3,855,134</u>	<u>\$ 3,987,732</u>	<u>\$ 4,124,720</u>	<u>\$ 4,266,210</u>	<u>\$ 4,407,333</u>	<u>\$ 4,552,318</u>

Fund Classification / Fund Number
Permanent / PF-CEM-150

Functional Group / Departmental Affiliation
Neighborhood Services
/Parks and Recreation

Purpose of the fund: This fund is used to provide for the perpetual care of the City's six public cemeteries at the following locations:

at 2530 Kalamazoo SE
at 801 East Fulton
at 1401 28th St. SE

Oakhill
Fairplains
Greenwood

at 647 Hall SE
at 2056 Diamond NE
at 1401 Leonard NW

Cross References
Operating & Maintenance Budget

Source
This Book

Pages
177

**CITY OF GRAND RAPIDS, MICHIGAN
CAPITAL RESERVE FUND AND FIVE-YEAR CAPITAL PROGRAM
July 1, 2009**

	F.Y. 2009			FIVE YEAR CAPITAL PROGRAM				
	F.Y. 2008 ACTUAL	AMENDED BUDGET	ESTIMATE	F.Y. 2010 BUDGET	F.Y. 2011	F.Y. 2012 FORECAST	F.Y. 2013 FORECAST	F.Y. 2014
REVENUES:								
Property Tax	\$ 5,390,071	\$ 5,489,312	\$ 5,463,159	\$ 5,431,628	\$ 5,387,854	\$ 5,488,827	\$ 5,703,973	\$ 5,875,092
Income Tax	2,379,794	2,409,569	2,061,507	1,999,662	1,999,662	2,039,655	2,080,448	2,122,057
CFOF: From Cemeteries Operating Fund	67,418	144,838	144,838	142,403	144,230	141,620	143,273	145,000
Property Management Subfund	-	20,000	20,000	-	-	-	-	-
Grant Close-outs	36,939	-	-	-	-	-	-	-
Interest on Investments	415,359	200,000	180,000	145,000	140,000	140,000	140,000	140,000
Bond Proceeds - Refunding	-	-	5,745,100	-	-	-	-	-
Special Assessments	-	38,000	-	-	-	-	-	-
	<u>8,289,581</u>	<u>8,301,719</u>	<u>13,614,604</u>	<u>7,718,693</u>	<u>7,671,746</u>	<u>7,810,102</u>	<u>8,067,694</u>	<u>8,282,149</u>
EXPENDITURES:								
Debt Obligations (fiscal year completed)								
- GR Building Authority FY1997-2010 Richmond & Briggs Pools	270,930	264,410	264,410	276,915	-	-	-	-
- Kent County Drain FY1997-2009 - Grand River Floodwalls	494,911	499,324	313,805	-	-	-	-	-
- Kent County Drain 2008 (FY2021) - Floodwalls	-	-	118,114	559,078	578,137	712,662	720,241	726,989
- GR Building Authority FY1999-2019 Archive Center Phase I	161,815	162,675	157,964	-	-	-	-	-
- GR Building Authority FY2009-2021 Archive Center Phase I	-	-	-	148,242	144,188	136,500	148,388	144,788
- GR Building Authority FY2000-FY2021 - Police Facilities	2,076,825	2,077,663	2,158,530	1,193,660	1,198,648	-	-	-
- GR Building Authority FY2010-FY2021 - Police Facilities	-	-	-	780,866	786,438	1,971,625	1,992,363	1,978,263
- Kent County Drain FY2000-2011 - Grand River Floodwalls	219,611	221,327	128,197	125,983	127,203	-	-	-
- GR Building Authority FY2002-2022 - Archive Center Phase II	255,889	256,174	256,174	256,134	260,759	259,819	263,519	256,919
- GR Building Authority FY2003-2013 Fire Stations & MLK Pool	97,404	97,265	97,265	97,674	28,813	28,668	28,457	-
- Kent County Drain 2003 (FY2015) Silver Creek	496,251	502,267	502,267	498,816	502,432	500,786	501,640	505,125
- 61st District Court 2004/5 (2026) Long term Courthouse lease	1,483,935	1,446,927	1,446,927	1,448,698	1,447,716	1,450,607	1,454,803	1,454,737
- Capital Imp. Bonds FY2007 (2018) - Repairs to Museum	48,484	183,650	183,650	183,550	183,250	182,750	182,050	181,150
- Capital Imp. Bonds FY2007 (2028) Wealthy St. Conduit	27,743	58,652	58,652	57,687	57,360	61,270	60,717	60,139
- Capital Imp. Bonds FY2007 Fulton St. Cemetery	67,501	144,838	144,838	142,403	144,231	141,620	143,273	144,751
- Storm/Drain Debt Service	-	30,000	-	-	-	-	-	-
- Debt Service Iroquois Park	-	20,000	-	-	-	-	-	-
Human Services Complex - ACSET	-	-	-	184,692	184,692	184,692	184,692	184,692
Bonds - Refunding	-	-	5,884,424	-	-	-	-	-
Transfers to General Operating Fund - BA #20	-	-	426,262	-	-	-	-	-
Transfers to General Operating Fund - BA #21	-	-	293,389	-	-	-	-	-
Transfers to General Operating Fund - Income Tax	-	-	-	828,295	1,999,662	2,039,655	2,080,448	2,122,057
Transfers to General Operating Fund - Capital Set-aside - Property Tax	-	-	-	-	28,217	139,448	307,103	522,539
Transfers to Capital - Other projects (see Appendix C)	-	-	-	-	-	-	-	-
- Stormwater	450,000	100,000	100,000	100,000	-	-	-	-
- Sidewalks	70,000	130,000	130,000	120,000	-	-	-	-
- Facilities Management	475,000	625,000	625,000	-	-	-	-	-
- Fire	142,000	200,000	200,000	78,000	-	-	-	-
- Parking Services	60,000	24,000	24,000	-	-	-	-	-
- Parks & Recreation	-	240,000	410,000	75,000	-	-	-	-
- Police	320,000	258,000	258,000	158,000	-	-	-	-
- Traffic Safety	2,092,000	1,210,000	1,540,000	405,000	-	-	-	-
	<u>9,310,299</u>	<u>8,752,172</u>	<u>15,721,868</u>	<u>7,718,693</u>	<u>7,671,746</u>	<u>7,810,102</u>	<u>8,067,694</u>	<u>8,282,149</u>
Operating Excess (Deficiency)	(1,020,718)	(450,453)	(2,107,264)	0	0	0	0	0
Fund Balance, beginning of year	3,137,981	2,117,264	2,117,264	10,000	10,000	10,000	10,000	10,000
Fund Balance, end of year (cumulative)	<u>\$ 2,117,264</u>	<u>\$ 1,666,811</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>

Fund Classification / Fund Number:
Capital Improvement / CP-GCP-403

Functional Group / Departmental Affiliation
Various

Purpose of the Fund:

**CITY OF GRAND RAPIDS, MICHIGAN
CAPITAL IMPROVEMENT FUND
JULY 1, 2009**

	F.Y. 09		F.Y. 2010 REQUEST	F.Y. 2011	F.Y. 2012 FORECAST	F.Y. 2013 FORECAST	F.Y. 2014
	F.Y. 08 ACTUAL	AMENDED BUDGET					
REVENUES:							
Federal/State Grants	\$ 490,025	\$ 800,000	\$ 1,281,610	\$ -	\$ -	\$ -	\$ -
Local Grants	283,958	-	-	-	-	-	-
Contributions from Other Municipalities	-	123,551	126,626	-	-	-	-
Interest on Investments	148,514	-	17,447	-	-	-	-
Unrestricted and Restricted Contributions	267,823	44,702	113,504	-	-	-	-
Bond Proceeds	427,560	740,000	1,447,324	-	-	-	-
Special Assessments	34,976	-	4,572	-	-	-	-
Expenditures Reimbursements	217,001	-	45,599	-	-	-	-
Miscellaneous	21,970	-	850	-	-	-	-
Contributions from Other Funds:	-	-	-	-	-	-	-
Capital Reserve Fund	3,816,000	3,080,551	3,287,000	936,000	-	-	-
General Operating	570,502	-	-	-	-	-	-
Other Grants Fund (EECBG)	-	-	-	-	-	-	-
Deobligation of projects	(207,000)	(540,118)	-	-	-	-	-
	<u>6,071,329</u>	<u>4,248,686</u>	<u>6,324,532</u>	<u>936,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
APPROPRIATIONS:							
Capital Projects							
- Current - total projects requested	7,773,503	3,158,369 *	5,266,624	936,000	-	-	-
- Current - projects closed out	-	-	(912,881)	-	-	-	-
- Current - available for contingencies	-	-	-	-	-	-	-
Transfer to GOF - BA #20	-	-	500,000	-	-	-	-
Transfer to GOF - BA #21	-	-	1,288,438	-	-	-	-
Total funded projects	<u>7,773,503</u>	<u>3,158,369</u>	<u>6,142,181</u>	<u>936,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of							
Revenues over Expenses	(1,702,174)	1,090,317	182,351	-	-	-	-
Fund Balance, beginning of year	6,978,255	5,276,081	5,276,081	40,000	40,000	40,000	40,000
Reserved Fund Balance			(5,418,432)				
Unreserved Fund Balance, end of year	<u>5,276,081</u>	<u>6,366,398</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>

*through BA #15

Fund Classification / Fund Number:
Capital Improvement / CP-GCP-401

Functional Group / Departmental Affiliation
Various

Purpose of the Fund This fund accounts for the Construction of Capital Projects to be used in general Governmental-type operations. Financing is provided by Bonds, Property Tax, Fire Equipment Reserves, Contribution from Private Sources and Grants.

Operating & Maintenance Budget
Major Capital Budget

Source
N/A
THIS BOOK

Pages
N/A
Appendix C

**CITY OF GRAND RAPIDS, MICHIGAN
STREETS CAPITAL FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y.08	F.Y.09		F.Y.10	F.Y.11	F.Y.12	F.Y.13	F.Y.14
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET		FORECAST		
REVENUES:								
Gas and Weight Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund Subsidy	2,650,000	4,463,369	4,463,369	1,635,000	3,075,000	3,275,000	3,475,000	3,675,000
Bond Proceeds	-	-	-	-	-	-	-	-
Capital Projects								
- State Grants	519	1,122,000	1,122,000	-	-	-	-	-
- Federal Grants	117,558	-	-	-	-	-	-	-
Transfer from Local Governments	684,594	165,500	165,500	-	-	-	-	-
Transfer from Capital Reserve	-	-	-	-	-	-	-	-
Transfer from Capital Improvement Fund	100,000	-	-	-	-	-	-	-
Private Contributions	75,240	186,000	186,000	-	-	-	-	-
Special Assessments	72,838	-	-	-	-	-	-	-
Interest Earnings	428,743	-	-	-	-	-	-	-
Miscellaneous	9,910	-	-	-	-	-	-	-
	<u>4,139,402</u>	<u>5,936,869</u>	<u>5,936,869</u>	<u>1,635,000</u>	<u>3,075,000</u>	<u>3,275,000</u>	<u>3,475,000</u>	<u>3,675,000</u>
APPROPRIATIONS:								
Capital Projects								
- Current	7,599,642	5,492,125	5,492,125	2,750,000	3,745,100	3,537,500	3,742,500	3,915,000
- Current - projects unable to fund	-	-	-	(1,240,000)	(670,100)	(262,500)	(267,500)	(240,000)
	<u>7,599,642</u>	<u>5,492,125</u>	<u>5,492,125</u>	<u>1,510,000</u>	<u>3,075,000</u>	<u>3,275,000</u>	<u>3,475,000</u>	<u>3,675,000</u>
Excess (Deficiency) of								
Revenues over Expenses	(3,460,240)	444,744	444,744	125,000	-	-	-	-
Reserve for Unrealized Revenue for Projects	-	884,186	884,186	-	-	-	-	-
Reserve for Uncompleted Capital Projects	-	(14,069,824)	(14,069,824)	-	-	-	-	-
Fund Balance, beginning of year	16,278,219	12,817,979	12,817,979	77,085	202,085	202,085	202,085	202,085
Project Closeouts	-	-	-	-	-	-	-	-
Fund Balance, end of year	<u>\$ 12,817,979</u>	<u>\$ 77,085</u>	<u>\$ 77,085</u>	<u>\$ 202,085</u>	<u>\$ 202,085</u>	<u>\$ 202,085</u>	<u>\$ 202,085</u>	<u>\$ 202,085</u>

Fund Classification / Fund Number:
Special Revenue / CP-GCP-405, 406, 407

Functional Group / Departmental Affiliation:
Public Works / Streets and Sanitation / Traffic Safety

Purpose of the Fund: To account for Streets Capital Projects in the Capital Projects Fund group. Resources are provided from the Major Street Fund (Gas & Weight Tax), contributions from the General Fund, and grants. Projects are made up of streets resurfacing and reconstruction projects.

Cross References	Source	Pages
Operating & Maintenance Budget	This Book	206 & 208
Major Capital Budget	This Book	Appendix C

**CITY OF GRAND RAPIDS, MICHIGAN
DEBT RETIREMENT FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET	F.Y. 11	F.Y. 12 FORECAST	F.Y. 13	F.Y. 14
		AMENDED BUDGET	ESTIMATE					
REVENUES:								
Proceeds of Refunding Bonds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from Major Street Fund	1,362,185	1,351,668	1,351,668	1,341,065	1,347,103	1,349,310	1,342,779	1,372,810
Miscellaneous	-	-	-	-	-	-	-	-
	<u>1,362,185</u>	<u>1,351,668</u>	<u>1,351,668</u>	<u>1,341,065</u>	<u>1,347,103</u>	<u>1,349,310</u>	<u>1,342,779</u>	<u>1,372,810</u>
EXPENDITURES:								
Principal	925,000	975,000	975,000	1,010,000	1,065,000	1,120,000	1,170,000	1,225,000
Interest & Paying Agent Fees	437,185	376,668	376,668	331,065	282,103	229,310	172,779	147,810
	<u>1,362,185</u>	<u>1,351,668</u>	<u>1,351,668</u>	<u>1,341,065</u>	<u>1,347,103</u>	<u>1,349,310</u>	<u>1,342,779</u>	<u>1,372,810</u>
Excess (Deficiency) of Revenues over Expenses	-	-	-	-	-	-	-	-
Fund Balance, beginning of year	-	-	-	-	-	-	-	-
Fund Balance, end of year	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Fund Classification / Fund Number
Debt Service / DS-324-324

Functional Group / Departmental Affiliation
Public Works
/ Streets & Sanitation

Purpose of the Fund: This fund is used to account for the retirement of Series 1999 and 2003 Act 175 Michigan Transportation Fund bond obligations. Debt Service is supported by a portion of the annual State of Michigan gas and weight tax revenues.

Cross References
Operating & Maintenance Budget

Source
This Book

Pages
206

**CITY OF GRAND RAPIDS, MICHIGAN
BELKNAP ICE ARENA FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	FY08 ACTUAL	FY09		FY10 BUDGET	FY11	FY12 - FY14 FORECAST		
		AMENDED BUDGET	ESTIMATE			FY12	FY13	FY14
OPERATING REVENUES:								
Admission Fees	\$ 56,526	\$ 55,000	\$ 46,000	\$ 20,000	\$ 20,600	\$ 21,218	\$ 21,855	\$ 22,510
Ice Rental Fees	559,657	600,000	610,000	615,000	633,450	652,454	672,027	692,188
Pro Shop Fees	30,943	40,000	25,000	30,000	30,900	31,827	32,782	33,765
Non Ice Rental Fees	8,737	12,500	8,500	9,000	9,270	9,548	9,835	10,130
High School Game Staffing Revenue	5,160	5,000	2,500	2,500	2,575	2,652	2,732	2,814
Recreation Registration Fees	123,725	110,000	120,000	125,000	128,750	132,613	136,591	140,689
Concessions / Sales	47,517	60,000	45,000	50,000	51,500	53,045	54,636	56,275
Contributions from private sources	20,300	20,000	18,800	7,500	7,725	7,957	8,195	8,441
	<u>852,565</u>	<u>902,500</u>	<u>875,800</u>	<u>859,000</u>	<u>884,770</u>	<u>911,314</u>	<u>938,653</u>	<u>966,812</u>
OPERATING EXPENSES:								
DP Fox:								
Operations	494,576	539,000	512,000	500,500	515,515	530,980	546,910	563,317
Depreciation	156,001	165,000	165,000	165,000	169,950	175,049	180,300	185,709
Incentive Fee	102,714	204,195	239,229	234,210	241,236	248,473	255,928	263,605
	<u>753,291</u>	<u>908,195</u>	<u>916,229</u>	<u>899,710</u>	<u>926,701</u>	<u>954,502</u>	<u>983,138</u>	<u>1,012,631</u>
Operating Income (Loss)	99,274	(5,695)	(40,429)	(40,710)	(41,931)	(43,188)	(44,485)	(45,819)
Non-Operating Revenues (Expenses):								
Miscellaneous Revenue	18,290	10,000	4,000	5,000	5,000	5,000	5,000	5,000
Interest on Debt	(17,125)	(17,074)	-	-	-	-	-	-
NET INCOME (LOSS)	\$ 100,439	\$ (12,769)	\$ (36,429)	\$ (35,710)	\$ (36,931)	\$ (38,188)	\$ (39,485)	\$ (40,819)

*Through BA11

STATEMENT OF CHANGES IN WORKING CAPITAL

Fund Classification / Fund Number Enterprise / EN-578-578	FY08 ACTUAL	FY09		FY10 BUDGET	FY11	FY12 - FY14 FORECAST		
		AMENDED BUDGET	ESTIMATE			FY12	FY13	FY14
Working Capital, beginning of year	\$ 462,374	\$ 252,090	\$ 252,090	\$ 380,661	\$ 509,951	\$ 642,970	\$ 779,831	\$ 920,646
Additions:								
Net Income (Loss)	100,439	(12,769)	(36,429)	(35,710)	(36,931)	(38,188)	(39,485)	(40,819)
Depreciation	156,001	165,000	165,000	165,000	169,950	175,049	180,300	185,709
Issuance Of Debt	-	-	-	-	-	-	-	-
	<u>256,440</u>	<u>152,231</u>	<u>128,571</u>	<u>129,290</u>	<u>133,019</u>	<u>136,861</u>	<u>140,815</u>	<u>144,890</u>
Deductions:								
Capital Outlay	-	12,500	-	-	-	-	-	-
Current Portion of Long Term Debt	39,164	40,554	-	-	-	-	-	-
Debt Prepayments	427,560	-	-	-	-	-	-	-
	<u>466,724</u>	<u>53,054</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Working Capital, end of year	<u>\$ 252,090</u>	<u>\$ 351,267</u>	<u>\$ 380,661</u>	<u>\$ 509,951</u>	<u>\$ 642,970</u>	<u>\$ 779,831</u>	<u>\$ 920,646</u>	<u>\$ 1,065,536</u>

**CITY OF GRAND RAPIDS, MICHIGAN
CEMETERY OPERATING FUND - CEMETERY
STATEMENT OF OPERATIONS
JULY 1, 2009**

	FY09							
	FY08 ACTUAL	AMENDED BUDGET	ESTIMATE	FY10 BUDGET	FY11	FY12 FORECAST	FY13	FY14
OPERATING REVENUES:								
Cemetery Burial	\$ 343,863	\$ 290,158	\$ 290,158	\$ 428,550	\$ 441,406	\$ 454,648	\$ 468,288	\$ 482,336
Cemetery Lot Sales	105,758	147,252	147,253	128,520	132,375	136,347	140,437	144,650
Cemetery Foundations	30,603	33,949	33,949	43,750	45,062	46,414	47,807	49,241
Cemetery Vault Placement	64,786	47,105	47,104	47,000	48,000	49,000	50,000	51,000
Cemetery Other Operating Revenue	2,597	2,000	2,098	1,300	1,500	1,600	1,700	1,800
	<u>547,607</u>	<u>520,464</u>	<u>520,562</u>	<u>649,120</u>	<u>668,343</u>	<u>688,009</u>	<u>708,232</u>	<u>729,027</u>
OPERATING EXPENSES:								
Personal Services	826,313	915,458	923,268	857,740	884,529	912,097	940,564	966,722
Supplies	47,029	51,000	52,242	52,250	52,250	52,250	62,250	62,250
Other Services	265,639	257,198	419,509	221,940	224,309	232,501	255,489	275,258
	<u>1,138,981</u>	<u>1,223,656</u>	<u>1,395,019</u>	<u>1,131,930</u>	<u>1,161,088</u>	<u>1,196,848</u>	<u>1,258,303</u>	<u>1,304,230</u>
Operating Income (Loss)	(591,374)	(703,192)	(874,457)	(482,810)	(492,745)	(508,839)	(550,071)	(575,203)
Non-Operating Revenues (Expenses):								
General Fund Subsidy	672,964	1,022,641	1,191,716	769,594	810,000	821,000	885,000	912,000
Interest on Investment:	7,691	5,000	6,000	3,000	2,000	2,000	2,000	2,000
Rent from Golf Course	-	-	-	90,000	90,000	90,000	90,000	90,000
Interest from Perpetual Care	199,281	90,000	80,000	75,000	85,000	85,000	85,000	85,000
Transfer to Perpetual Care:								
15% of Cemetery Operating Revenues	(83,295)	(78,070)	(78,084)	(97,368)	(100,251)	(103,201)	(106,235)	(109,354)
Administrative Overhead	(153,473)	(158,077)	(158,077)	(181,835)	(187,290)	(192,909)	(198,696)	(204,657)
Perpetual Care Capital Transfer In	-	30,000	37,122	15,000	15,000	15,000	20,000	20,000
Transfer to Capital Reserve for Fulton Wall Debt Service	(67,418)	(144,838)	(144,838)	(142,403)	(144,230)	(141,620)	(143,273)	(144,751)
Capital Expenditures	-	(30,000)	(37,122)	(15,000)	(15,000)	(15,000)	(20,000)	(20,000)
Non-Operating Revenues (Expenses)	<u>575,750</u>	<u>736,656</u>	<u>896,717</u>	<u>515,988</u>	<u>555,229</u>	<u>560,270</u>	<u>613,796</u>	<u>630,238</u>
NET INCOME (LOSS)	<u>(15,624)</u>	<u>33,464</u>	<u>22,260</u>	<u>33,178</u>	<u>62,484</u>	<u>51,431</u>	<u>63,725</u>	<u>55,035</u>

STATEMENT OF CHANGES IN WORKING CAPITAL

Working Capital, beginning of year	9,932	45,253	45,253	67,513	100,691	163,175	214,605	278,330
Net Income (Loss)	(15,624)	33,464	22,260	33,178	62,484	51,431	63,725	55,035
Sale of Fixed Assets	3,608	-	-	-	-	-	-	-
Depreciation	33,143	-	-	-	-	-	-	-
Due to (from) Other Funds	14,194	-	-	-	-	-	-	-
Working Capital, end of year	<u>\$ 45,253</u>	<u>\$ 78,717</u>	<u>\$ 67,513</u>	<u>\$ 100,691</u>	<u>\$ 163,175</u>	<u>\$ 214,605</u>	<u>\$ 278,330</u>	<u>\$ 333,365</u>

Fund Classification / Fund Number
Enterprise / EN-CEM-502

Functional Group / Departmental Affiliation
Neighborhood Services / Parks & Recreation

Purpose of the fund:

This fund is used to account for the operation and maintenance of the City's six public cemeteries at the following locations:

Oakhill	at 647 Hall SE	Greenwood	at 1401 Leonard NW	Fulton St.	at 801 East Fulton
Fairplains	at 2056 Diamond NE	Woodland	at Kalamazoo SE	Fulton St.	at 1401 28th St. SE

Cross References
Operating & Maintenance Budget

Sources
This Book

Pages
177

**CITY OF GRAND RAPIDS, MICHIGAN
CEMETERY OPERATING FUND - GOLF COURSE
STATEMENT OF OPERATIONS
JULY 1, 2009**

	FY08 ACTUAL	FY09 AMENDED BUDGET	ESTIMATE	FY10 BUDGET	FY11	FY12 FORECAST	FY13	FY14
OPERATING REVENUES:								
Charges for Services	\$ 536,464	\$ 579,000	\$ 592,000	\$ 598,000	\$ 600,500	\$ 608,000	\$ 619,000	\$ 628,000
Other Revenue	39	-	27	-	-	-	-	-
	<u>536,503</u>	<u>579,000</u>	<u>592,027</u>	<u>598,000</u>	<u>600,500</u>	<u>608,000</u>	<u>619,000</u>	<u>628,000</u>
OPERATING EXPENSES:								
Personal Services	327,841	404,402	385,990	331,356	296,146	301,882	307,999	313,293
Supplies	110,146	100,000	96,000	77,705	102,000	102,000	102,000	102,000
Other Services (Incl. Rent)	103,403	102,449	95,970	175,295	177,415	177,843	178,170	178,783
Golf course Operating Revenue	<u>541,390</u>	<u>606,851</u>	<u>577,960</u>	<u>584,356</u>	<u>575,561</u>	<u>581,725</u>	<u>588,169</u>	<u>594,076</u>
Operating Income (Loss)	(4,887)	(27,851)	14,067	13,644	24,939	26,275	30,831	33,924
Non-Operating Revenues (Expenses):								
Interest on Investment:	5,182	4,000	2,400	2,100	2,000	2,000	2,000	2,000
Capital Expenditures	<u>(3,312)</u>	<u>(4,000)</u>	<u>(2,000)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Non-Operating Revenues (Expenses)	<u>1,870</u>	<u>-</u>	<u>400</u>	<u>2,100</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
NET INCOME (LOSS)	<u>(3,017)</u>	<u>(27,851)</u>	<u>14,467</u>	<u>15,744</u>	<u>26,939</u>	<u>28,275</u>	<u>32,831</u>	<u>35,924</u>

STATEMENT OF CHANGES IN WORKING CAPITAL

Working Capital, beginning of year	58,926	62,400	62,400	76,867	92,611	119,550	147,825	180,656
Net Income (Loss)	(3,017)	(27,851)	14,467	15,744	26,939	28,275	32,831	35,924
Depreciation	7,838	-	-	-	-	-	-	-
Decrease in Inventory	<u>(1,347)</u>							
Working Capital, end of year	<u>\$ 62,400</u>	<u>\$ 34,549</u>	<u>\$ 76,867</u>	<u>\$ 92,611</u>	<u>\$ 119,550</u>	<u>\$ 147,825</u>	<u>\$ 180,656</u>	<u>\$ 216,580</u>

Fund Classification / Fund Number
Enterprise / EN-CEM-503

Functional Group / Departmental Affiliation
Neighborhood Services / Parks & Recreation

Purpose of the fund:

This subfund is used to account for activities of Indian Trails Golf Course, located at 28th Street and Kalamazoo Avenue. The golf course is operated on land belong to the City Cemeteries.

Cross References
Operating & Maintenance Budget

Sources
This Book

Pages
177

**CITY OF GRAND RAPIDS, MICHIGAN
PARKING SERVICES FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 09		F.Y. 10 BUDGET	F.Y. 11	F.Y. 12 FORECAST	F.Y. 13	F.Y. 14	
	F.Y. 08 ACTUAL	AMENDED BUDGET						ESTIMATE
OPERATING REVENUES:								
Charges for Services	\$ 10,919,108	\$ 10,225,209	\$ 10,184,820	\$ 10,654,927	\$ 11,602,664	\$ 12,189,507	\$ 12,684,038	\$ 12,905,024
Payments to owner	(725,971)	(779,542)	(789,285)	(784,018)	(883,713)	(898,139)	(888,553)	(904,179)
Miscellaneous	-	-	-	-	-	-	-	-
	<u>10,193,137</u>	<u>9,445,667</u>	<u>9,395,535</u>	<u>9,870,909</u>	<u>10,718,951</u>	<u>11,291,368</u>	<u>11,795,485</u>	<u>12,000,845</u>
OPERATING EXPENSES:								
Systems Administration	1,627,318	1,656,254	1,652,970	1,487,298	1,560,447	1,614,870	1,673,892	1,732,393
Parking Violations Office	(11,962)	8,000	47,000	34,000	35,000	36,000	37,000	38,000
Parking Meter Operations	291,718	230,571	254,783	237,425	245,442	253,784	262,824	272,054
Facilities Administration	82,930	84,833	105,280	-	-	-	-	-
Facilities Operations	1,192,734	1,358,234	1,329,280	1,510,531	1,942,804	2,014,676	2,089,840	2,165,272
Facilities Maintenance	1,268,039	1,961,188	1,406,237	1,477,864	1,304,801	1,761,339	1,690,648	1,731,477
Parking Enforcement	(19,418)	-	-	-	-	-	-	-
DDA / Arena Operations	298,534	174,087	179,737	190,990	196,954	203,173	209,418	215,670
DeVos Place Operations	289,607	385,331	362,518	277,042	294,709	291,672	313,008	309,503
Government Center Ramp Operations	301,121	332,992	300,476	313,892	329,050	346,850	361,335	374,676
Government Center Ramp Maintenance	371,842	346,815	258,971	362,656	381,206	461,317	394,044	391,100
Security	277,436	350,650	338,874	351,575	353,621	368,168	383,968	400,222
DASH Shuttle Bus Services	740,506	830,007	703,219	890,723	933,978	980,213	1,027,563	1,078,839
Appropriation Lapse	-	(110,000)	-	(215,000)	(227,000)	(250,000)	(253,000)	(261,000)
Depreciation	1,229,853	1,370,000	1,230,000	1,230,000	1,230,000	1,230,000	1,230,000	1,230,000
	<u>7,940,258</u>	<u>8,978,962</u>	<u>8,169,345</u>	<u>8,148,996</u>	<u>8,581,012</u>	<u>9,312,062</u>	<u>9,420,540</u>	<u>9,678,206</u>
Operating Income (Loss)	2,252,879	466,705	1,226,190	1,721,913	2,137,939	1,979,306	2,374,945	2,322,639
NON-OPERATING REVENUES (EXPENSES):								
Capital Contributions	87,500	-	-	-	-	-	-	-
Interest on Investments	734,677	340,000	355,000	350,000	350,000	350,000	350,000	350,000
Interest on Debt	(1,080,692)	(1,046,399)	(1,178,190)	(1,492,107)	(1,775,668)	(1,848,611)	(1,809,388)	(1,497,410)
Gain (Loss) on Disposal of Fixed Assets	730,359	-	-	1,720,000	-	-	-	-
Miscellaneous Expense	(12,744)	-	-	-	-	-	-	-
NET INCOME (LOSS)	<u>\$ 2,711,979</u>	<u>\$ (239,694)</u>	<u>\$ 403,000</u>	<u>\$ 2,299,806</u>	<u>\$ 712,271</u>	<u>\$ 480,695</u>	<u>\$ 915,557</u>	<u>\$ 1,175,229</u>

**CITY OF GRAND RAPIDS, MICHIGAN
PARKING SERVICES FUND
STATEMENT CHANGES IN WORKING CAPITAL
JULY 1, 2009**

	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET	F.Y. 11	F.Y. 12 FORECAST	F.Y. 13	F.Y. 14
		AMENDED BUDGET	ESTIMATE					
Working Capital, beginning of year	\$ 12,079,894	\$ 12,267,972	\$ 12,267,972	\$ 9,557,273	\$ 10,911,190	\$ 11,093,752	\$ 10,889,224	\$ 11,254,044
Additions:								
Net Income (Loss)	2,711,979	(239,694)	403,000	2,299,806	712,271	480,695	915,557	1,175,229
Bond Proceeds	-	-	8,980,000	9,305,000				
State Grant Revenue	-	-	-	208,000	-	-	-	-
Depreciation	1,229,853	1,370,000	1,230,000	1,230,000	1,230,000	1,230,000	1,230,000	1,230,000
TOTAL ADDITIONS	3,941,832	1,130,306	10,613,000	13,042,806	1,942,271	1,710,695	2,145,557	2,405,229
Deductions:								
Transfer to Capital Outlay	2,738,461	3,291,865	12,271,865	10,465,000	635,000	865,000	685,000	660,000
Transfer to G. R. Bldg. Authority (Series 2001-Refund)	275,000	280,000	280,000	295,000	310,000	320,000	335,000	350,000
Transfer to G. R. Bldg. Authority (Series 2001-New)	-	-	-	-	40,000	45,000	45,000	50,000
Transfer to G. R. Bldg. Authority (Series 2003)	620,293	636,834	636,834	658,889	184,709	190,223	195,737	-
Transfer to G.R. Bldg. Authority (Series 2006)	120,000	135,000	135,000	140,000	145,000	150,000	160,000	165,000
Transfer to G.R. Bldg. Authority (Series 2008 - Weston)	-	-	-	130,000	165,000	170,000	180,000	185,000
Transfer to G.R. Bldg. Authority (Gallery-Fulton Ramp)	-	-	-	-	210,000	130,000	135,000	135,000
Transfer to G.R. Bldg. Authority (Mason/Ottawa Lot)	-	-	-	-	70,000	45,000	45,000	45,000
TOTAL DEDUCTIONS	3,753,754	4,343,699	13,323,699	11,688,889	1,759,709	1,915,223	1,780,737	1,590,000
Working Capital, end of year	<u>\$ 12,267,972</u>	<u>\$ 9,054,579</u>	<u>\$ 9,557,273</u>	<u>\$ 10,911,190</u>	<u>\$ 11,093,752</u>	<u>\$ 10,889,224</u>	<u>\$ 11,254,044</u>	<u>\$ 12,069,273</u>

**CITY OF GRAND RAPIDS, MICHIGAN
SEWAGE DISPOSAL SYSTEM FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 09							
	F.Y. 08	AMENDED		F.Y. 10	F.Y. 11	F.Y. 12	F.Y. 13	
	ACTUAL	BUDGET	ESTIMATE	BUDGET	FORECAST			
OPERATING REVENUES:								
Service Charges - Retail	\$35,892,087	\$ 44,854,720	\$ 41,115,361	\$ 48,854,371	\$ 50,601,839	\$ 52,305,654	\$ 54,069,216	\$ 55,623,386
Service Charges - Wholesale	3177955	2,054,696	2,320,838	1,712,630	2,267,187	2,320,107	2,513,880	2,570,023
Sewer Service Surcharge	1250054	901,000	1,200,000	1,236,000	1,273,000	1,311,000	1,350,000	1,390,000
Major Industrial Permit Fee	55426	63,000	58,000	64,000	71,000	71,000	71,000	71,000
Miscellaneous	119498	144,563	130,715	509,032	527,169	542,912	562,285	579,312
	<u>40,495,020</u>	<u>48,017,979</u>	<u>44,824,914</u>	<u>52,376,033</u>	<u>54,740,195</u>	<u>56,550,673</u>	<u>58,566,381</u>	<u>60,233,721</u>
OPERATING EXPENSES:								
Wastewater Treatment	14,771,605	16,476,825	15,487,373	17,823,775	18,447,414	18,867,152	19,471,081	20,169,495
Sanitary Sewer Repair & Maint.	4,103,907	6,998,299	6,774,290	6,447,437	6,548,318	6,740,662	6,954,999	7,064,074
Customer Services	2,208,335	2,380,004	2,174,352	2,360,075	2,543,970	2,656,322	2,755,023	2,855,974
Administration	2,169,009	2,047,929	2,032,099	2,143,345	2,296,544	2,361,753	2,439,676	2,519,354
Estimated Appropriation Lapse (Approx. 1%)	-	(275,000)	-	(571,000)	(591,000)	(606,000)	(626,000)	(646,000)
Depreciation	10,813,594	11,300,100	11,425,000	11,500,000	12,250,000	12,500,000	13,017,700	13,240,400
	<u>34,066,450</u>	<u>38,928,157</u>	<u>37,893,114</u>	<u>39,703,632</u>	<u>41,495,246</u>	<u>42,519,889</u>	<u>44,012,479</u>	<u>45,203,297</u>
Operating Income (Loss)	6,428,570	9,089,822	6,931,800	12,672,401	13,244,949	14,030,784	14,553,902	15,030,424
Non-Operating Revenues (Expenses):								
Interest on Investments	\$ 1,024,151	\$ 596,000	\$ 401,000	\$ 388,500	\$ 458,500	\$ 606,000	\$ 646,000	\$ 606,000
Integrated Connection Fees	960,323	1,100,000	859,000	900,000	927,000	954,810	983,454	1,012,958
Front Foot Fees	119,442	200,000	156,000	175,000	180,250	185,658	191,228	196,965
Miscellaneous Revenue	149403	45,000	132,085	45,000	35,700	36,414	37,142	37,885
Interest on Debt	(8,695,219)	(11,899,811)	(11,520,281)	(12,190,522)	(15,070,873)	(14,984,158)	(15,738,274)	(15,369,957)
Total Non-operating Revenues	<u>(6,441,900)</u>	<u>(9,958,811)</u>	<u>(9,972,196)</u>	<u>(10,682,022)</u>	<u>(13,469,423)</u>	<u>(13,201,276)</u>	<u>(13,880,450)</u>	<u>(13,516,149)</u>
NET INCOME (LOSS)	<u>\$ (13,330)</u>	<u>\$ (868,989)</u>	<u>\$ (3,040,396)</u>	<u>\$ 1,990,379</u>	<u>\$ (224,474)</u>	<u>\$ 829,508</u>	<u>\$ 673,452</u>	<u>\$ 1,514,275</u>

CITY OF GRAND RAPIDS, MICHIGAN
SEWAGE DISPOSAL SYSTEM FUND
STATEMENT OF CHANGES IN WORKING CAPITAL
JULY 1, 2009

	F.Y. 08	F.Y. 09		F.Y. 10	F.Y. 11	F.Y. 12	F.Y. 13	F.Y. 14
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET		FORECAST		
Working Capital, beginning of year	\$10,860,323	\$ 9,314,134	\$ 9,314,134	\$ 6,580,305	\$ 9,473,751	\$ 9,603,420	\$ 11,451,647	\$ 12,073,170
Additions:								
Net Income (Loss)	(13,330)	(868,989)	(3,040,396)	1,990,379	(224,474)	829,508	673,452	1,514,275
Depreciation	10,813,594	11,300,100	11,425,000	11,500,000	12,250,000	12,500,000	13,017,700	13,240,400
2008 Revenue Bond Proceeds	5,252,737	19,204,482	47,291,019	-	-	-	-	-
2005 Revenue Bond Proceeds	22,307,655	-	-	-	-	-	-	-
2010/12 Revenue Bond Proceeds	-	-	-	52,132,000	20,168,007	20,000,000	7,750,000	2,000,000
EPA Grant	-	-	-	-	-	-	-	-
Restricted Contributions	261,745	-	-	-	-	-	-	-
Capital Project Close-outs	1,196,568	500,000	1,000,000	1,000,000	500,000	500,000	400,000	300,000
	<u>39,818,969</u>	<u>30,135,593</u>	<u>56,675,623</u>	<u>66,622,379</u>	<u>32,693,533</u>	<u>33,829,508</u>	<u>21,841,152</u>	<u>17,054,675</u>
Deductions:								
Transfer to Capital Outlay	7,698,682	5,850,922	5,829,500	3,900,000	4,450,000	2,950,000	4,185,000	4,425,000
Transfer to Capital Outlay-2010/12 Bond Projects	-	-	-	52,132,000	20,168,007	20,000,000	7,750,000	2,000,000
Transfer to Capital Outlay-2008 Bond Projects	5,252,737	19,204,482	47,291,019	-	-	-	-	-
Transfer to Capital Outlay-2005 Bond Projects	22,307,655	-	-	-	-	-	-	-
Transfer for payment of principal - Bonds/Contracts	-	-	-	-	-	-	-	-
- Future Bond Issue:	-	-	-	-	-	-	-	-
- 2012 Series (Est.)	-	-	-	-	-	-	-	324,000
- 2010 Series (Est.)	-	-	-	-	-	932,000	986,000	1,043,000
- 2008 Series:	-	-	-	1,185,000	1,230,000	1,280,000	1,325,000	1,370,000
- 2005 Series:	510,000	530,000	530,000	555,000	575,000	600,000	625,000	655,000
- 2004 Series:	175,000	180,000	180,000	185,000	195,000	200,000	205,000	215,000
- 1998 Series:	1,980,000	2,085,000	2,085,000	2,200,000	2,325,000	2,450,000	2,590,000	2,735,000
- 1995A Series:	221,584	231,433	231,433	231,433	236,357	241,281	251,129	186,776
- 1995B Series:	170,000	180,000	180,000	180,000	185,000	190,000	190,000	200,000
- 1994A Series:	615,000	615,000	615,000	610,000	610,000	610,000	610,000	610,000
- 1994B Series:	425,000	430,000	430,000	445,000	450,000	340,000	300,000	300,000
- 1993A Series:	555,000	565,000	565,000	580,000	590,000	600,000	610,000	625,000
- 1993B Series:	485,000	490,000	490,000	505,000	515,000	525,000	510,000	455,000
- 1992A Series:	760,000	770,000	770,000	795,000	805,000	825,000	840,000	855,000
- 1992B Series:	90,000	90,000	90,000	95,000	95,000	100,000	100,000	105,000
- 1991 Series:	65,000	65,000	65,000	70,000	70,000	70,000	70,000	70,000
- K.C. Special Assessments	54,500	57,500	57,500	60,500	64,500	68,000	72,500	72,500
	<u>41,365,158</u>	<u>31,344,337</u>	<u>59,409,452</u>	<u>63,728,933</u>	<u>32,563,864</u>	<u>31,981,281</u>	<u>21,219,629</u>	<u>16,246,276</u>
Working Capital, end of year	<u>\$ 9,314,134</u>	<u>\$ 8,105,390</u>	<u>\$ 6,580,305</u>	<u>\$ 9,473,751</u>	<u>\$ 9,603,420</u>	<u>\$ 11,451,647</u>	<u>\$ 12,073,170</u>	<u>\$ 12,881,569</u>

Fund Classification / Fund Number:

Enterprise / EN-SDS-500, -510, -520, & -530

Functional Group / Departmental Affiliation:

Enterprise Services
/ Environmental Services

Purpose of the 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.

Cross References

Operating & Maintenance Budget
Major Capital Budget

Source

This Book
This Book

Pages

223
Appendix C

**CITY OF GRAND RAPIDS, MICHIGAN
WATER SUPPLY SYSTEM FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 09		F.Y. 10 BUDGET	F.Y. 11	F.Y. 12 FORECAST	F.Y. 13	F.Y. 14	
	F.Y. 08 ACTUAL	AMENDED BUDGET						ESTIMATE
OPERATING REVENUES:								
Metered Sales - Retail	\$ 35,755,220	\$ 38,000,782	\$ 35,739,059	\$ 37,689,747	\$ 43,878,203	\$ 46,500,892	\$ 47,079,491	\$ 47,762,014
Metered Sales - Wholesale	3,272,303	3,584,967	3,280,612	3,531,104	3,769,872	3,958,364	4,156,283	4,364,098
Billing Service for Sewage Disposal	2,208,335	2,380,004	2,238,623	2,360,075	2,543,970	2,656,322	2,755,023	2,855,974
Public Fire Protection - Hydrants	77,608	77,000	80,000	80,000	82,400	84,872	87,418	90,041
Penalties	1,094,035	1,130,000	1,179,200	1,190,000	1,225,700	1,262,471	1,300,345	1,339,355
Monthly Billing Service Fee	200,527	210,000	210,600	220,000	226,600	233,398	240,400	247,612
Maintenance Services	97,319	50,000	50,000	50,000	51,500	53,045	54,636	56,275
Miscellaneous	271,461	304,118	192,470	216,000	222,430	227,011	234,749	239,648
	<u>42,976,808</u>	<u>45,736,871</u>	<u>42,970,564</u>	<u>45,336,926</u>	<u>52,000,675</u>	<u>54,976,375</u>	<u>55,908,345</u>	<u>56,955,017</u>
OPERATING EXPENSES:								
Distribution System	\$ 3,998,157	\$ 4,645,826	\$ 4,657,985	\$ 4,628,370	\$ 4,827,447	\$ 5,029,129	\$ 5,238,641	\$ 5,450,938
Field Operations	6,662,727	7,853,533	7,060,557	7,332,535	7,973,244	8,278,268	8,606,670	8,950,257
Filtration Plant	7,145,665	7,851,990	7,458,815	8,267,292	8,668,900	9,014,061	9,370,689	9,720,715
Customer Services	6,020,628	6,371,165	6,285,266	6,562,905	6,907,851	7,170,705	7,441,665	7,714,487
Administration	2,947,617	3,065,809	2,911,456	3,030,652	3,212,332	3,305,500	3,414,142	3,524,229
Water Engineering	1,267,599	1,301,612	1,293,536	1,629,197	1,729,223	1,798,134	1,864,262	1,927,465
Estimated Appropriation Lapse	-	(319,000)	-	(632,000)	(667,000)	(692,000)	(719,000)	(746,000)
Depreciation	6,740,025	7,843,350	6,998,000	7,438,000	7,650,000	7,880,000	8,100,000	8,287,250
	<u>34,782,418</u>	<u>38,614,285</u>	<u>36,665,615</u>	<u>38,256,951</u>	<u>40,301,997</u>	<u>41,783,797</u>	<u>43,317,069</u>	<u>44,829,341</u>
Operating Income (Loss)	8,194,390	7,122,586	6,304,949	7,079,975	11,698,678	13,192,578	12,591,276	12,125,676
Non-Operating Revenues (Expenses):								
Interest on Investments	\$ 1,533,083	\$ 917,000	\$ 537,300	\$ 480,000	\$ 552,600	\$ 706,218	\$ 681,855	\$ 672,511
Integrated Connection Fee	1,036,449	1,200,000	995,000	1,100,000	1,133,000	1,166,990	1,202,000	1,238,060
Front Foot Fees	148,006	300,000	157,600	160,000	164,800	169,744	174,836	180,081
Miscellaneous Revenue (Expenses)	487,725	578,665	973,401	654,000	667,300	671,606	681,918	691,236
Interest on Debt	(6,836,324)	(7,672,019)	(7,577,126)	(8,666,381)	(8,291,384)	(7,858,544)	(7,117,954)	(6,604,306)
Non-operating Revenues (Expenses)	<u>(3,631,061)</u>	<u>(4,676,354)</u>	<u>(4,913,825)</u>	<u>(6,272,381)</u>	<u>(5,773,684)</u>	<u>(5,143,986)</u>	<u>(4,377,345)</u>	<u>(3,822,418)</u>
NET INCOME (LOSS)	<u>\$ 4,563,329</u>	<u>\$ 2,446,232</u>	<u>\$ 1,391,124</u>	<u>\$ 807,594</u>	<u>\$ 5,924,994</u>	<u>\$ 8,048,592</u>	<u>\$ 8,213,931</u>	<u>\$ 8,303,258</u>

**CITY OF GRAND RAPIDS, MICHIGAN
WATER SUPPLY SYSTEM FUND
STATEMENT OF CHANGES IN WORKING CAPITAL
JULY 1, 2009**

	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET	F.Y. 11	F.Y. 12	F.Y. 13	F.Y. 14
		AMENDED BUDGET	ESTIMATE					
Working Capital, beginning of year	\$15,247,785	\$ 15,076,581	\$ 15,076,581	\$ 12,450,705	\$ 9,154,299	\$ 8,574,293	\$ 11,003,885	\$ 13,356,816
Additions:								
Net Income (Loss)	4,563,329	2,446,232	1,391,124	807,594	5,924,994	8,048,592	8,213,931	8,303,258
Depreciation	6,740,025	7,843,350	6,998,000	7,438,000	7,650,000	7,880,000	8,100,000	8,287,250
2009/11/13 Revenue Bond Proceeds		20,288,541	16,562,000	8,268,000	5,170,000	6,790,000	13,920,000	375,000
2005 Revenue Bond Proceeds	10,623,639		6,030,491					
Capital Close-outs	1,610,592	550,000	1,500,000	1,500,000	500,000	500,000	400,000	300,000
	<u>23,537,585</u>	<u>31,128,123</u>	<u>32,481,615</u>	<u>18,013,594</u>	<u>19,244,994</u>	<u>23,218,592</u>	<u>30,633,931</u>	<u>17,265,508</u>
Deductions:								
Transfer to Capital Outlay	6,055,150	3,485,062	5,135,000	5,212,000	6,015,000	4,960,000	4,420,000	4,180,000
Transfer to Cap. Outlay - 2009/11/13 Bond Projects		20,288,541	16,562,000	8,268,000	5,170,000	6,790,000	13,920,000	375,000
Transfer to Cap. Outlay -2005 Bond Projects	10,623,639		6,030,491					
Transfer to Bond Accounts	7,030,000	7,380,000	7,380,000	7,830,000	8,640,000	9,039,000	9,941,000	10,444,000
	<u>23,708,789</u>	<u>31,153,603</u>	<u>35,107,491</u>	<u>21,310,000</u>	<u>19,825,000</u>	<u>20,789,000</u>	<u>28,281,000</u>	<u>14,999,000</u>
Working Capital, end of year	<u>\$ 15,076,581</u>	<u>\$ 15,051,101</u>	<u>\$ 12,450,705</u>	<u>\$ 9,154,299</u>	<u>\$ 8,574,293</u>	<u>\$ 11,003,885</u>	<u>\$ 13,356,816</u>	<u>\$ 15,623,324</u>

Fund Classification / Fund Number:
Enterprise / EN-WSS-500, 510, 520 & 530

Functional Group / Departmental Affiliation:
Enterprise Services / Water

Fiscal Services / Treasurer

Purpose of the 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.

Cross References

Operating & Maintenance Budget
Major Capital Budget

Source

This Book
This Book

Pages

228 & 269
Appendix C

**CITY OF GRAND RAPIDS, MICHIGAN
ENGINEERING SERVICES FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 09							F.Y. 14
	F.Y. 08 ACTUAL	AMENDED BUDGET	ESTIMATE	F.Y. 10 BUDGET	F.Y. 11	F.Y. 12	F.Y. 13	
REVENUES:								
Charges for Services	\$ 5,332,395	\$ 6,137,871	\$ 5,188,607	\$ 6,428,307	\$ 4,327,818	\$ 3,642,664	\$ 4,393,399	\$ 5,017,157
Permits	99,539	86,000	54,500	15,500	15,500	15,500	15,500	15,500
Contributions from Other Funds	-	13,000	-	-	-	-	-	-
Interest	53,253	80,000	25,000	20,000	18,000	15,000	15,000	15,000
	<u>5,485,187</u>	<u>6,316,871</u>	<u>5,268,107</u>	<u>6,463,807</u>	<u>4,361,318</u>	<u>3,673,164</u>	<u>4,423,899</u>	<u>5,047,657</u>
APPROPRIATIONS:								
Personal Services	3,506,143	3,502,890	3,557,478	3,814,734	3,974,617	4,025,449	4,172,046	4,313,121
Supplies	53,330	67,300	55,000	56,700	59,450	59,925	61,475	63,925
Other Services and Charges	761,138	922,214	919,584	877,012	874,438	934,538	963,628	972,196
Capital Outlay	21,980	203,156	163,499	58,140	65,065	101,240	76,940	82,570
Administrative Overhead	444,358	434,604	434,604	383,285	394,784	406,627	418,826	431,391
	<u>4,786,949</u>	<u>5,130,164</u>	<u>5,130,165</u>	<u>5,189,871</u>	<u>5,368,354</u>	<u>5,527,779</u>	<u>5,692,915</u>	<u>5,863,203</u>
Excess (Deficiency) of Revenue over Expenses	698,238	1,186,707	137,942	1,273,936	(1,007,036)	(1,854,615)	(1,269,016)	(815,546)
Add: Increased Revenue/Decreased Costs	-	-	-	-	500,000	1,500,000	1,500,000	1,000,000
Retained Earnings (Working Capital), Beginning of year	<u>1,030,714</u>	<u>1,728,952</u>	<u>1,728,952</u>	<u>1,866,894</u>	<u>3,140,830</u>	<u>2,633,794</u>	<u>2,279,179</u>	<u>2,510,163</u>
Retained Earnings (Working Capital), End of year	<u>\$ 1,728,952</u>	<u>\$ 2,915,659</u>	<u>\$ 1,866,894</u>	<u>\$ 3,140,830</u>	<u>\$ 2,633,794</u>	<u>\$ 2,279,179</u>	<u>\$ 2,510,163</u>	<u>\$ 2,694,617</u>

Fund Classification / Fund Number:
Internal Service / IS-661-661

Functional Group / Departmental Affiliation:
Enterprise Systems
/ Engineering

Purpose of the Fund: This fund was established in F.Y.05 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.

Cross References
Operating & Maintenance Budget

Source
This Book

Pages
218

**CITY OF GRAND RAPIDS, MICHIGAN
FACILITIES MANAGEMENT FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 09			F.Y. 10 BUDGET	F.Y. 11	F.Y. 12	F.Y. 13	F.Y. 14
	F.Y. 08 ACTUAL	AMENDED BUDGET	ESTIMATE					
REVENUES:								
Maintenance Service to City Departments	\$ 4,080,158	\$ 4,170,538	\$ 3,933,949	\$ 4,032,526	\$ 4,145,414	\$ 4,256,482	\$ 4,367,155	\$ 4,683,310
Maintenance Service to Kent County	554,289	521,632	811,648	826,460	848,662	871,398	894,055	958,780
Bulk Mailing Charges to City Departments	229,193	250,000	250,000	260,000	267,800	275,834	284,109	292,832
Contributions from Other Funds (GOF - Prop. Mgmt. Art Museum)	380,069	289,680	289,680	-	-	-	-	-
Miscellaneous	12,761	8,400	8,400	13,195	11,200	8,000	8,000	8,000
	<u>5,256,470</u>	<u>5,240,250</u>	<u>5,293,677</u>	<u>5,132,181</u>	<u>5,273,076</u>	<u>5,411,714</u>	<u>5,553,319</u>	<u>5,942,922</u>
EXPENSES:								
Personnel Services	1,082,455	1,004,143	913,826	1,126,074	1,174,621	1,221,150	1,268,932	1,313,284
Supplies and Materials	159,704	180,000	182,000	187,000	192,610	198,389	204,341	210,472
Bulk Mailing Postage	230,000	250,000	250,000	260,000	267,800	275,834	284,109	292,632
Utilities	1,250,757	1,408,253	1,378,253	1,449,274	1,492,632	1,537,292	1,583,290	1,630,668
Contractual Services	28,114	-	-	-	-	-	-	-
Other Services and Charges	1,213,152	1,227,338	1,176,212	1,100,424	1,140,326	1,166,909	1,195,716	1,224,919
Capital Outlay	522,550	911,866	989,680	750,000	750,000	750,000	750,000	1,000,000
Transfers Out	171,867	177,023	177,023	239,844	247,039	254,450	262,084	269,947
	<u>4,658,599</u>	<u>5,158,623</u>	<u>5,066,994</u>	<u>5,112,616</u>	<u>5,265,028</u>	<u>5,404,024</u>	<u>5,548,472</u>	<u>5,941,922</u>
Excess (Deficiency) of Revenues over Expenses	597,871	81,627	226,683	19,565	8,048	7,690	4,847	1,000
Retained Earnings, beginning of year	221,909	819,780	819,780	1,046,463	1,066,028	1,074,076	1,081,766	1,086,613
Retained Earnings, end of year	<u>\$ 819,780</u>	<u>\$ 901,407</u>	<u>\$ 1,046,463</u>	<u>\$ 1,066,028</u>	<u>\$ 1,074,076</u>	<u>\$ 1,081,766</u>	<u>\$ 1,086,613</u>	<u>\$ 1,087,613</u>

Fund Classification / Fund Number:

Internal Service / IS-651-651

Functional Group / Departmental Affiliation:

Enterprise Services

Internal Services

/ Environmental Services

/ Management Services / Facilities & Fleet Management

Purpose of the Fund: To account for the routine maintenance performed on City buildings and grounds. Revenues are generated by billings for maintenance services rendered.

Cross References

Operating & Maintenance Budget

Source

This Book

Pages

187, 191 & 223

**CITY OF GRAND RAPIDS, MICHIGAN
INFORMATION TECHNOLOGY FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y.08 ACTUAL	F.Y. 09		F.Y.10 BUDGET	F.Y.11	F.Y.12 FORECAST	F.Y.13 FORECAST	F.Y.14
		AMENDED BUDGET	ESTIMATE					
OPERATING REVENUES:								
Data Charges - Allocation	\$ 9,021,636	\$ 9,568,443	\$ 8,498,750	\$ 8,129,941	\$ 7,812,523	\$ 7,940,824	\$ 7,604,855	\$ 8,309,703
Telecommunication charges	477,190	654,926	844,553	692,518	741,439	661,971	681,061	701,501
Rent/Reimb. From Clearwater	54,466	-	126,000	146,000	150,380	154,892	159,538	164,325
Other Revenue	1,190	-	-	-	-	-	-	-
	<u>9,554,482</u>	<u>10,223,369</u>	<u>9,469,303</u>	<u>8,968,459</u>	<u>8,704,342</u>	<u>8,757,687</u>	<u>8,445,454</u>	<u>9,175,529</u>
OPERATING EXPENSES:								
Personal Services	660,122	540,178	598,064	691,596	754,814	780,125	806,338	831,839
Supplies	85,292	819,328	155,000	63,900	63,900	63,950	64,003	66,028
Other Services	5,305,952	6,782,076	5,762,471	5,749,845	5,755,782	5,746,564	5,809,284	6,449,972
Appropriation Lapse	-	-	-	(10,427)	(10,427)	(10,427)	(10,427)	(10,427)
	<u>6,051,366</u>	<u>8,141,582</u>	<u>6,515,535</u>	<u>6,494,914</u>	<u>6,564,069</u>	<u>6,580,212</u>	<u>6,669,198</u>	<u>7,337,412</u>
Excess (Deficiency) of Revenue over Expenses	3,503,116	(938,023)	2,953,768	2,473,545	2,140,273	2,177,475	1,776,256	1,838,117
		-	-	-	-	-	-	-
Non-Operating Revenue (Expense):								
Interest on Investments	214,285	181,500	181,500	103,930	88,000	88,000	88,000	88,000
Police Filemaker Transfer In	47,454	-	-	-	-	-	-	-
Depreciation add-back	450,394	-	-	-	-	-	-	-
Support Services/Transfer Out	(137,058)	(141,170)	(141,170)	(365,515)	(369,796)	(374,206)	(378,749)	(383,427)
Less: Capital Outlay	(183,018)	(5,096,806)	(5,338,870)	(1,492,243)	(1,202,003)	(1,236,126)	(1,253,409)	(1,304,968)
Less: Interest on Debt	(71,954)	(55,060)	(55,060)	(40,840)	(24,920)	(8,380)	-	-
Non-Operating Revenue (Expense):	<u>320,103</u>	<u>(5,111,536)</u>	<u>(5,353,600)</u>	<u>(1,794,668)</u>	<u>(1,508,719)</u>	<u>(1,530,712)</u>	<u>(1,544,158)</u>	<u>(1,600,395)</u>
Net Income (Loss)	3,823,219	(3,029,749)	(2,399,832)	678,877	631,554	646,763	232,098	237,722
Retained Earnings (Working Capital), Beginning of year	3,172,687	4,563,689	4,563,689	1,790,857	2,081,734	2,305,288	2,533,051	2,765,149
Net Income (Loss)	3,823,219	(3,029,749)	(2,399,832)	678,877	631,554	646,763	232,098	237,722
Due from other Funds	14,194	-	-	-	-	-	-	-
Less: Current Portion of LT Debt	(373,000)	(373,000)	(373,000)	(388,000)	(408,000)	(419,000)	-	-
Bond Premium Amortization	(3,300)	-	-	-	-	-	-	-
Capitalized Equipment	(2,070,111)	-	-	-	-	-	-	-
Retained Earnings (Working Capital), End of year	<u>\$ 4,563,689</u>	<u>\$ 1,160,940</u>	<u>\$ 1,790,857</u>	<u>\$ 2,081,734</u>	<u>\$ 2,305,288</u>	<u>\$ 2,533,051</u>	<u>\$ 2,765,149</u>	<u>\$ 3,002,871</u>

Fund Classification / Fund Number:
Internal Service/ IS-671-671

Functional Group / Departmental Affiliation:
Internal Services / Information Technology

Purpose of the Fund:

To account for the Information Processing and Telecommunications Services provided to other City Funds and Departments
Revenues are generated by Charges for Services Rendreed.

Source
This Book

Pages
196

**CITY OF GRAND RAPIDS, MICHIGAN
INSURANCE PAYMENT FUND - HEALTH
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 09							
	F.Y.08 ACTUAL	AMENDED BUDGET	ESTIMATE	F.Y.10 BUDGET	F.Y.11	F.Y.12 FORECAST	F.Y.13	F.Y.14
REVENUES:								
Health Insurance - Active Employees	\$ 19,354,743	\$ 19,477,178	\$ 22,114,060	\$ 21,820,832	\$ 23,364,113	\$ 25,256,606	\$ 27,302,392	\$ 29,513,885
Active Employee Premium Sharing	26,900	2,164,131	428,894	2,576,801	3,013,057	3,257,114	3,520,940	3,806,137
Post Medicare Retiree (over 65) Premiums	2,423,548	2,827,963	3,411,369	3,742,365	4,100,172	4,486,961	4,905,079	5,357,066
Medicare Trust Payments	671,151	675,000	675,000	675,000	675,000	675,000	675,000	675,000
Interest on Investments-Health	161,625	125,150	125,150	85,000	80,000	80,000	80,000	80,000
	<u>22,637,967</u>	<u>25,269,422</u>	<u>26,754,473</u>	<u>28,899,998</u>	<u>31,232,342</u>	<u>33,755,681</u>	<u>36,483,411</u>	<u>39,432,088</u>
EXPENSES:								
Personal Services	118,331	146,008	146,472	158,691	167,891	174,492	180,930	187,127
Contracts	803,080	1,508,612	886,722	862,382	888,254	914,901	942,348	970,619
Premiums/Claims *	21,475,547	24,098,504	25,586,129	27,781,925	30,084,195	32,574,288	35,268,133	38,182,342
Other Services/Charges	8,217	10,000	10,000	12,000	12,000	12,000	12,000	12,000
Appropriation Lapse	-	-	-	-	-	-	-	-
	<u>22,405,175</u>	<u>25,763,124</u>	<u>26,629,323</u>	<u>28,814,998</u>	<u>31,152,340</u>	<u>33,675,681</u>	<u>36,403,411</u>	<u>39,352,088</u>
Excess (Deficiency) of								
Revenue Over Expenses	232,792	(493,702)	125,150	85,000	80,002	80,000	80,000	80,000
Retained Earnings, beginning of year	1,763,538	1,996,330	1,996,330	2,121,480	2,206,480	2,286,482	2,366,482	2,446,482
Retained Earnings, end of year	<u>\$ 1,996,330</u>	<u>\$ 1,502,628</u>	<u>\$ 2,121,480</u>	<u>\$ 2,206,480</u>	<u>\$ 2,286,482</u>	<u>\$ 2,366,482</u>	<u>\$ 2,446,482</u>	<u>\$ 2,526,482</u>

* Premiums/Claims are calculated from the most recent actuarial study. The study included departmental costs in the premium/claims calculation, but the department costs are shown separately for purposes of this statement.

Fund Classification / Fund Number:
Internal Service/ IS-INS-637& 638

Functional Group / Departmental Affiliation:
Human Resources / Human Resources

Purpose of the Fund: 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.

Sources
This Book

Pages
289

CITY OF GRAND RAPIDS, MICHIGAN
INSURANCE PAYMENT FUND - RISK MANAGEMENT
STATEMENT OF OPERATIONS
JULY 1, 2009

	F.Y.08 ACTUAL	F.Y. 09		F.Y.10 BUDGET	F.Y.11	F.Y.12 FORECAST	F.Y.13	F.Y.14
		AMENDED BUDGET	ESTIMATE					
REVENUES:								
Premiums from Other Funds								
General Operating	\$ 1,198,680	\$ 1,287,914	\$ 1,287,914	\$ 578,460	\$ 1,080,949	\$ 1,124,187	\$ 1,202,880	\$ 1,305,125
Water Supply System	300,144	275,270	275,270	129,958	254,464	264,643	283,168	307,237
Sewage Disposal System	222,792	198,134	198,134	95,661	187,311	194,803	208,439	226,157
Major and Local Streets	250,776	113,574	113,574	54,178	106,083	110,326	118,049	128,083
Other	864,529	608,019	608,019	244,549	537,082	558,565	597,664	648,466
Subtotal Premiums	2,836,921	2,482,911	2,482,911	1,102,806	2,165,889	2,252,524	2,410,200	2,615,068
Interest on Investments-General	508,167	400,500	400,500	246,461	210,000	200,000	200,000	200,000
Refunds/Other	332,075	216,671	9,984	33,000	10,000	10,000	10,000	10,000
	3,677,163	3,100,082	2,893,395	1,382,267	2,385,889	2,462,524	2,620,200	2,825,068
EXPENSES:								
Liability and Property Insurance	1,952,013	1,074,148	1,621,908	1,083,569	1,091,492	1,091,636	1,091,780	1,091,942
Risk Management Administration	508,913	368,374	430,697	502,144	481,714	496,618	511,738	526,927
Employee Insurance & Premiums	21,678	130,000	125,000	125,000	125,000	125,000	125,000	125,000
Workers' Comp Insurance	957,199	1,478,059	1,475,361	1,407,601	1,415,294	1,423,318	1,432,249	1,439,382
WC Wage Replacement Benefit	117,073	50,000	61,787	60,000	60,000	60,000	60,000	60,000
	3,556,876	3,100,581	3,714,753	3,178,314	3,173,500	3,196,572	3,220,767	3,243,251
Excess (Deficiency) of								
Revenue Over Expenses	120,287	(499)	(821,358)	(1,796,047)	(787,611)	(734,048)	(600,567)	(418,183)
Retained Earnings, beginning of year	5,384,742	5,640,596	5,640,596	4,819,238	3,023,191	2,235,580	1,501,532	900,965
Transfer to New Retiree Health Care Fund	-	-	-	-	-	-	-	-
Adjustment for Risk Mgt Retention Fund	135,567	-	-	-	-	-	-	-
Retained Earnings, end of year	\$ 5,640,596	\$ 5,640,097	\$ 4,819,238	\$ 3,023,191	\$ 2,235,580	\$ 1,501,532	\$ 900,965	\$ 482,782
Retained Earnings (Components)								
- MMR Retention Fund (Restricted)	1,362,405	1,362,405	1,362,405	1,362,405	1,362,405	1,362,405	1,362,405	1,362,405
- Unrestricted	4,278,191	4,277,692	3,456,833	1,660,786	873,175	139,127	(461,440)	(879,623)

Fund Classification / Fund Number:
Internal Service/ IS-INS-637& 638

Functional Group / Departmental Affiliation:
Human Resources / Human Resources

Purpose of the Fund:

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.

Sources
This Book

Pages
289

**CITY OF GRAND RAPIDS, MICHIGAN
MOTOR EQUIPMENT SYSTEM FUND
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 09			F.Y. 10 BUDGET	F.Y. 11	F.Y. 12 FORECAST	F.Y. 13	F.Y. 14
	F.Y. 08 ACTUAL	AMENDED BUDGET	ESTIMATE					
REVENUES:								
Vehicle Rental	\$ 8,939,161	\$ 9,658,539	\$ 9,716,174	\$ 10,141,466	\$ 10,749,954	\$ 11,502,451	\$ 12,422,647	\$ 13,540,685
Maintenance Billings	559,158	500,000	550,000	500,000	500,000	500,000	500,000	500,000
Claims / Damage Billings	126,424	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Loan Proceeds	-	-	2,833,000	4,285,000	5,000,000	5,200,000	4,400,000	3,900,000
Contributions from Other Funds	-	-	-	-	-	-	-	-
Interest on Investments	180,494	131,200	131,200	48,235	41,000	34,000	28,000	23,000
Sale of Fixed Assets	445,538	350,000	179,620	350,000	350,000	350,000	350,000	350,000
	<u>10,250,775</u>	<u>10,764,739</u>	<u>13,534,994</u>	<u>15,449,701</u>	<u>16,765,954</u>	<u>17,711,451</u>	<u>17,825,647</u>	<u>18,438,685</u>
EXPENSES:								
Personal Services	2,487,950	2,466,330	2,447,545	2,846,630	2,971,485	3,087,260	3,204,622	3,313,681
Supplies and Materials	1,535,414	1,450,000	1,450,000	1,500,000	1,545,000	1,591,350	1,639,091	1,688,263
Fuel	2,216,581	1,846,100	1,951,100	2,100,000	2,163,000	2,227,890	2,294,727	2,363,569
Utilities	74,388	100,972	112,400	105,169	108,264	108,452	114,735	118,118
Contractual Services	1,325	5,000	50,000	50,000	50,000	50,000	50,000	50,000
Contributions to Other Funds	451,038	477,569	464,569	505,809	520,983	536,613	552,711	569,292
Other Services and Charges	494,582	610,348	493,259	430,752	463,839	477,179	492,051	523,074
Capital Outlay - Furn/Equip	-	195,000	186,935	190,000	190,000	175,000	175,000	175,000
Vehicles-Cash and Carry	2,691,294	3,028,176	1,297,772	1,318,375	1,389,551	1,387,142	1,379,512	1,358,752
Vehicles-Funded by Debt	-	-	2,833,000	4,285,000	5,000,000	5,200,000	4,400,000	3,900,000
Debt Service								
Principal	2,236,146	2,060,326	2,060,326	1,968,986	2,134,897	2,186,580	2,513,402	3,558,585
Interest	352,086	385,000	298,847	586,000	737,894	891,149	1,001,820	1,071,150
	<u>12,540,804</u>	<u>12,624,821</u>	<u>13,645,753</u>	<u>15,886,721</u>	<u>17,274,913</u>	<u>17,918,615</u>	<u>17,817,671</u>	<u>18,689,484</u>
Excess (Deficiency) of								
Revenue over Expenses	(2,290,029)	(1,860,082)	(110,759)	(437,020)	(508,959)	(207,164)	7,976	(250,799)
Retained Earnings, beginning of year	4,233,058	1,943,029	1,943,029	1,832,270	1,395,250	886,291	679,127	687,103
Retained Earnings, end of year	<u>\$ 1,943,029</u>	<u>\$ 82,947</u>	<u>\$ 1,832,270</u>	<u>\$ 1,395,250</u>	<u>\$ 886,291</u>	<u>\$ 679,127</u>	<u>\$ 687,103</u>	<u>\$ 436,304</u>

Fund Classification / Fund Number:

Internal Service / IS-641-641

Functional Group / Departmental Affiliation:

Internal Services / Facilities and Fleet Management

Purpose of the Fund:

This fund is used to account for the purchase, operation and maintenance of the City's centralized motor vehicle fleet. There are 628 licensed motor vehicles in the fleet along with many off-the-road pieces of equipment. Revenues are provided through vehicle / equipment rental charges and maintenance service billings.

Cross References

Operating & Maintenance Budget
Major Capital Budget

Source

This Book
This Book

Pages

187 & 191
Appendix C

**CITY OF GRAND RAPIDS, MICHIGAN
RETIREE HEALTH CARE FUND - GENERAL
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y. 08 ACTUAL	F.Y.09		F.Y.10 BUDGET	F.Y.11	F.Y.12	F.Y.13	F.Y.14
		AMENDED BUDGET	ESTIMATE					
REVENUES:								
Deposits from Departments	\$ 5,524,022	\$ -	\$ 5,845,833	\$ 8,917,316	\$ 9,206,043	\$ 9,445,928	\$ 9,678,990	\$ 9,903,317
Premium Sharing	-	-	-	9,947	39,789	86,023	139,487	201,047
Interest Earnings	131,986	-	115,289	100,000	162,500	240,000	332,500	44,000
	<u>5,656,008</u>	<u>-</u>	<u>5,961,122</u>	<u>9,027,263</u>	<u>9,408,332</u>	<u>9,771,951</u>	<u>10,150,977</u>	<u>10,148,364</u>
EXPENDITURES:								
Pay as you Go Cost of Care	\$ 4,308,827	\$ -	\$ 6,203,476	\$ 7,011,360	\$ 8,289,822	\$ 8,961,297	\$ 9,687,162	\$ 10,471,822
Initial Deposit to MERS	-	-	2,990,538	-	-	-	-	-
Contributions to MERS - DC Plan	-	-	213,233	504,000	504,000	504,000	504,000	691,250
Contributions to - DB Trust	-	-	-	1,255,212	457,259	224,063	(129,467)	(1,111,221)
	<u>4,308,827</u>	<u>-</u>	<u>9,407,247</u>	<u>8,770,572</u>	<u>9,251,081</u>	<u>9,689,360</u>	<u>10,061,695</u>	<u>10,051,851</u>
Operating Excess (Deficiency)	1,347,181	-	(3,446,125)	256,691	157,251	82,591	89,282	96,513
Fund Balance, beginning of year	1,425,461	4,051,831	4,051,831	605,706	862,397	1,019,648	1,102,239	1,191,521
Due to Other Funds (ARC)	1,075,802	-	-	-	-	-	-	-
Due to Component Units (ARC)	203,387	-	-	-	-	-	-	-
Fund Balance, end of year	<u>\$ 4,051,831</u>	<u>\$ 4,051,831</u>	<u>\$ 605,706</u>	<u>\$ 862,397</u>	<u>\$ 1,019,648</u>	<u>\$ 1,102,239</u>	<u>\$ 1,191,521</u>	<u>\$ 1,288,034</u>

Note: The "Due to Other Funds" portion of fund balance represents the contributions from other departments in excess of Pay-as-you-go costs. They will meet to the GASB 45 criteria when the RHC funds are put into trust.

Fund Classification / Fund Number:
Fiduciary / FD-RHC-736

Functional Group / Departmental Affiliation:
Fiscal Services / Purchasing

Purpose of the Fund:

The Retiree Health Care Subfunds were established in FY2008 to account for the costs and funding obligations associated with the City-provided Retiree Health Plans. These subfunds are currently used to accumulate contributions charged to departments and for payment of the City's long-term retiree health care liabilities.

Cross References
Operating & Maintenance Budget

Sources
This Book

Pages
280

**CITY OF GRAND RAPIDS, MICHIGAN
RETIREE HEALTH CARE FUND - POLICE
STATEMENT OF OPERATIONS
JULY 1, 2009**

	F.Y.09			F.Y.10 BUDGET.	F.Y.11	F.Y.12 FORECAST	F.Y.13	F.Y.14
	F.Y. 08 ACTUAL	AMENDED BUDGET	ESTIMATE					
REVENUES:								
Deposits from Departments	\$ 5,484,986	\$ -	\$ 3,676,620	\$ 5,006,834	\$ 5,142,595	\$ 5,258,201	\$ 5,367,692	\$ 5,473,289
Premium Sharing	-	-	-	5,684	22,736	49,156	79,707	114,884
Interest Earnings	90,549	-	80,109	40,000	75,000	120,000	175,000	240,000
	<u>5,575,535</u>	<u>-</u>	<u>3,756,729</u>	<u>5,052,518</u>	<u>5,240,331</u>	<u>5,427,357</u>	<u>5,622,399</u>	<u>5,828,173</u>
EXPENDITURES:								
Pay as you Go Cost of Care	\$ 3,126,780	\$ -	\$ 2,556,988	\$ 2,799,670	\$ 3,026,443	\$ 3,271,585	\$ 3,536,583	\$ 3,823,046
Initial Deposit to MERS	-	-	2,410,310	-	-	-	-	-
Contributions to MERS - DC Plan	-	-	60,712	143,500	143,500	143,500	143,500	143,500
Contributions to - DB Trust	-	-	1,841,466	2,079,499	2,042,496	1,982,120	1,909,721	1,826,392
	<u>3,126,780</u>	<u>-</u>	<u>6,869,476</u>	<u>5,022,669</u>	<u>5,212,439</u>	<u>5,397,205</u>	<u>5,589,804</u>	<u>5,792,938</u>
Operating Excess (Deficiency)	2,448,755	-	(3,112,747)	29,849	27,892	30,152	32,595	35,235
Fund Balance, beginning of year	632,389	3,427,256	3,427,256	314,509	344,358	372,250	402,402	434,997
Due to Other Funds (ARC)	34,012	-	-	-	-	-	-	-
Due to Component Units (ARC)	312,100	-	-	-	-	-	-	-
Fund Balance, end of year	<u>\$ 3,427,256</u>	<u>\$ 3,427,256</u>	<u>\$ 314,509</u>	<u>\$ 344,358</u>	<u>\$ 372,250</u>	<u>\$ 402,402</u>	<u>\$ 434,997</u>	<u>\$ 470,232</u>

Note: The "Due to Other Funds" portion of fund balance represents the contributions from other departments in excess of Pay-as-you-go costs. They will meet to the GASB 45 criteria when the RHC funds are put into trust.

Fund Classification / Fund Number:
Fiduciary / FD-RHC-737

Functional Group / Departmental Affiliation:
Fiscal Services / Purchasing

Purpose of the Fund:

The Retiree Health Care Subfunds were established in FY2008 to account for the costs and funding obligations associated with the City-provided Retiree Health Plans. These subfunds are currently used to accumulate contributions charged to departments and for payment of the City's long-term retiree health care liabilities.

Cross References
Operating & Maintenance Budget

Sources
This Book

Pages
280

**CITY OF GRAND RAPIDS, MICHIGAN
 RETIREE HEALTH CARE FUND - FIRE
 STATEMENT OF OPERATIONS
 JULY 1, 2009**

	F.Y. 08 ACTUAL	F.Y.09		F.Y.10 BUDGET	F.Y.11	F.Y.12 FORECAST	F.Y.13	F.Y.14
		AMENDED BUDGET	ESTIMATE					
REVENUES:								
Deposits from Departments	\$ 2,908,526	\$ -	\$ 2,173,624	\$ 2,773,718	\$ 2,855,174	\$ 2,919,801	\$ 2,989,661	\$ 3,058,682
Premium Sharing	-	-	-	2,368	9,474	20,482	33,211	47,868
Interest Earnings	51,161	-	49,506	30,000	55,000	87,000	126,000	172,000
	<u>2,959,687</u>	<u>-</u>	<u>2,223,130</u>	<u>2,806,086</u>	<u>2,919,648</u>	<u>3,027,283</u>	<u>3,148,872</u>	<u>3,278,550</u>
EXPENDITURES:								
Pay as you Go Cost of Care	\$ 2,083,547	\$ -	\$ 1,600,897	\$ 1,752,837	\$ 1,894,816	\$ 2,048,297	\$ 2,214,209	\$ 2,393,559
Other	-	-	1,932,975	1,034,561	1,007,368	960,108	914,256	862,931
	<u>2,083,547</u>	<u>-</u>	<u>3,533,872</u>	<u>2,787,398</u>	<u>2,902,184</u>	<u>3,008,405</u>	<u>3,128,465</u>	<u>3,256,490</u>
Operating Excess (Deficiency)	876,140	-	(1,310,742)	18,688	17,464	18,878	20,407	22,060
Fund Balance, beginning of year	<u>631,512</u>	<u>1,507,652</u>	<u>1,507,652</u>	<u>196,910</u>	<u>215,598</u>	<u>233,062</u>	<u>251,940</u>	<u>272,347</u>
Fund Balance, end of year	<u>\$ 1,507,652</u>	<u>\$ 1,507,652</u>	<u>\$ 196,910</u>	<u>\$ 215,598</u>	<u>\$ 233,062</u>	<u>\$ 251,940</u>	<u>\$ 272,347</u>	<u>\$ 294,407</u>

Note: The "Due to Other Funds" portion of fund balance represents the contributions from other departments in excess of Pay-as-you-go costs. They will meet to the GASB 45 criteria when the RHC funds are put into trust.

Fund Classification / Fund Number:
 Fiduciary / FD-RHC-738

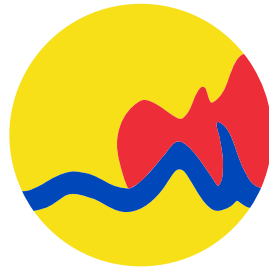
Functional Group / Departmental Affiliation:
 Fiscal Services / Purchasing

Purpose of the Fund: The Retiree Health Care Subfunds were established in FY2008 to account for the costs and funding obligations associated with the City-provided Retiree Health Plans. These subfunds are currently used to accumulate contributions charged to departments and for payment of the City's long-term retiree health care liabilities.

Cross References
 Operating & Maintenance Budget

Sources
 This Book

Pages
 280



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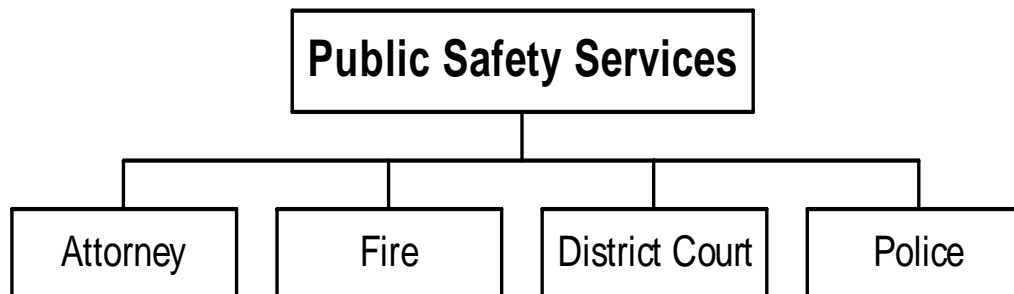
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Public Safety Services INTRODUCTION

Group Mission Statement

The mission of the Public Safety Service Group is to promote safety, security, and order within the geographical boundaries of the City of Grand Rapids through fire protection, law enforcement and legal representation and enhance urban living by planning, promoting, and assisting in community special and cultural events and celebrations,.

ORGANIZATIONAL STRUCTURE



PUBLIC SAFETY

Functional Group Funding:

Fund Type	Public Safety Funding		Fund Type Totals
General Operating Fund	\$ 75,892,440	65.9%	\$115,085,827
Special Revenue Funds	13,845,447	16.1%	85,913,034
Permanent Funds	-	0.0%	90,000
Capital Improvement Funds	236,000	2.1%	11,505,758
Enterprise Funds	-	0.0%	171,155,191
Internal Service Funds	-	0.0%	64,607,046
Fiduciary Funds	-	0.0%	16,580,639
Total Functional Group Funding	\$ 89,973,887	19.4%	\$464,937,495

Departmental Funding:

Page	Department	Fund	F.Y. 10 Appropriation Budget	Fund Statement Page Reference
132	Police	General Operating	\$ 48,647,381	81
		Drug Law Enforcement	683,508	88
		Mich. Justice Training	80,000	92
		Capital Improvement	158,000	103
			49,568,889	
142	Fire	General Operating	24,862,624	81
		Capital Improvement	78,000	103
			24,940,624	
145	District Court	61st District Court	13,081,939 *	85
146	Attorney	General Operating	2,382,435	81
			\$ 2,382,435	

General Operating Fund Support:

Page	Support	Fund	F.Y. 10 Appropriation Request	Fund Statement Page Reference
145	61st District Court Fund	General Operating	3,612,850 *	326

*Includes \$3,362,850 Subsidy and \$250,000 for Grant match

PUBLIC SAFETY PERSONNEL

POLICE / CHIEF'S OFFICE

GENERAL OPERATING FUND (GF 17DEPT)

GF 1710	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
<i>NON-UNIFORM</i>			
Police Chief (25U)	1	1	1
Deputy Police Chief	1	1	1
Administrative Secretary (5U)	1	1	1
Administrative Analyst II (16)	1	1	1
Office Assistant IV (12A)	1	1	1
Office Assistant III (12A)	1	1	1
<i>UNIFORM</i>			
Police Lieutenant (1F)	2	2	2
Police Sergeant (2C)	1	1	2
Police Officer (1C)	4	4	5
Total	13	13	15

POLICE / PATROL SERVICES

GENERAL OPERATING FUND (GF 17BDIV)

GF 1720	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
<i>NON-UNIFORM</i>			
Office Assistant I (7A)	1	1	1
<i>UNIFORM</i>			
Police Captain (2F)	4	4	4
Police Lieutenant (1F)	12	12	12
Police Officer (1C)	197	188	188
Police Sergeant (2C)	22	22	20 *
Total	236	227	225

* 1 Sergeant position defunded but remains authorized

POLICE / SUPPORT SERVICES

GENERAL OPERATING FUND (GF 17CDIV)

GF 1730	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
<i>NON-UNIFORM</i>			
Communications Manager (17)	1	1	1
Forensics Services Manager (14)	1	1	1
Emergency Communications Supervisor (11U)	4	4	4
Information Systems Coordinator (15)	-	1	1
Accountant I (21A)	1	1	1
Emergency Comm Oper I / II / III (1K/2K/ 3K)	35	35	35
Radio Technician (17A)	2	3	3
Office Assistant IV (15A)	2	2	1
Financial Assistant II (13A)	1	1	1
Office Assistant III (12A)	1	1	1
Radio Maintenance Mechanic I (12A)	1	-	-
Financial Assistant I (11A)	1	1	1
Office Assistant II (10A)	1	1	-
Vehicle Service Worker (9A)	1	1	1
Office Assistant I (7A)	3	3	3

POLICE / SUPPORT SERVICES**GENERAL OPERATING FUND (GF 17CDIV) Continued**

GF 1730	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
<i>UNIFORM</i>			
Police Captain (2F)	1	1	1
Police Lieutenant (1F)	2	2	2
Police Officer (1C)	8	8	9
Police Sergeant (2C)	2	2	3
Latent Print Examiner (4J)	2	2	2
Latent Print Technician (3J)	2	1	1
Crime Scene Technician (2J)	7	8	8
Total	79	80	80

POLICE / INVESTIGATIVE SERVICES**GENERAL OPERATING FUND (GF 17ADIV)**

GF 1740	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
<i>NON-UNIFORM</i>			
Office Assistant I (7A)	1	1	1
<i>UNIFORM</i>			
Police Captain (2F)	1	1	1
Police Lieutenant (1F)	2	2	2
Police Officer (1C)	60	60	58
Police Sergeant (2C)	9	9	9
Total	73	73	71

POLICE / SPECIAL EVENTS**GENERAL OPERATING FUND (GF 17DDIV)**

GF 17	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
<i>UNIFORM</i>			
Police Sergeant (2C)	-	1	1
<i>NON-UNIFORM</i>			
Administrative Analyst I (11)	1	1	1
Office Assistant IV (15A)	1	1	1
Special Events Aide (15A)	1	1	1
Total	3	4	4

POLICE / GRANTS - GENERAL FUND**GENERAL OPERATING FUND (GF 17DDIV)**

GF 1740 102	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
<i>UNIFORM</i>			
Police Officer (1C)	5	5	5

POLICE / GRANTS - NON GF**DRUG LAW ENFORCEMENT FUND (SR 265)**

SR 1740 254	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
<i>NON-UNIFORM</i>			
Office Assistant IV (15A)	1	1	1
<i>UNIFORM</i>			
Police Sergeant (2C)	1	1	1
Total	2	2	2
POLICE TOTAL	411	404	402

FIRE / ADMINISTRATION
GENERAL OPERATING FUND (GF 18DEPT)

POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
<i>NON-UNIFORM</i>			
Fire Chief (25U)	1	1	1
Administrative Aide (4)	1	1	1
IT Support Specialist (21A)	-	-	1
Administrative Secretary (05U)	1	1	1
Financial Assistant II (13A)	1	1	1
Office Assistant III (12A)	1	1	1
Office Assistant I (7A)	1	1	-
<i>UNIFORM</i>			
Deputy Fire Chief (7B)	3	3	2 *
Fire Captain (5B)	1	1	1
Firefighter (Building Maintenance) (1B)	1	1	-
Asst. Fleet Maintenance Supervisor (3B)	1	1	1
Total	12	12	10

* Effective with retirement of Fire Chief

FIRE / SUPPRESSION
GENERAL OPERATING FUND (GF 18HSECT)

POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
<i>UNIFORM</i>			
Battalion Fire Chief (6B)	6	6	6
Fire Captain (5B)	15	15	11 *
Fire Lieutenant (3B)	39	39	40
Fire Equipment Operator (2B)	54	54	51
Fire Fighter (1B)	103	103	102 **
Total	217	217	210

* Overstaffed until attrition normalizes the workforce

** 1 Firefighter defunded (while deployed) but remains authorized

FIRE / TRAINING
GENERAL OPERATING FUND (GF 18DSECT)

POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
<i>UNIFORM</i>			
Fire Training Supervisor (6B)	1	1	1
Asst. Fire Training Supervisor (5B)	-	-	1
Total	1	1	2

FIRE / INVESTIGATION
GENERAL OPERATING FUND (GF 18BSECT)

POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
<i>NON-UNIFORM</i>			
Fire Hazard Inspector (18A)	1	1	1
<i>UNIFORM</i>			
Fire Investigator (4B)	1	-	-
Fire Prevention Inspector (3B)	2	3	3
Total	4	4	4

FIRE / PREVENTION**GENERAL OPERATING FUND (GF 18BSECT)**

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
<i>NON-UNIFORM</i>			
Fire Hazard Inspector (18A)	1	1	1
<i>UNIFORM</i>			
Hazardous Materials Planner (3B)	1	1	1
Fire Prevention Inspector (3B)	2	2	1.50
Total	4	4	3.50
FIRE TOTAL	238	238	229.5

61ST DISTRICT COURT / ADMINISTRATION**DISTRICT COURT FUND (Beginning 2006 - Previously General Operating Fund)**

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Court Administrator (13S)	1	1	1
Deputy Court Administrator (11S)	1	1	1
Chief Probation Officer (7D)	1	1	1
Deputy Chief Probation Officer (6D)	1	1	1
Court Information Systems Manager (6D)	1	1	1
Deputy Clerk Supervisors (5D)	2	2	2
Probation Officer (3D)	8.5	8.5	8.5
Alternative Sentencing Coordinator (3D)	1	1	1
Law Trained Magistrate (10S)	1	1	1
District Court Judge	6	6	6
Deputy Court Clerk IV (18E)	2	2	2
Lead Work Crew Supervisor (17E)	1	1	1
Work Crew Supervisor (16E)	2.5	2.5	2.5
Court Recorder (14E)	6	6	6
Deputy Court Clerk III (14E)	6	6	6
Deputy Court Clerk II (12E)	10	10	10
Bailiff (12E)	7	7	7
Deputy Court Clerk I (9E)	22	24	24
Clerk Typist (4E)	1	1	1
Total	81.00	83.00	83.00

61ST DISTRICT COURT / GRANTS**DISTRICT COURT FUND (Beginning 2005 - Previously General Operating Fund)**

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Domestic Violence On-Call Wkr. (D)(DART)	3.00	3.00	3.00
Domestic Violence Volunteer Coordinator	0.25	0.25	0.25
Probation Officer (Drug Court)(D)	3	3	3
Probation Officer (STOP)(D)	-	-	-
Deputy Clerk III (Drug Court)(14E)	1	-	-
Urinalysis Technician (Drug Court)(E)	1.5	1.5	1.5
Surveillance Officer (DART)(D)	0.5	0.5	0.5
Total	9.25	8.25	8.25
61ST DISTRICT COURT TOTAL	90.25	91.25	91.25

ATTORNEY / CIVIL LITIGATION
GENERAL OPERATING FUND (GF 08BSECT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Deputy City Attorney (24U)	1	1	-
Assistant City Attorney III (22U)	3	2	2
Assistant City Attorney II (17U)	1	1	1
Assistant City Attorney I (13U)	-	1	1
Legal Secretary I (3U)	-	1	1
Legal Secretary II (7U)	2	1	1
Total	7	7	6

ATTORNEY / MUNICIPAL AFFAIRS
GENERAL OPERATING FUND (GF 08ASECT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
City Attorney	1	1	1
Deputy City Attorney (24U)	-	-	1
Assistant City Attorney III (22U)	2	2	2
Assistant City Attorney II (17U)	1	1	1
Legal Secretary II (7U)	1	1	1
Total	5	5	6

ATTORNEY / ORDINANCE ENFORCEMENT
GENERAL OPERATING FUND (GF 08CSECT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Assistant City Attorney III (22U)	2	1	1
Assistant City Attorney II (17U)	1	1	1
Legal Secretary II (7U)	1	1	1
Office Assistant IV (15A)	1	1	1
Office Assistant III (12A)	1	1	1
Total	6	5	5

ATTORNEY TOTAL	18	17	17
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FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

The members of the Grand Rapids Police Department are committed to providing the highest quality of professional police services. We strive to protect life, enforce and uphold the laws, preserve order, and protect property. In partnership with citizens, city government, and other stakeholders, we commit ourselves to improving the quality of life in our community.

DEPARTMENTAL OUTCOMES**Chief of Police / Crime Prevention / PIO Office**

Outcome: Reduce crime and increase public safety.

Indicator: Working within the Community Oriented Government philosophy, facilitate partnerships with other City departments and Neighborhood Associations, focused on preventing crime and improving the quality of life for the citizens of Grand Rapids.

Indicator	FY 2007	FY 2008	FY 2009
Number of Staff Trained	21	21	22

Communications Bureau

Outcome: Reduce crime and increase public safety.

Indicator: Timely and appropriate response to emergency and non-emergency calls for service annually. Dispatch police, fire, and medical units. Maintenance of LEIN/NCIC warrants. Maintain police and fire radio systems.

Indicator	FY 2007	FY 2008	FY 2009
Number of Emergency/Non-Emergency calls	300,000	300,000	391,604
Number of Dispatched Units	180,000	170,000	171,954

Detective Unit

Outcome: Reduce crime and increase public safety.

Indicator: Conduct criminal investigations. Present completed investigations for prosecution when appropriate. Monitor case dispositions to assure appropriate dispositions.

Indicator	FY 2007	FY 2008	FY 2009
Number of Criminal Investigations	17,000	19,000	20,000

Forensic Services

Outcome: Reduce crime and increase public safety.

Indicator: Process approximately crime scenes. Identification of finger and palm prints recovered at crime scenes.

Indicator	FY 2007	FY 2008	FY 2009
Processed Crime Scenes	6,000	5,658	5421
Identify Fingerprints at Crime Scenes	580	528	543

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**GR Youth Commonwealth**

Outcome: Improve the safety, appearance, and economic vitality of City Neighborhoods.

Indicator: Provide mentoring, coaching, positive interaction to youth at two youth centers and Camp O'Malley.

Indicator	FY 2007	FY 2008	FY 2009
Number of Youths	2,000	2,300	2,300

Internal Affairs

Outcome: Reduce crime and increase public safety.

Indicator: Internal Affairs will investigate formal and informal complaints, conduct administrative reviews, and assist the City Attorney's office with claims and lawsuits.

Indicator	FY 2007	FY 2008	FY 2009
Number of Investigations/Complaints	600	600	493
Number of Administrative Reviews	823	835	0*
Number of City Attorney Claims/lawsuits	29	31	1**

*Use of Force Administrative reviews now completed by Training Bureau

**Change in process – records now maintained by City Att.

Patrol Services / K-9 / Senior Volunteers / School Crossing Guards

Outcome: Reduce crime and increase public safety; Improve the safety, appearance, and economic vitality of City Neighborhoods.

Indicator: Patrol Services will respond calls for service, including Uniform Crime Report (UCR) reportable crimes. The department will make arrests, traffic stops, and issue parking tickets. Canine Teams will be used in incident investigations, arrests, and have contact with citizens during public demonstrations. Volunteers will cite abandoned vehicles, issue handicap violations citations, check vehicle identification numbers (VIN), deliver food baskets and visit over elderly shut-ins. Provide crossing guards to schools to ensure safe travel to and from school for thousands of students.

Indicator	FY 2007	FY 2008	FY 2009
Number of Calls for Service	120,000	114,000	102,177
Number of UCR Crime Reports	35,000	28,471	24,617
Number of K-9 Team Incidents	1,300	1,300	1,214
Number of Arrests	15,000	14,000	14,587
Number of Parking Tickets	25,000	15,000	17,125
Number of Citizen Contacts	32,000	30,000	35,555
Number of Abandoned Vehicles	3,600	2,950	1,754
Number of Handicap Violations	780	363	750
Number of VIN Numbers Checked	235	39	70
Number of Food Baskets Delivered	75	786	612
Number of Visits to Elderly Shut-In's	1,300	447	400
Number of School Crossing Guards	45	41	35

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**Property Management Unit**

Outcome: Maintain services that benefit the entire organization.

Indicator: Receive and secure evidence/property for court purposes. Manage in-car video tapes that are submitted each month. Properly dispose of evidence, including illegal guns and drugs.

Indicator	FY 2007	FY 2008	FY 2009
Number of Items Received For Evidence	16,000	16,156	15,700
Number of Video Tapes Submitted	2000	2000	2500

Records Unit

Outcome: Maintain services that benefit the entire organization.

Indicator: Provide processing for gun permits, gun registrations, Freedom of Information Act requests, fingerprints, copies of reports and criminal background checks.

Indicator	FY 2007	FY 2008	FY 2009
Number of Gun Permits	Not reported	639	1590
Number of Gun Registrations	Not reported	775	1318
Number of Freedom of Information Requests	Not reported	203	855
Number of Fingerprints Processed	Not reported	1,199	831
Number of Reports Processed	Not reported	1,743	2717
Number of Criminal Background Checks	Not reported	3,355	2769

Special Events

Outcome: Provide management of special events within the City.

Indicator: Special events visitors, public park venue rentals.

Indicator	FY 2007	FY 2008	FY 2009
Number of visitors who attend special events	N/A	1,515,900	1,125,00
Number of Park Rentals Annually	N/A	550	270

Special Response Team

Outcome: Reduce crime and increase public safety.

Indicator: team is expected to conduct high-risk tactical operations, make proactive arrests, and participate in dignitary protection events.

Indicator	FY 2007	FY 2008	FY 2009
Number of High-Risk Tactical Operations	200	230	237
Number of Arrests	1,300	1,300	1,300

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**Special Services / Interns**

Outcome: Reduce crime and increase public safety.

Indicator: The Special Services Unit will investigate serious/fatal traffic crash investigations; enter warrants, bond conditions, personal protection orders, juvenile pick up orders, taxi cab licenses, and sex offender registrations/verifications. Interns will write police reports, log and release impounded vehicles and answer citizen calls. Duties also include completion of incident reports, UD10's and Silent Observer tips

Indicator	FY 2007	FY 2008	FY 2009
Investigate Serious/Fatal Traffic Crashes	40	16	25
Number of Warrants Entered	10,000	7,622	7,500
Number of Bond Conditions	2,178	2,398	2,600
Number of Taxi Cab Licenses	240	233	300
Number of Sex Offender Registrations	2,000	3,000	3,000
Number of Reports that Interns Log	6,000	8,713	7,421

Support Services/Staff / Jail Fees / Motor Pool

Outcome: Maximize the performance potential of the City organization and each employee.

Indicator: Administer Departmental budget, provide administrative support employees, process alarm permits, alarm ordinance violations, employee payroll, and maintain Record Management System. Processing arrests and lodging for those sentenced to jail for city ordinance violations. Manage fleet vehicles, including the coordination of the maintenance and repairs and tracking mileage.

Indicator	FY 2007	FY 2008	FY 2009
Number of Alarm Permits Processed	3,000	3,542	3,100
Number of Alarm Ordinance Violations	1,000	600	632
Number of Employees – Payroll	411	408	401
Number of Vehicles in Fleet	148	144	142

Training Unit

Outcome: Maximize the performance potential of the City organization and each employee.

Indicator: The Training Bureau shall work to provide the following services: conduct training in critical skills, non-critical mandated areas, and employee development; minimize training injuries; minimize serious injuries during force encounters; minimize at-fault vehicular accidents; minimize police pursuits; perform background investigations; hire sworn and non-sworn personnel; minimize police litigation payouts; minimize sustained excessive force complaints; coordinate citizen ride-along program, citizen academies and youth academy.

Indicator	FY 2007	FY 2008	FY 2009
Number of Hours of Training	22,000	25,395	23,000
Number of Background Investigations	125	300	266
Number of Ride-a-Longs	200	158	179
Number of Academies Offered	3	3	2

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**Vice Unit**

Outcome: Reduce violent crimes associated with drug related activities and increase public safety.

Indicator: Execute search warrants for violations of controlled substances. Enforce street level drug and prostitution activity in proportion to the activities within the community. Present street initiated investigations for prosecution.

Indicator	FY 2007	FY 2008	FY 2009
Number of Search Warrants Conducted	175	204	194
Number of Arrests	250	1,800	1,991

FY2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

The members of the Grand Rapids Police Department are committed to providing the highest quality of professional police services. We strive to protect life, enforce and uphold the laws, preserve order, and protect property. In partnership with citizens, city government, and other stakeholders, we commit ourselves to improving the quality of life in our community.

DEPARTMENTAL SERVICES**Chief of Police / Crime Prevention / PIO Office**

Chief of Police provides overall management for the department. Crime Prevention develops and maintains crime prevention initiatives within neighborhoods. PIO Office handles media requests and promotes the department.

Communications Bureau

Manage emergency and non-emergency calls for police, fire, and medical services. Installs and maintains department communication equipment.

Detective Unit

Conduct criminal investigations.

Forensic Services

Provide crime scene investigation services.

GR Youth Commonwealth

Provide youth recreational activities as a deterrent to crime.

Internal Affairs

Investigate all complaints and investigative inquiries related to police personnel.

Patrol Services / K-9 / Senior Volunteers / School Crossing Guards

Patrol and K-9 provide response to emergency calls for police services and investigations. Senior volunteers provide code enforcement services. School crossing guards provide for the safety of children to and from city schools.

Property Management

Processes and maintains all property (evidence, found property, safe keeping) secured by department employees

Records Unit

Processes fingerprints, gun registrations, background checks, FOIA requests and provides copies of police reports.

Special Events

Coordinates, schedules, and provides staff for special events.

Special Response Team

Effectively responds to crisis situations and conducts high risk search warrant entries.

FY2010 PERFORMANCE MANAGEMENT PLAN**Special Services / Interns**

Provides accident investigative services, processes arrest warrants related to driving offenses, processes and maintains sex offender records and maintains all department arrest warrants and protection orders. Interns answer non-emergency calls from citizens, write police reports and assist with impounded vehicles.

Support Services/Staff /Jail Fees /Motor Pool

Provide administrative support, financial services, grant research and management, crime analysis, and information technology support for departmental operations. Maintains police motor pool and coordinates all repairs with Motor Equipment. Jail fees provide for custody and care of arrested suspects.

Training Unit

Provides all internal and external training for police personnel and citizens; recruits and hires sworn personnel.

Vice Unit

Conducts enforcement of controlled substance violations and processes and monitors liquor licenses.

DEPARTMENTAL OUTCOMES**Chief of Police / Crime Prevention / PIO Office**

Outcome: Reduce crime and increase public safety.

Indicator: Working within the Community Oriented Government philosophy, facilitate collaborative networking and partnerships with other City departments and Neighborhood Associations, focused on preventing crime and improving the quality of life for the citizens of Grand Rapids. Crime Prevention provides services to trained staff, police and city administrators related to various crime prevention strategies.

Communications Bureau

Outcome: Reduce crime and increase public safety.

Indicator: Successfully handle over 364,000 agency and non-emergency calls for service annually. Dispatch over 130,000 police, fire, and medical units annually. Maintenance of 11,000 LEIN/NCIC warrants. Repair of police and fire radio systems.

Detective Unit

Outcome: Reduce crime and increase public safety.

Indicator: Conduct 20,000 criminal investigations. Present completed investigations for prosecution when appropriate. Monitor case dispositions to assure appropriate dispositions.

Forensic Services

Outcome: Reduce crime and increase public safety.

Indicator: Process approximately 5300 crime scenes. Latent Print Examiners will identify nearly 1700 finger and palm prints recovered at crime scenes.

FY2010 PERFORMANCE MANAGEMENT PLAN**GR Youth Commonwealth**

Outcome: Improve the safety, appearance, and economic vitality of City Neighborhoods.

Indicator: Provide mentoring, coaching, positive interaction to over 2300 youth at two youth centers and Camp O'Malley.

Internal Affairs

Outcome: Reduce crime and increase public safety.

Indicator: Internal Affairs will investigate over 480 formal and informal complaints, and conduct several hundred administrative reviews, assist the City Attorney's office with approximately 30 City Attorney claims and several lawsuits.

Patrol Services / K-9 / Senior Volunteers / School Crossing Guards

Outcome: Reduce crime and increase public safety; Improve the safety, appearance, and economic vitality of City Neighborhoods.

Indicator: Patrol Services will respond to over 110,000 calls for service, including 35,000 Uniform Crime Report (UCR) reportable crimes. The department will make an estimated 15,000 arrests, 30,000 traffic stops and write 15,000 parking tickets, while working with the community to increase the safety and security of neighborhoods. Canine Teams will be used in approximately 1300 incidents, make 150 arrests, and have contact with 5000 citizens during public demonstrations. Volunteers will tag 2500 abandoned vehicles, write 200 "disabled zone" violations, check 200 vehicle identification numbers (VIN), deliver 300 food baskets, and visit over 300 elderly shut-ins and provide over 1500 vacation house checks. Provide 35 crossing guards to 27 schools to ensure safe travel to and from school for thousands of students.

Property Management Unit

Outcome: Maintain services that benefit the entire organization.

Indicator: Receive and secure 16,000 items of evidence/property for court purposes. Manage 5000 in-car video tapes that are submitted each month. Properly dispose of evidence, including illegal guns and drugs.

Records Unit

Outcome: Maintain services that benefit the entire organization.

Indicator: 700 gun permits, 1300 gun registrations, 750 Freedom of Information Act requests, 1100 fingerprints, 3200 copies of reports and 3300 criminal background checks.

Special Events

Outcome: Provide management of special events.

Indicator: Number of visitors attending special events annually

Indicator: Number of park renters served annually.

Special Response Team

Outcome: Reduce crime and increase public safety.

Indicator: Maintain a highly trained tactical team that is prepared to respond to crisis situations throughout the community. The team is expected to conduct over 220 high-risk tactical operations, make over 1500 proactive arrests, and participate in 10 dignitary protection events.

FY2010 PERFORMANCE MANAGEMENT PLAN**Special Services / Interns**

Outcome: Reduce crime and increase public safety.

Indicator: The Special Services Unit will investigate 30 serious/fatal traffic crash investigations, entered 7,500 plus warrants, 2500 bond conditions, 800 personal protection orders, 100 juvenile pick up orders, 300 taxi cab and other miscellaneous licenses, and 3000 sex offender registrations/verifications. Interns will write 16,000-18,000 police reports, log and release 4000 impounded vehicles and answer thousands of calls from citizens. Duties also include incident reports, UD10's and Silent Observer tips

Support Services/Staff / Jail Fees / Motor Pool

Outcome: Maximize the performance potential of the City organization and each employee.

Indicator: Balance Department budget, provide administrative support for 413 employees, process 2100 alarm permits, 600 alarm ordinance violations, process payroll for over 400 employees, and Record Management System development and maintenance. Jail fees provide for the processing of 15,000 arrests and lodging for those sentenced to jail for city ordinance violations. Manage a fleet of over 150 vehicles, coordinating the maintenance and repairs and tracking mileage.

Training Unit

Outcome: Maximize the performance potential of the City organization and each employee.

Indicator: The Training Bureau shall work to achieve the following annual goals: conduct 22,000 hours of training to include 10,000 hours in critical skills, 8,000 hours in non-critical mandated areas, and 4,000 hours of employee development; zero training injuries; 3 or fewer serious injuries during force encounters; fewer than 40 at-fault accidents (over 2 million patrol miles annually driven); fewer than 50 police pursuits; perform 200 background investigations; hire sworn and non-sworn personnel; minimize police litigation payouts; zero sustained excessive force complaints; coordinate 200 ride-alongs, 2 citizen academies and 1 youth academy.

Vice Unit

Outcome: Reduce violent crimes associated with drug related activities and increase public safety.

Indicator: Conduct over 200 search warrants for violations of controlled substances. Enforce street level drug and prostitution activity in proportion to the activities within the community resulting in at least 400 arrests. Present street initiated investigations for prosecution. Follow up on same.

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 09			F.Y. 10 BUDGET
	F.Y. 08 ACTUAL	AMENDED BUDGET	ESTIMATE	
GENERAL FUND (Revenue detail in Appendix B)				
450 LICENSES AND PERMITS	\$ 33,388	\$ 31,000	\$ 26,300	\$ 26,300
500 INTERGOVERNMENTAL REVENUES	776,077	1,676,624	1,151,143	738,853
600 CHARGES FOR SERVICES	835,115	577,467	792,009	818,690
655 FINES AND FORFEITURES	415,304	448,528	445,000	445,000
664 INTEREST AND RENTS	49,798	40,000	51,570	52,000
671 OTHER REVENUE	408,127	356,224	371,491	336,000
695 OPERATING TRANSFERS	(4,702)	24,787	-	-
	<u>2,513,107</u>	<u>3,154,630</u>	<u>2,837,513</u>	<u>2,416,843</u>
DRUG LAW ENFORCEMENT FUND				
500 INTERGOVERNMENTAL REVENUES	19,039	20,000	20,000	25,000
600 CHARGES FOR SERVICES	341,929	370,292	197,177	357,388
664 INTEREST AND RENTS	32,230	39,922	13,000	41,119
671 OTHER REVENUE	284,043	292,095	213,699	258,300
695 OTHER FINANCING SOURCES	4,702	-	-	-
	<u>681,943</u>	<u>722,309</u>	<u>443,876</u>	<u>681,807</u>
CAPITAL IMPROVEMENT FUND				
695 OTHER FINANCING SOURCES	320,000	258,000	258,000	158,000
MICHIGAN JUSTICE TRAINING FUND				
500 INTERGOVERNMENTAL REVENUES	75,247	80,000	88,970	80,000
671 OTHER REVENUE	6,966	-	-	-
	<u>82,213</u>	<u>80,000</u>	<u>88,970</u>	<u>80,000</u>
TOTAL REVENUE	<u>\$ 3,597,263</u>	<u>\$ 4,214,939</u>	<u>\$ 3,628,359</u>	<u>\$ 3,336,650</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 09			F.Y. 10 BUDGET
	F.Y. 08 ACTUAL	AMENDED BUDGET	ESTIMATE	
GENERAL FUND				
700 PERSONAL SERVICES	\$ 38,440,777	\$ 36,319,767	\$ 36,895,503	\$ 40,048,823
726 SUPPLIES	680,311	627,557	506,883	512,770
800 OTHER SERVICES & CHARGES	7,328,311	8,423,464	8,343,610	8,000,038
970 CAPITAL OUTLAY	132,127	59,780	54,900	85,750
999 OPERATING TRANSFERS OUT	47,455	24,788	-	-
	<u>46,628,981</u>	<u>45,455,356</u>	<u>45,800,896</u>	<u>48,647,381</u>
DRUG LAW ENFORCEMENT FUND				
700 PERSONAL SERVICES	225,457	168,219	170,275	178,708
726 SUPPLIES	27,688	43,316	20,125	44,000
800 OTHER SERVICES & CHARGES	429,386	325,535	293,139	298,800
970 CAPITAL OUTLAY	102,283	200,358	180,000	162,000
	<u>784,814</u>	<u>737,428</u>	<u>663,539</u>	<u>683,508</u>
MICHIGAN JUSTICE TRAINING FUND	83,470	80,000	88,970	80,000
CAPITAL IMPROVEMENT FUND				
970 CAPITAL OUTLAY	358,977	258,000	266,613	158,000
TOTAL EXPENDITURES	<u>\$ 47,856,242</u>	<u>\$ 46,530,784</u>	<u>\$ 46,820,018</u>	<u>\$ 49,568,889</u>

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

Provide the highest level of service to our communities by valuing our members, promoting positive leadership, and committing to excellence.

Our Vision:

- *Remain a highly professional and caring team by means of ongoing training, quality equipment, and effective communications networks.*
- *Deliver high quality fire prevention and education, firefighting and rescue services, and emergency medical care to our community.*

Our Goals:

- *Attract and maintain a safe, healthy, well-trained, and high-performing work force.*
- *Deliver comprehensive safety services.*
- *Exceed our customer's expectations*

DEPARTMENTAL SERVICES**Emergency Management**

- *Plan and prepare for, respond to, mitigate, and recover from natural and man-made disasters.*

Fire Suppression

- *Provide quality emergency medical care to the public.*
- *Provide trained personnel to limit life and property loss when emergencies occur.*
- *Educate fire personnel in innovative methods to ensure our professional response to emergencies while maintaining the safety of our personnel.*

Fire Prevention

- *Provide its "investors" (citizens, business community, and visitors) a safe environment to live and work by enforcement of fire codes through inspections, both proactively and in response to complaints or fire incidents.*
- *Increase the safety of our citizens, visitors, and public safety personnel through fire safety review and compliance, site plan review, and education.*

DEPARTMENTAL OUTCOMES**Emergency Management**

Outcome: Ensure that Grand Rapids city departments and citizens continue preparations for disaster response.

Indicator: The City of Grand Rapids government is compliant with the federally mandated National Incident Management System (NIMS).

Indicator: The conducting of local and regional table top and full-scale exercises.

Indicator: Reviewed and updated Emergency Action Guidelines.

Indicator: The continued receipt of Department of Homeland Security grants.

FY 2010 PERFORMANCE MANAGEMENT PLAN**Fire Suppression**

- Outcome: Effectively and professionally provide cost-effective emergency response within the City of Grand Rapids and neighboring communities to all calls for emergency assistance regardless of scope or complexity.
- Indicator: A response time of four minutes or less 90% of the time for the first arriving fire company to each fire call, while producing a 70% "Save Rate" for the estimated value of structure and contents of each fire.
- Indicator: A response time of four minutes or less 85% of the time for Priority 1 emergency medical calls, and a response time of eight minutes or less 85% of the time for Priority 2 emergency medical calls.
- Indicator: Provide a four-minute or less response time 90% of the time by the first arriving fire company to emergency technical rescue calls.
- Indicator: Provide ongoing continuing education for all personnel to maintain current certifications and licensure as required by governing agencies and rules; All fire companies will participate in MCPS; GRFD will implement, train, and use the new Access Kent county fire training software database prior to the end of FY10; The GRFD Regional Training Center will hold its first fire academy in fall 2009, for pre-service students.

Fire Prevention

- Outcome: Enforce commercial fire codes in existing and new construction through inspections and fire education, both proactively and in response to complaints and fire incidents, in order to increase the safety of our citizens, visitors, and public safety personnel.
- Indicator: Conduct 1200 existing building fire inspections.
- Indicator: Facilitate 625 Company Fire Inspections.
- Indicator: Review 100% of new construction life safety plans and conduct follow-up inspections.
- Indicator: Respond to 100% of the required fire incidents to determine the fire origin and cause.
- Indicator: Review 2000 Life Safety System reports and achieve 65% compliancy.
- Indicator: Process 32 Sara Title III sites and survey 20% of potential Bulletin 9 sites.

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET
		AMENDED BUDGET	ESTIMATE	
GENERAL FUND (Revenue detail in Appendix B)				
500 INTERGOVERNMENTAL REVENUES	\$ 165,927	\$ 263,422	\$ 263,422	\$ 225,000
600 CHARGES FOR SERVICES	602,075	583,460	609,560	690,602
671 OTHER REVENUE	5,720	34,100	-	-
	<u>773,722</u>	<u>880,982</u>	<u>872,982</u>	<u>915,602</u>
CAPITAL IMPROVEMENT FUND				
695 OTHER FINANCING SOURCES	641,398	96,356	1,442,324	78,000
	<u>641,398</u>	<u>96,356</u>	<u>1,442,324</u>	<u>78,000</u>
OTHER GRANTS FUND				
500 INTERGOVERNMENTAL REVENUES	200,000	-	-	-
695 OTHER FINANCING SOURCES	71,566	-	-	-
	<u>271,566</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL REVENUE	\$ 1,686,686	\$ 977,338	\$ 2,315,306	\$ 993,602

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET
		AMENDED BUDGET	ESTIMATE	
GENERAL FUND				
700 PERSONAL SERVICES	\$ 21,507,420	\$ 20,645,121	\$ 20,609,788	\$ 21,736,845
726 SUPPLIES	227,606	244,000	242,500	270,004
800 OTHER SERVICES & CHARGES	1,667,768	1,898,471	2,031,083	2,109,447
970 CAPITAL OUTLAY	119,525	324,504	308,570	346,000
990 DEBT SERVICE	869,219	339,753	377,046	391,632
999 OPERATING TRANSFER OUT	71,838	-	-	8,696
	<u>24,463,376</u>	<u>23,451,849</u>	<u>23,568,987</u>	<u>24,862,624</u>
CAPITAL IMPROVEMENT FUND				
970 CAPITAL OUTLAY	1,625,118	168,194	2,406,694	78,000
990 DEBT SERVICE	-	(71,838)	-	-
999 OPERATING TRANSFERS OUT	71,566	-	-	-
	<u>1,696,684</u>	<u>96,356</u>	<u>2,406,694</u>	<u>78,000</u>
OTHER GRANTS FUND				
800 OTHER SERVICES & CHARGES	200,000	-	-	-
970 CAPITAL OUTLAY	13,181	-	-	-
	<u>213,181</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	\$ 26,373,241	\$ 23,548,205	\$ 25,975,681	\$ 24,940,624

DEPARTMENT / NUMBER:

DISTRICT COURT / 66

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET
		AMENDED BUDGET	ESTIMATE	
61st DISTRICT COURT FUND				
500 INTERGOVERNMENTAL REVENUES	767,288	646,633	646,633	274,344
600 CHARGES FOR SERVICES	2,157,131	2,489,000	2,489,000	3,025,048
655 FINES AND FORFEITURES	4,276,076	4,395,798	4,364,344	4,364,344
671 OTHER REVENUE	(10,155)	-	-	-
695 OTHER FINANCING SOURCES	5,995,534	5,621,927	5,621,927	4,811,548
	<u>13,185,874</u>	<u>13,153,358</u>	<u>13,121,904</u>	<u>12,475,284</u>
TOTAL REVENUE	<u>\$ 13,185,874</u>	<u>\$ 13,153,358</u>	<u>\$ 13,121,904</u>	<u>\$ 12,475,284</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET
		AMENDED BUDGET	ESTIMATE	
61st DISTRICT COURT FUND				
700 PERSONAL SERVICES	\$ 6,287,591	\$ 6,310,826	\$ 6,312,066	\$ 6,279,537
726 SUPPLIES	228,578	233,190	233,190	185,000
800 OTHER SERVICES & CHARGES	6,142,920	6,333,500	6,332,260	6,348,880
970 CAPITAL OUTLAY	40,329	40,000	40,000	53,500
996 APPROPRIATION LAPSE	-	-	(40,000)	(133,655)
999 OPERATING TRANSFERS OUT	329,087	338,959	338,959	348,677
	<u>13,028,505</u>	<u>13,256,475</u>	<u>13,216,475</u>	<u>13,081,939</u>
TOTAL EXPENDITURES	<u>\$ 13,028,505</u>	<u>\$ 13,256,475</u>	<u>\$ 13,216,475</u>	<u>\$ 13,081,939</u>

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**DEPARTMENTAL MISSION**

The mission of the Department of Law is to provide the City of Grand Rapids, the Mayor and City Commissioners, the City Manager and the Departments of the City and the City's elected and appointed Boards and Commissions with exceptional legal service and service delivery at a reasonable cost.

DEPARTMENTAL OUTCOMES**Criminal Code Enforcement**

Outcome: Reduce Crime and increase public safety. All of the services of the Criminal Code Enforcement Division bear directly upon this outcome and are all part of the same prosecutorial process.

Indicator: The division reviews warrant requests, conducts pre-trial conferences, jury and non-jury trials, approves juvenile reports, appearance tickets and performs other related court proceedings (including settlement conferences, video pre-trial conferences, motions, probation & juvenile hearings, etc.).

Indicator: Analysis of the number of services provided as well as the effectiveness of each activity through time management and service satisfaction reports from judges and enforcement personnel.

Indicator	FY 2007	FY 2008	FY 2009
Warrant requests	2,448	2,694	2,639
Pre-trial conferences	3,077	3,133	3,346
Jury trials	6	11	14
Non-jury trials	28	41	39
Juvenile reports	1,050	1,056	1,030
Appearance tickets	Not available	1,519	2,120
Court proceedings	4,199	4,374	4,550

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**Civil Litigation Division**

Outcome: Economically and professionally represent the City's interests in civil litigation in State and Federal Courts and administrative agencies.

Indicator: This division defends lawsuit, tax appeals, collections/forfeiture/receiver cases, responds to FOIA requests, reviews claims, and defends street vacations

Indicator	FY 2007	FY 2008	FY 2009
Lawsuits	46	12	75
Tax Appeals	44	39	165
Collections, Forfeiture & Receivership cases	16	5	28
FOIA requests	284	353	275
Processes & reviews claims	297	45	114
Street Vacations	22	3	30

Municipal Affairs Division

Outcome: The Municipal Affairs Division will provide experienced, economical on-site legal advice to the entire organization.

Indicator: This Division will provide prompt, professional and economical legal advice to all aspects of the organization in the daily conduct of departmental business. It will respond to all requests for legal services in a timely manner with a goal of customer satisfaction.

Indicator: Hours worked for each department and/or activities are recorded to reflect the allocation of legal resources. Customer satisfaction reports from departments can be used as a tool to determine the level of client satisfaction.

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

The mission of the Department of Law is to provide the City of Grand Rapids, the Mayor and City Commissioners, the City Manager and the Departments of the City and the City's elected and appointed Boards and Commissions with exceptional legal service and service delivery at a reasonable cost.

DEPARTMENTAL SERVICES**Civil Litigation Division**

- Defend the City and all of its departments, officers and employees in lawsuits brought in State and Federal Courts and administrative agencies.
- Review and determine whether to pay citizen claims for damage to persons or property.
- Pursue collection cases on behalf of the City for the Comptroller and Treasurer.
- Defend Tax Appeals in the State Tax Tribunal.
- Pursue receivership and drug forfeiture cases to improve quality of life in neighborhoods.
- Act as Police Legal Advisor/staff police Civilian Appeals Board.
- Act as the City's FOIA Coordinator – respond to FOIA requests and litigation.

Criminal Code Enforcement Division

- Review and approve/deny requests for arrest warrants for persons accused of ordinance violations.
- Conduct arraignments on behalf of the office.
- Conduct juvenile hearings on behalf of the office.
- Conduct pre-trial conferences.
- Select juries for scheduled jury trials.
- Try jury and non-jury trials.
- Conduct formal and informal civil infraction hearings on behalf of the office.

Municipal Affairs Division

- Provide as needed, legal advice to the Mayor, City Commission, City Manager and all departments and Boards and Commissions of the City.
- Attend all meetings of the City Commission and such Boards and Commissions to provide such legal advice.
- Draft and/or review all resolutions and ordinances for City Commission action.
- Conduct legal research and draft legal opinions.
- Provide specialized legal consultation to certain departments, such as Assessor, Police, Engineering, Planning and Zoning.

FY 2010 PERFORMANCE MANAGEMENT PLAN**DEPARTMENTAL OUTCOMES****Civil Litigation Division**

- Outcome: Economically and professionally represent the City's interests in civil litigation in State and Federal Courts and administrative agencies. The Civil Litigation division is an internal service to the entire City organization.
- Indicator: This Division responds to the work which is presented to it and therefore is not in control of the amount of work it will perform. Based upon past experience, it is estimated that the following volume is a fair representation of a typical years activities.
- Indicator: Defend 56 litigation pending matters filed in state or federal court.
- Indicator: Defend 108 pending Michigan Tax Tribunal matters
- Indicator: Defend 29 pending street vacation matters
- Indicator: Defend 16 pending padlock/forfeiture matters
- Indicator: Proceed with 9 collection matters
- Indicator: Defend 15 pending Michigan Dept. of Civil Rights complaints
- Indicator: Proceed with 5 receivership actions
- Indicator: Monitor 12 workers compensation matters handled by outside counsel
- Indicator: Monitor 9 other litigation matters handled by outside counsel
- Indicator: Respond to 326 FOIA requests

Criminal Code Enforcement

- Outcome: Reduce Crime and increase public safety. All of the services of the Criminal Code Enforcement Division bear directly upon this outcome and are all part of the same prosecutorial process.
- Indicator: The division will review 2600 warrant requests, conduct 3100 pre-trial conferences, conduct 14 jury and 212 non-jury trials, approve 2600 juvenile reports (warrants) and perform 5000 other related court proceedings.
- Indicator: Analysis of the number of services provided as well as the effectiveness of each activity through time management and service satisfaction reports from judges and enforcement personnel.

Municipal Affairs Division

- Outcome: The Municipal Affairs Division will provide experienced, economical on-site legal advice to the entire organization to ensure that the organization conducts its activities in accordance with the law.
- Indicator: This Division will provide prompt, professional and economical legal advice to all aspects of the organization in the daily conduct of departmental business. It will respond to all requests for legal services in a timely manner with a goal of customer satisfaction.
- Indicator: Hours worked for each department and/or activities are recorded to reflect the allocation of legal resources. Customer satisfaction reports from departments can be used as a tool to determine the level of client satisfaction.

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET
		AMENDED BUDGET	ESTIMATE	
GENERAL FUND (Revenue detail in Appendix B)				
600 CHARGES FOR SERVICES	\$ 3,446	\$ -	\$ -	\$ -
664 INTEREST AND RENTS	1,000	-	-	-
671 OTHER REVENUE	13,066	25,000	25,000	25,000
	<u>17,512</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
TOTAL REVENUE	<u>\$ 17,512</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>

EXPENDITURE SUMMARY

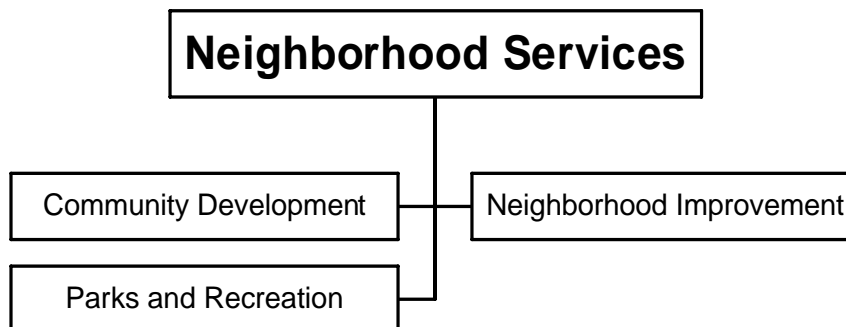
FUND / EXPENDITURE CATEGORY	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET
		AMENDED BUDGET	ESTIMATE	
GENERAL FUND				
700 PERSONAL SERVICES	\$ 2,019,676	\$ 2,010,238	\$ 1,991,418	\$ 1,953,485
726 SUPPLIES	48,160	41,400	41,400	36,450
800 OTHER SERVICES & CHARGES	309,514	366,165	360,081	384,500
970 CAPITAL OUTLAY	8,022	10,000	10,000	8,000
	<u>2,385,372</u>	<u>2,427,803</u>	<u>2,402,899</u>	<u>2,382,435</u>
TOTAL EXPENDITURES	<u>\$ 2,385,372</u>	<u>\$ 2,427,803</u>	<u>\$ 2,402,899</u>	<u>\$ 2,382,435</u>

Neighborhood Services INTRODUCTION

Group Mission Statement

Enhance urban living by planning, promoting, and assisting in the maintenance and improvement of the City's neighborhoods, parks, and open spaces; by supporting community special and cultural events and celebrations, providing quality housing opportunities, and supporting services that improve the lives of City residents.

ORGANIZATIONAL STRUCTURE



NEIGHBORHOOD SERVICES

Functional Group Funding:

Fund Type	Neighborhood Services Funding		Fund Type Totals
General Operating Fund	\$ 2,193,535	1.9%	\$115,085,827
Special Revenue Funds	18,842,521	21.9%	85,913,034
Permanent Funds	90,000	100.0%	90,000
Capital Improvement Funds	75,000	0.7%	11,505,758
Enterprise Funds	2,887,602	1.7%	171,155,191
Internal Service Funds	-	0.0%	64,607,046
Fiduciary Funds	-	0.0%	16,580,639
Total Service Group Funding	<u>\$24,088,658</u>	5.2%	<u>\$464,937,495</u>

Departmental Funding:

Page	Department	Fund	F.Y. 10 Appropriation Budget	Fund Statement Page Reference
159	Community Development	General Operating	\$ -	
		Community Dev. Block Grant	4,876,982	84
		HOME Investment Partnership Program	1,578,184	89
			<u>6,455,166</u>	
170	Neighborhood Improvement	General Operating	2,193,535	81
		Building Inspection	3,703,056	83
		Receivership subfund	45,000	97
		Refuse Collection	714,551	98
			<u>6,656,142</u>	
177	Parks and Recreation	Cemeteries Operating	2,152,892	107
		Bellknap Ice Arena	734,710	106
		Parks and Recreation	7,924,748	94
		Capital Improvement	75,000	103
		Cemeteries Perpetual Care	90,000	101
			<u>\$ 10,977,350</u>	

General Operating Fund Subsidy:

Page	Subsidy	Fund	F.Y. 10 Appropriation Budget	Fund Statement Page Reference
177	Cemetery Operating Fund	General Operating	\$ 769,594 *	326

* Includes \$627,191 Subsidy and \$142,403 Debt Service

NEIGHBORHOOD SERVICES

COMMUNITY DEVELOPMENT / PROGRAM MANAGEMENT

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

GF357120

POSITION (SALARY RANGE)	2008 AUTHORIZED	2009 AUTHORIZED	2010 BUDGET
Community Development Director (22U)	-	-	0.04
Administrative Services Officer I (16)	-	-	0.09
Community Development Officer (14)	-	-	0.10
Administrative Analyst I (11)	-	1	1.00
Contract Administrator (11)	1	1	0.09
Accountant I (21A)	-	-	0.01
Total	1	2	1.33

HOME INVESTMENT PARTNERSHIP FUND

GF357120

POSITION (SALARY RANGE)	2008 AUTHORIZED	2009 AUTHORIZED	2010 BUDGET
Community Development Officer (14)	1	1	-
Total	1	1	-

COMMUNITY DEVELOPMENT / PROGRAM DEVELOPMENT

COMMUNITY DEVELOPMENT BLOCK GRANT

SR GRT 269

POSITION (SALARY RANGE)	2008 AUTHORIZED	2009 AUTHORIZED	2010 BUDGET
Administrative Services Officer I (16)	1	1	-
Contract Compliance Officer (12)	1	1	-
Planner I / II (20A / 23A)	1	1	-
Total	3	3	-

COMMUNITY DEVELOPMENT / ADMINISTRATION

COMMUNITY DEVELOPMENT BLOCK GRANT

SR GRT 269

POSITION (SALARY RANGE)	2008 AUTHORIZED	2009 AUTHORIZED	2010 BUDGET
Chief Services Officer (25U)	-	-	0.15
Community Development Director (22U)	1	1	0.73
Administrative Services Officer I (16)	-	-	1.68
Community Development Officer (14)	-	-	0.20
Loan Analyst (12)	-	-	0.10
Contract Compliance Officer (12)	-	-	0.95
Contract Administrator (11)	-	-	0.86
Accountant I (21A)	-	-	0.44
Community Development Assistant (16A)	1	1	1.00
Administrative Secretary (15A)	-	-	0.15
Total	2	2	6.26

COMMUNITY DEVELOPMENT BLOCK GRANT

SR GRT 278

POSITION (SALARY RANGE)	2008 AUTHORIZED	2009 AUTHORIZED	2010 BUDGET
Community Development Director (22U)	-	-	0.05
Administrative Services Officer I (16)	-	-	0.10
Community Development Officer (14)	-	-	0.70
Contract Compliance Officer (12)	-	-	0.05
Contract Administrator (11)	-	-	0.05
Accountant I (21A)	-	-	0.05
Total	-	-	1.00

LEAD HAZARD CONTROL/REDUCTION**SR GRT 270**

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Community Development Director (22U)	-	-	0.10
Administrative Services Officer I (16)	-	-	0.10
Loan Analyst (12)	-	-	0.20
Accountant I (21A)	-	-	0.25
Financial Assistant II (13A)	-	-	0.20
Total	-	-	0.85

GENERAL OPERATING FUND**GF (JAG ADMIN)**

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Community Development Director (22U)	-	-	0.03
Administrative Services Officer I (16)	-	-	0.03
Total	-	-	0.06

COMMUNITY DEVELOPMENT / ACCOUNTING**COMMUNITY DEVELOPMENT BLOCK GRANT FUND (SR 35EDIV2)****SR 357110**

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Administrative Services Officer I (16)	1	1	-
Loan Analyst (12)	1	1	-
Accountant I (21A)	1	1	-
Financial Assistant II (13A)	1	1	-
Total	4	4	-

COMMUNITY DEVELOPMENT / HOUSING REHABILITATION**COMMUNITY DEVELOPMENT BLOCK GRANT FUND (SR 35FDIV) -- was formerly SR 31BDIV****SR 357150**

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Community Development Director (22U)	-	-	0.05
Housing Rehab. Supervisor (14)	1	1	0.25
Loan Analyst (12)	-	-	0.70
Housing Rehab. Specialist II (22A)	1	1	0.25
Accountant I (21A)	-	-	0.25
Housing Rehab. Specialist I (17A)	4	4	0.90
Financial Assistant II (13A)	-	-	0.80
Office Assistant II (10A)	1	2	1
Total	7	8	4.20

HOME INVESTMENT PARTNERSHIP FUND**SR GRT 278**

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Housing Rehab. Specialist I (17A)	-	-	0.10
Total	-	-	0.10

LEAD HAZARD CONTROL/REDUCTION**SR GRT 270**

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Housing Rehab. Supervisor (14)	-	-	0.75
Housing Rehab. Specialist II (22A)	-	-	0.75
Housing Rehab. Specialist I (17A)	-	-	3.00
Office Assistant II (10A)	-	-	1.00
Total	-	-	5.50

COMMUNITY DEVELOPMENT TOTAL

18	20	19.30
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NEIGHBORHOOD IMPROVEMENT / ADMINISTRATION

GENERAL OPERATING FUND (GF 31DEPT)

GF 3101

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Chief Services Officer (25U)	-	-	0.08
Neighborhood Improvement Director (22U)	1	1	0.25
Information System Coordinator (15)	1	1	0.25
Administrative Secretary (15A)	1	1	0.33
Total	3	3	0.90

NEIGHBORHOOD IMPROVEMENT / HOUSING INSPECTIONS

GENERAL OPERATING FUND (GF 31DDIV)

GF 3110

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Code Compliance Administrator (18)	1	1	0.75
Code Compliance Supervisor (14)	2	2	1.50
Administrative Aide (4)	-	-	0.75
Code Compliance Officer III (22A)	4	4	4
Code Compliance Officer II (19A)	10	10	10
Code Compliance Officer I (15A)	3	2	0.50
Office Assistant III (12A)	1	1	-
Office Assistant II (10A)	2	2	1.50
Office Assistant I (7A)	1	1	-
Total	24	23	19.00

* Effective December 31, 2009

NEIGHBORHOOD IMPROVEMENT

REFUSE COLLECTION FUND

GF 3110TRP

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Neighborhood Improvement Director (22U)	-	-	0.25
Code Compliance Administrator (18)	-	-	0.25
Information System Coordinator (15)	-	-	0.25
Code Compliance Supervisor (14)	-	-	0.50
Administrative Secretary (15A)	-	-	0.25
Code Compliance Officer I (15A)	-	-	1.50
Office Assistant II (10A)	-	-	0.50
Office Assistant I (7A)	-	-	-
Total	-	-	3.50

NEIGHBORHOOD IMPROVEMENT / BUILDING INSPECTIONS FUND

BUILDING INSPECTION FUND (SR 31CDIV)

SR 3140

POSITION (SALARY RANGE)	2008 AUTHORIZED	2009 AUTHORIZED	2010 BUDGET
Chief Services Officer (25U)	-	-	0.08
Neighborhood Improvement Director (22U)	-	-	0.50
Building Official (17)	1	1	1
Information Systems Coordinator (15)	1	1	1.50
Assistant Building Official (14)	1	1	1
Planning Supervisor (13)	-	-	0.33
Plans Examiner (12)	1	1	-
Fire Prevention Inspector (3B)	-	-	0.50
Administrative Aide (4)	-	-	0.25
Building Inspector II (22A)	1	1	1
Electrical Inspector II (22A)	1	1	1
Plumbing Inspector II (22A)	1	1	1
Mechanical Inspector II (22A)	1	1	1
Mechanical Inspector I (19A)	4	4	3
Building Inspector I (19A)	5	5	5
Electrical Inspector I (19A)	4	4	4
Plumbing Inspector I (19A)	1	1	1
Administrative Secretary (15A)	-	-	0.58
Office Assistant IV (15A)	1	1	1
Financial Assistant II (13A)	0.50	0.50	0.50
Office Assistant III (12A)	2	2	2
Total	25.50	25.50	26.23
NEIGHBORHOOD IMPROVEMENT TOTAL	52.50	51.50	49.63

PARKS AND RECREATION / ADMINISTRATION

GENERAL OPERATING FUND (GF 26DEPT)

GF 2610

POSITION (SALARY RANGE)	2008 AUTHORIZED	2009 AUTHORIZED	2010 BUDGET
Director of Parks and Recreation (23U)	1	1	-
Administrative Analyst (11)	1	1	-
Financial Assistant II (13A)	1	1	-
Financial Assistant I (11A)	1	1	-
Office Assistant II (10A)	1	1	-
Total	5	5	-

PARKS AND RECREATION / OPERATIONS AND MAINTENANCE

GENERAL OPERATING FUND (GF 26BDIV)

GF 2620

POSITION (SALARY RANGE)	2008 AUTHORIZED	2009 AUTHORIZED	2010 BUDGET
Parks Superintendent (18)	1	1	-
Building Maint. Supervisor II (10)	2	2	-
Lead Equipment Mechanic (19A)	1	1	-
Plumber II (19A)	1	1	-
Carpenter (16A)	1	1	-
Light Equipment Mechanic (16A)	1	1	-
Building Maint. Mech. I / II (13A / 16A)	3	3	-
Groundskeeper III (15A)	3	3	-
Groundskeeper I / II (9A / 12A)	8	8	-
Total	21	21	-

PARKS AND RECREATION / RECREATION ADMINISTRATION
GENERAL OPERATING FUND (GF 26CSECT)

GF 264001	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Recreation Supervisor (10)	1	1	-
Recreation Services Specialist (10)	1	1	-
Recreation Program Coordinator (3) *	4	3	-
Total	6	5	-

* Decreased by one due to lack of grant funding

PARKS AND RECREATION / OPERATIONS AND MAINTENANCE
PARKS AND RECREATION FUND

SRPRK208	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Director of Parks and Recreation (23U)	-	-	1.00
Parks Superintendent (18)	-	-	-
Administrative Analyst (11)	-	-	1.00
Building Maint. Supervisor II (10)	-	-	1.30
Recreation Supervisor (10)	-	-	1.00
Lead Equipment Mechanic (19A)	-	-	0.60
Plumber II (19A)	-	-	0.67
Carpenter (16A)	-	-	0.88
Light Equipment Mechanic (16A)	-	-	0.90
Building Maint. Mech. I / II (13A / 16A)	-	-	2.63
Groundskeeper III (15A)	-	-	2.95
Financial Assistant II (13A)	-	-	1.00
Financial Assistant I (11A)	-	-	-
Office Assistant II (10A)	-	-	1.00
Groundskeeper I / II (9A / 12A)	-	-	7.95
Total	-	-	22.88

PARKS AND RECREATION / RECREATION & AFTER SCHOOL
PARKS AND RECREATION FUND

SRPRK211	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Recreation Services Specialist (10)	-	-	1
Recreation Program Coordinator (3)	-	-	3
Plumber II (19A)	-	-	0.03
Carpenter (16A)	-	-	0.02
Building Maint. Mech. I / II (13A / 16A)	-	-	0.02
Total	-	-	4.07

PARKS AND RECREATION / CEMETERIES ADMINISTRATION

CEMETERIES OPERATING FUND (EN 26ADIV)

EN CEM 502

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Parks Superintendent (18)	-	-	-
Building Maint. Supervisor II (10)	-	-	0.70
Lead Equipment Mechanic (19A)	-	-	0.40
Plumber II (19A)	-	-	0.30
Light Equipment Mechanic (16A)	-	-	0.10
Groundskeeper III (15A)	4	4	4.05
Carpenter (16A)	-	-	0.10
Building Maint. Mech. I / II (13A / 16A)	-	-	0.35
Financial Assistant I (11A)	1	1	1
Groundskeeper I / II (9A / 12A)	3	2	2.05
Total	8	7	9.05

PARKS AND RECREATION / GOLF COURSE

CEMETERIES FUND

EN CEM 503

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Golf Course Manager - Indian Trails (10)	1	1	1
Greenskeeper - Indian Trails (17A)	1	1	-
Total	2	2	1
 PARKS AND RECREATION TOTAL	 42	 40	 37.00

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

Building Great Neighborhoods!

DEPARTMENTAL SERVICES**Community Development Block Grant Program Administration**

Administer an annual federal entitlement grant for a wide range of housing and community development programs and activities that benefit low- and moderate-income residents.

Emergency Shelter Grants Program Administration

Administer an annual federal entitlement grant for emergency shelter and services.

Homebuyer Assistance Fund Program

The Homebuyer Assistance Fund Program uses Home Investment Partnerships Program and American Dream Downpayment Initiative grant funds to provide downpayment and closing cost assistance to low- and moderate-income first-time homebuyers.

HOME Investment Partnerships Program Administration

Administer an annual federal entitlement grant for affordable housing development for low- and moderate-income residents.

Housing Rehabilitation Program

The Housing Rehabilitation Program finances home repair projects that: 1) eliminate an unsafe condition, 2) rehabilitate the home, and/or 3) remediate lead paint hazards.

Justice Assistance Grant Program Administration

Administer the Justice Assistance Grant Program, an annual grant provided by the U.S. Department of Justice, Bureau of Justice Assistance. The program provides funds to local units of government to underwrite projects that reduce crime and improve public safety.

Lead Hazard Remediation Program

In cooperation with the City's partners in the Healthy Homes Coalition of Western Michigan, the Lead Hazard Control program: 1) reduces lead paint hazards in housing units, 2) educates property owners and occupants in lead safe cleaning practices, and 3) promotes community awareness of lead dangers. Priority is given to households with lead-poisoned children, followed by households with at risk children under the age of six. It is available to low- and moderate-income renters and homeowners.

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**DEPARTMENTAL OUTCOMES****Community Development Block Grant Program Administration**

Outcome: Improve housing conditions

Indicator: 15 housing units will be painted for the elderly and the disabled and 15 homeowners will report one or more positive improvements in their home

Report: 8 housing units were painted. Funds were not awarded for this activity for FY 2009, so no houses were prepped that could not be completed before June 30, 2008.

Indicator: 4,000 housing code violation cases will be continued or initiated, and 2,000 housing code violation cases will be brought into compliance

Report: 3,642 housing code violation cases were continued or initiated, and 2,174 cases were brought into compliance

Indicator: 400 historic preservation violation cases will be initiated, and 350 of those will be brought into substantial compliance

Report: 480 historic preservation cases were initiated, and 638 historic preservation open cases were brought into substantial compliance

Indicator: 25 housing units will be provided with an environmental assessment for the purpose of making recommendations for accessibility modifications, and 13 housing units will receive accessibility modifications

Report: 40 units were provided with an environmental assessment for the purpose of making recommendations for accessibility modifications, and 24 housing units received accessibility modifications. Performance was exceeded within the given budget due to simpler cases that required shorter evaluations.

Indicator: 650 housing units will receive minor home repairs, and 650 housing units will benefit from correction of a safety hazard, improvement in affordability, increase in home security, or extended structure life

Report: 446 housing units received home repair. This program is often related to health and safety emergencies and generated many referrals for more extensive home repair. Many of the furnace and roof problems turned out to be more serious and beyond the scope of a minor repair program, and were referred to other programs.

Indicator: 370 housing units will have repairs made by homeowners borrowing tools, and 333 housing units will have at least one repair or improvement that corrects a health or safety hazard, improves affordability, and/or lengthens the life of the structure, and/or improves livability or comfort

Report: 325 housing units had at least one repair or improvement. The tool lending program just missed its goal due to fewer donations of surplus materials.

Indicator: 110 housing units will receive a minor home repair or improvement through volunteers, and the dollar value of net savings to households for repairs and improvements conducted by volunteers shall be \$54,000 (with the dollar value of volunteer hours for in-house labor being \$35,000)

Report: 309 people received a home repair or improvement through volunteers, with a net savings of \$36,042 and the dollar value of volunteer hours was \$25,996. Planned units were short of goal due to the decline of volunteers from the building industry.

Indicator: 14 housing units will receive access modifications, and in 12 housing units occupants surveyed will report improved accessibility

Report: 13 housing units received access modifications, and 12 occupants reported improved accessibility

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT

Indicator: 1,000 housing units will benefit from low-cost building supplies, and 855 homeowners will report having made repairs for improvements to their homes by using below-cost materials

Report: 835 housing units benefited from low-cost building supplies, and 785 homeowners made at least one repair or improvement to correct a health or safety hazard, increase affordability, increase home security, or lengthen the life of the structure and/or livability or comfort.

Indicator: 360 neighborhood housing and neighborhood conditions will be successfully resolved through the neighborhood improvement program

Report: 629 neighborhood housing and neighborhood conditions were successfully resolved through the neighborhood improvement program. Estimates for planning are difficult, and the variance is not unusual.

Outcome: Decrease impediments to housing

Indicator: 80 fair housing tests will be conducted, and consequently, 80 fair housing issues will be resolved in accordance with established criteria

Report: 80 fair housing tests were conducted, and issues resolved in accordance with established criteria

Indicator: 900 people will receive housing counseling and advocacy services, and 450 of those will resolve their housing crisis and maintain housing for at least 60 days

Report: 936 people received housing counseling and advocacy services, and 497 of those resolved their housing crisis and maintain housing for at least 60 days

Indicator: 700 people with delinquent mortgages will participate in an expense/income evaluation with a financial counselor, and 90 will successfully resolve their foreclosure crisis and keep their mortgage payments current for 6 months

Report: 1,204 people with delinquent mortgages participated in an expense/income evaluation with a financial counselor, and 153 successfully resolved their foreclosure crisis and keep their mortgage payments current for 6 months. Calls for assistance increased dramatically during the report period.

Indicator: 177 people will receive free legal counseling and/or representation, and 142 people will resolve their housing related legal matter based on: avoidance of a housing crisis; improvement in the quality of the person's housing; removal of barriers to obtaining or retaining housing; or increased knowledge of the legal system

Report: 240 people received free legal counseling and/or representation, and 211 resolved their housing related legal matter based on: avoidance of a housing crisis; improvement in the quality of the person's housing; removal of barriers to obtaining or retaining housing; or increased knowledge of the legal system

Indicator: 2,600 single women and families with children will be assessed for placement in emergency shelters, and 1,100 single women and families with children will enter safe shelter for a minimum of one night

Report: 2,845 single women and families with children will be assessed for placement in emergency shelters, and 1,028 single women and families with children will enter safe shelter for a minimum of one night

Outcome: Reduce crime and/or increase public safety

Indicator: 166 neighborhood public safety issues will be successfully resolved through neighborhood association crime prevention

Report: 341 neighborhood public safety issues were successfully resolved. Estimates for planning are difficult, and the variance is not unusual.

Outcome: Increase neighborhood-based leadership and involvement

Indicator: 1,143 residents will be involved in leadership roles, resolution of neighborhood issues, and special events

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT

Report: 1,783 residents were involved in leadership roles, resolution of neighborhood issues, and special events. Estimates for planning are difficult, and the variance is not unusual.

Outcome: Improve the safety, access and appearance of public infrastructure

Indicator: Traditional residential street improvements in specific target areas will be supported, as will other infrastructure needs where coordinated neighborhood revitalization activities are being carried out

Report: 3 street segments achieved a Pavement Condition Index rating above 95 upon completion of curb and gutter reconstruction and asphalt resurfacing. In addition, the Grandville Avenue Streetscape project was completed.

Indicator: 185 non-compliant curb ramps will be reconstructed to standards required by the American with Disabilities Act (ADA), and 185 curbs will upon completion be more accessible to handicapped citizens

Report: 95 non-compliant curb ramps were reconstructed to standards required by the American with Disabilities Act (ADA), and are more accessible to handicapped citizens

Outcome: Increase the number and capacity of microenterprise businesses

Indicator: 10 existing or potentially eligible microenterprise businesses will receive information and referral services and/or technical assistance, and 3 people will open, expand, or improve a microenterprise business within 12 months by showing or increasing sales, or by providing new jobs

Report: The project was not implemented during the program period. Funds allocated to this activity were reprogrammed.

Indicator: 18 people will complete a 15 week advance entrepreneurial training course or will receive extensive individualized business planning and technical assistance, and 14 people will open, expand, or improve a microenterprise within 12 months by showing or increasing sales, or by providing new jobs

Report: 24 people completed a 15 week advance entrepreneurial training course and received extensive individualized business planning and technical assistance; and 14 people opened, expanded, or improved a microenterprise within 12 months by showing or increasing sales, or by providing new jobs

Indicator: 10 microenterprise business owners will enroll in a mentoring program, and 8 will demonstrate increased sustainability by reaching a business goal within 12 months and show either an increase in sales, profits, job creation or job retention

Report: 11 microenterprise business owners enrolled in a mentoring program and 8 demonstrated increased sustainability by reaching a business goal within 12 months and show either an increase in sales, profits, job creation or job retention

Indicator: 15 microenterprise businesses will receive a minimum of 20 hours of training and/or technical assistance, and 6 microenterprise businesses will benefit whereby new microenterprise businesses will locate in the Southtown NRSA and/or existing Southtown NRSA microenterprises will expand

Report: 16 microenterprise businesses received a minimum of 20 hours of training and/or technical assistance, and 25 microenterprise businesses located or expanded in the Southtown NRSA and/or existing Southtown NRSA microenterprises

Outcome: Affordability for the purpose of creating a Suitable Living Environment

Indicator: 500 residents will access tax return services and increase their income by an aggregate \$500,000

Report: 774 residents had tax returns completed with a value of increased income of \$812,458

Indicator: 2,500 youths will be enrolled and will participate in the RRR after school program, and 1,000 children aged 8 years and older will demonstrate gains in four of eight performance areas by the end of the program

Report: 2,518 youth enrolled and participated in the RRR program and 1,002 demonstrated gains in at least four of eight performance areas.

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**Emergency Shelter Grant Program**

Outcome: Decrease impediments to housing

Indicator: 86 people (including children) will participate in self-sufficiency activities, and 40 people will move into permanent housing and maintain a stable residence for at least 12 months

Report: 63 people (including children) participated in self-sufficiency activities, and 31 people moved into permanent housing and maintained a stable residence for at least 12 months

Indicator: 270 people (including children) will receive financial assistance to avert homelessness, and 135 people will maintain permanent housing for at least 60 days

Report: 468 people (including children) received financial assistance to avert homelessness, and 453 people maintained permanent housing for at least 60 days. The variance between planned and actual is attributed to the fact that planned units were initially projected based on the number of households to be assisted; they have since been revised to reflect the number of people served.

Indicator: 570 people will be sheltered for up to 30 days, and 298 people will move into permanent or transitional housing and stay for at least 60 days

Report: 731 people were sheltered for up to 30 days, and 370 people moved into permanent or transitional housing and stay for at least 60 days. The variance between planned and actual is attributed to the fact that planned outputs considered only adults, while actual outputs include both adults and children.

Homebuyer Assistance Fund

Outcome: Decrease impediments to housing

Indicator: 5 homes will be purchased with down payment assistance and the buyer will gain one or more of the following benefits: 1) safe and decent housing conditions, and/or 2) housing costs that are less than 50% of income

Report: 5 homes were purchased with down payment assistance and the buyer gained one or more of the following benefits: 1) safe and decent housing conditions, and/or 2) housing costs that are less than 50% of income

HOME Investment Partnerships Program Administration

Outcome: Increase affordable and high-quality housing

Indicator: 25 affordable rental units will be constructed for occupancy by low-income seniors requiring enhanced supportive services; and 25 occupants will gain at least 3 benefits from their new home compared to their previous residence: 1) housing conditions are improved, 2) shelter costs are reduced, and 3) space, privacy, comfort, and livability are enhanced, 4 existing structures will be demolished and 8 new housing units will be constructed as a part of Wealthy Heights Initiative, 21 new affordable rental units will be available to low-income households due to the conversion of an existing industrial building, and 5 single family houses will be redeveloped and sold to low-income homebuyers

Report: Construction commenced on the Heron Manor project in February, 2008 and was completed in January 2009. Construction has not started on the Wealthy Heights Initiative, and no acquisition and development of single family homes was achieved. The Roosevelt Park Lofts Projects commenced in December, 2007 and completed in September 2008.

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**Housing Rehabilitation Program**

Outcome: Improve housing conditions

Indicator: 50 owner-occupied homes will be rehabilitated to maintain safety, livability, and affordability, 19 rental housing units will be rehabilitated to maintain safety, livability, and affordability

Report: 47 owner-occupied homes were rehabilitated, with 30 being comprehensive rehabilitation projects and 17 were emergency projects. Goals were not met this program year due to a reduction in applications for rehabilitation assistance and a change in method for determining home equity during the second half of the year.

Justice Assistance Grant

Outcome: Reduce crime and increase public safety

Indicator: 154 neighborhood public safety issues will be successfully resolved

Report: 749 neighborhood public safety issues were successfully resolved. Estimates for planning are difficult, and the variance is not unusual.

Lead Hazard Remediation Program Administration

Outcome: Improve housing conditions

Indicator: 230 housing units will be assessed for lead hazard, and lead hazards will be removed from 220 housing units

Report: 206 housing units were assessed for lead hazard, and lead hazards were removed from 179 housing units

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

Building Great Neighborhoods!

DEPARTMENTAL SERVICES**Community Development Block Grant Program (CDBG)**

Administer the annual federal entitlement Community Development Block Grant Program. The purpose of this program is to benefit low- and moderate-income persons and to revitalize low- and moderate-income neighborhoods. Types of eligible activities include, but are not limited to, housing rehabilitation, public infrastructure and facility improvements, code enforcement, economic development, neighborhood organizing, and fair housing activities.

Emergency Shelter Grants Program (ESG)

Administer the annual federal entitlement Emergency Shelter Grants Program. The purpose of this program is to assist homeless persons and to prevent homelessness. Eligible activities include shelter operating expenses, homeless prevention, and essential services such as counseling.

Home Investment Partnerships Grant (HOME)

Administer the annual federal entitlement Home Investment Partnerships Grant. The purpose of this program is to preserve and increase the supply of affordable housing for low- and moderate-income persons. Eligible activities include rehabilitation and new construction for homeowner and rental properties, and homebuyer assistance.

Housing Rehabilitation Program

The Housing Rehabilitation Program is administered by the Community Development Department through the use of CDBG funds. The purpose of this program is to finance home repair projects that: 1) eliminate unsafe conditions; 2) rehabilitate residential properties; and/or 3) remediate lead paint hazards. The program serves low- and moderate-income households within the General Target Area.

Justice Assistance Grant (JAG)

Administer the annual grant provided by the U.S. Department of Justice, Bureau of Justice Assistance (BJA). The program provides funds to units of local government to underwrite projects that reduce crime and improve public safety.

Lead Hazard Control Program

The Lead Hazard Control Program is administered by the Community Development Department in cooperation with the City's partners in the Healthy Homes Coalition of West Michigan. This is a three-year competitive grant. The purpose of the program is to: 1) reduce lead paint hazards in housing units; 2) educate property owners and occupants in lead-safe cleaning practices; and 3) promote community awareness of lead dangers. Priority is given to households with lead-poisoned children, followed by households with at-risk children under the age of six. It is available to low- and moderate-income renters and homeowners.

Neighborhood Stabilization Program (NSP)

Administer the Neighborhood Stabilization Program, created from Title III of Division B of the Housing and Economic Recovery Act (HERA) of 2008. The purpose of the program is to acquire, rehabilitate, demolish, and redevelop foreclosed and abandoned residential properties. Funds were allocated to states and local governments under a formula developed by the U.S. Department of Housing and Urban Development (HUD).

FY 2010 PERFORMANCE MANAGEMENT PLAN**DEPARTMENTAL OUTCOMES****Community Development Block Grant Program**

Outcome: Increase the personal income of City residents

Indicator: 500 households will increase their income through assistance with tax returns

Outcome: Reduce crime and increase public safety to support safe neighborhoods

Indicator: 140 neighborhood public safety issues will be successfully resolved

Indicator: 60 vacant and/or abandoned housing units will be returned to productive use

Outcome: Improve the quality of life for all citizens

Indicator: 450 people will resolve their housing crisis and will stay housed for at least 60 days

Indicator: 2 homes will be purchased with downpayment assistance and the buyers will gain one or more benefits: safe and decent housing conditions and/or housing costs less than 50% of income

Indicator: 1,000 people will enter safe shelter for a minimum of one night

Indicator: 300 people will successfully resolve their foreclosure crisis with foreclosure intervention

Indicator: 200 people will keep mortgage payments current after 6 months with foreclosure intervention counseling

Indicator: 180 people will resolve their housing related legal matter based on one of four defined main benefits: avoidance of a housing crisis; improvement in the quality of the person's housing; removal of barriers to obtaining or retaining housing; or increased knowledge of the legal system

Indicator: 350 open historic preservation code enforcement violation cases will be brought into substantial compliance

Indicator: 12 housing units will be provided with an environmental assessment for the purpose of making recommendations for accessibility modification(s), and 12 housing units will receive access modifications where occupants report improved accessibility

Indicator: 755 housing units where the residents will report completion of at least one repair or improvement that corrects a health or safety hazard, increases affordability or home security, lengthens the life of the structure, and/or improves livability or comfort

Indicator: 500 housing units where the residents will report completion of at least one repair or improvement that corrects a health or safety hazard, increases affordability or home security, and/or lengthens the life of the structure

Indicator: 250 housing units where a resident makes a purchase and will report the completion of at least one minor home repair or improvement that corrects a health or safety hazard, improves affordability, increases home security, lengthens the life of the structure, and/or improves livability or comfort

FY 2010 PERFORMANCE MANAGEMENT PLAN

- Outcome: Build on existing community assets to enhance civic engagement and community leadership
 Indicator: 1,000 residents and neighborhood stakeholders that will either be involved in neighborhood leadership roles assisting with the resolution of neighborhood issues or other volunteer opportunities
 Indicator: 375 neighborhood housing and neighborhood conditions (safety and/or appearance) successfully resolved
- Outcome: Ensure quality design and construction of the built environment, including public infrastructure
 Indicator: 5 curbs will be more accessible to handicapped citizens.
- Outcome: Support investment in business and employment growth and increase supplier diversity
 Indicator: 14 clients who open or expand a business within 12 months with sustained or increased sales or jobs.
 Indicator: 6 new microenterprise businesses will locate in the Southtown NRSA and/or existing microenterprise businesses in the Southtown NRSA that expand
- Outcome: Ensure equal access and opportunity for all through a commitment to diversity and inclusion
 Indicator: 80 fair housing tests will be resolved in accordance with established criteria
 Indicator: 1,000 children age 8 years and older who demonstrate gains in four of eight performance areas by the end of the program.
- Outcome: Increase educational attainment
 Indicator: 300 evaluations from attendees at fair housing trainings will indicate learning of new and relevant information

Emergency Shelter Grants Program

- Outcome: Improve the quality of life for all citizens.
 Indicator: 37 people will move into permanent housing and maintain a stable residence for 12 months
 Indicator: 135 people (including children) will maintain permanent housing for at least 60 days
 Indicator: 163 people will move into permanent or transitional housing and stay for at least 60 days
 Indicator: 200 people will be diverted from emergency shelter placement for at least 60 days

Home Investment Partnerships Program

- Outcome: Reduce nonrenewable energy consumption
 Indicator: 30 rental units rehabilitated with improvements that yield energy savings of at least 10%
- Outcome: Increase opportunities for healthy lifestyles and healthy environments
 Indicator: 30 rental units will be rehabilitated to meet Housing Code standards and to eliminate lead-based paint hazards
- Outcome: Improve the quality of life for all citizens
 Indicator: 30 rental units will be rehabilitated with improved appearance and affordability
 Indicator: 75 units will be renovated into affordable permanent supportive housing for homeless and disabled veterans

FY 2010 PERFORMANCE MANAGEMENT PLAN

Indicator: 15 units will be renovated into permanent supportive housing for survivors of domestic violence

Indicator: 24 units of renovated, affordable, rental housing available to families earning between \$18,000 and \$36,000 per year

Indicator: 10 foreclosed homes acquired and rehabilitated with energy-efficient and lead-safe practices

Housing Rehabilitation Program

Outcome: Improve the quality of life for all citizens

Indicator: 50 housing units will have improvements that correct a health or safety hazard, improve energy efficiency, increase affordability, and/or lengthen the life of the structure

Outcome: Reduce nonrenewable energy consumption

Indicator: 50 housing units rehabilitated with improvements that yield energy savings of at least 10%

Outcome: Increase opportunities for healthy lifestyles and healthy environments

Indicator: 50 housing units will be rehabilitated to meet housing code standards and to eliminate lead-based paint hazards

Justice Assistance Grant

Outcome: Reduce crime and increase public safety to support safe neighborhoods

Indicator: 38 neighborhood public safety issues will be resolved

Lead Hazard Control Program

Outcome: Increase opportunities for healthy lifestyles and access to healthy environments

Indicator: 230 housing units will become lead-safe

Neighborhood Stabilization Program

Outcome: Improve the quality of life for all citizens

Indicator: 40 households will receive homebuyer assistance for properties rehabilitated with NSP funds

Indicator: 50 foreclosed or abandoned properties rehabilitated as lead-safe and the energy efficiency standards

Outcome: Reduce nonrenewable energy consumption

Indicator: 50 foreclosed or abandoned houses will be rehabilitated with a result in energy savings of at least 10%

Outcome: Reduce waste products taken to landfills and increase resource recovery and reuse

Indicator: 8 structures will be deconstructed

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND (Revenue detail in Appendix B)				
500 INTERGOVERNMENTAL REVENUES	\$ 257,605	\$ 359,654	\$ 274,113	\$ -
664 INTEREST AND RENTS	14,635	21,381	2,450	-
671 OTHER REVENUE	10,074	-	-	-
695 OTHER FINANCING SOURCES	-	80,000	80,000	80,000
	<u>282,314</u>	<u>461,035</u>	<u>356,563</u>	<u>80,000</u>
LEAD HAZARD CONTROL/REDUCTION	1,841,689	4,696,855	2,281,687	-
COMM. DEV. BLOCK GRANT FUND				
500 INTERGOVERNMENTAL REVENUES	4,437,009	9,616,409	4,151,886	4,210,058
600 CHARGES FOR SERVICES	249,202	-	-	-
655 FINES AND FORFEITURES	420	-	-	-
664 INTEREST AND RENTS	46,577	-	-	-
671 OTHER REVENUE	675,612	1,274,974	1,274,974	666,924
	<u>5,408,820</u>	<u>10,891,383</u>	<u>5,426,860</u>	<u>4,876,982</u>
DNR PROPERTIES				
671 OTHER REVENUE	5,000	-	-	-
	<u>5,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
HOME INVESTMENT PARTNERSHIP PROGRAM FUND				
500 INTERGOVERNMENTAL REVENUES	1,560,490	1,386,117	1,386,117	1,528,184
655 FINES AND FORFEITURES	31	31	-	-
664 INTEREST AND RENTS	1,293	1,293	-	-
671 OTHER REVENUE	78,447	(1,553)	51,206	50,000
	<u>1,640,261</u>	<u>1,385,888</u>	<u>1,437,323</u>	<u>1,578,184</u>
TOTAL REVENUE	<u>\$ 9,178,084</u>	<u>\$ 17,435,161</u>	<u>\$ 9,502,433</u>	<u>\$ 6,535,166</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 208,430	\$ 38,245	\$ 34,662	\$ -
726 SUPPLIES	6,790	-	3,148	-
800 OTHER SERVICES & CHARGES	82,761	352,520	249,708	-
	<u>297,981</u>	<u>390,765</u>	<u>287,518</u>	<u>-</u>
LEAD HAZARD CONTROL/REDUCTION	1,685,417	4,648,855	2,281,687	-
COMM. DEV. BLOCK GRANT FUND				
700 PERSONAL SERVICES	733,663	1,328,213	729,328	629,518
726 SUPPLIES	14,159	18,409	10,973	17,915
800 OTHER SERVICES & CHARGES	4,700,829	9,463,200	4,610,957	4,141,149
970 CAPITAL OUTLAY	2,777	5,602	5,602	8,400
999 TRANSFERS OUT	-	80,000	70,000	80,000
	<u>5,451,428</u>	<u>10,895,424</u>	<u>5,426,860</u>	<u>4,876,982</u>
HOME INVESTMENT PARTNERSHIP PROGRAM FUND				
700 PERSONAL SERVICES	87,197	126,239	100,552	122,286
726 SUPPLIES	1,863	691	1,200	799
800 OTHER SERVICES & CHARGES	1,521,933	1,247,292	1,324,365	1,455,099
999 TRANSFERS OUT	-	-	10,000	-
	<u>1,610,993</u>	<u>1,374,222</u>	<u>1,436,117</u>	<u>1,578,184</u>
TOTAL EXPENDITURES	<u>\$ 9,045,819</u>	<u>\$ 17,309,266</u>	<u>\$ 9,432,182</u>	<u>\$ 6,455,166</u>

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT***Building and maintaining a better Grand Rapids***DEPARTMENTAL OUTCOMES****Anti-Blight (Vacant/Abandoned Residential Properties)**

Outcome: Neighborhoods are free from crime and other threats to public safety while property values are protected and long-term vacancy discouraged

Indicator: 300 properties identified, 75 will be rehabilitated, re-occupied, or otherwise returned to productive use
350 securing cases, 340 will be brought into compliance

Indicator	FY2007	FY2008	FY2009
Blight Properties/Closeouts	280 / 126	325 / 81	365 / 172
Securing Cases/Closeouts	440 / 383	614 / 603	683 / 656

Contractor Licensing and Registrations

Outcome: Ensure high quality, safe construction consistent with City's Master Plan

Indicator: Maintain registration and licensing information for 3,200 contractors actively operating in Grand Rapids

Indicator	FY2007	FY2008	FY2009
Active Registrations/Licenses	3,410	2,735	2,586

Construction Permits and Inspections

Outcome: Ensure high quality, safe construction consistent with City's Master Plan

Indicator: Process, issue, and provide inspections for 8,200 building and trade permits
Respond to 500 construction complaints through inspections and notifications

Indicator	FY2007	FY2008	FY2009
Building and Trade Permits	7,707	8,188	7,196
Construction Complaints	370	317	432

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**Construction Plan Reviews/Consultations**

Outcome: Ensure high quality, safe construction consistent with City's Master Plan

Indicators: Provide 1,000 same-day plan reviews at the Development Center counter

Provide 200 comprehensive plan reviews with a median review time of 5 business days

Indicator	FY2007	FY2008	FY2009
Same-Day Plan Reviews	938	886	800
Comprehensive Plan Reviews	101	239	260

Housing, Nuisance and Building Maintenance Code Complaints

Outcome: Improve the safety, appearance, and economic vitality of City neighborhoods by responding to citizen complaints

Indicators: 2,500 housing cases will be initiated and 2,000 housing cases will be brought into compliance

3,000 trash and yard complaint cases, 2,900 brought into compliance

7,500 staff-initiated nuisance cases, 7,400 brought into compliance

500 inoperable vehicle cases, 450 brought into compliance

Indicator	FY2007	FY2008	FY2009
Housing Cases/Closeouts	1,953 / 1,050	2,278 / 1,474	2,017 / 1,390
Yard Complaints / Closeouts	2,805 / 2,262	2,960 / 2,631	3,125 / 3,033
Proactive Nuisance / Closeouts	6,697 / 5,998	7,830 / 7,758	7,941 / 7,900
Vehicle Cases / Closeouts	721 / 630	604 / 546	513 / 498

Neighborhood Outreach/Surveys

Outcome: Work in partnership with residents to improve the safety, appearance, and economic vitality of City neighborhoods.

Indicator: 120 appeals heard by the Housing Appeal Board with an additional 80 reviewed for extensions by staff

Indicator	FY2007	FY2008	FY2009
HAB Appeals	168	73	57

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**Regional Inspection Services**

Outcome: Improve consistency and efficiency of construction inspections in the region while diversifying Building Inspections revenue.

Indicator: Provide 500 electrical inspections for the City of Walker

Indicator	FY2007	FY2008	FY2009
Walker Electrical Inspections	200	525	584

Rental Certification

Outcome: Improve the safety, appearance, and economic vitality of City neighborhoods through proactive rental certifications.

Indicator: 800 two-family certification cases, 500 brought into compliance.
700 multi-family certification cases, 500 brought into compliance.

Indicator	FY2007	FY2008	FY2009
Two-Family Cases/Closeouts	1,109 / 708	884 / 554	522 / 324
Multi-Family Cases/Closeouts	1,075 / 724	1,007 / 596	992 / 615

Zoning Complaints

Outcome: Neighborhoods are consistent with City's Master Plan.

Indicator: 350 zoning complaint cases, 300 brought into compliance.

Indicator	FY2007	FY2008	FY2009
Zoning Cases / Closeouts	584 / 477	347 / 289	323 / 257

FY 2010 PERFORMANCE MANAGEMENT PLAN

MISSION STATEMENT

Building and maintaining a better Grand Rapids

DEPARTMENTAL SERVICES

Anti-Blight (Vacant/Abandoned Residential Properties)

Monitor, secure, and facilitate redevelopment of abandoned properties.

Contractor Licensing and Registrations

Register State of Michigan building, plumbing, mechanical, and electrical contractor licenses. Offer tests for electrical and boiler operator/engineer licenses for Grand Rapids' contractors.

Construction Permits and Inspections

Administer and enforce Michigan Construction Codes for building, electrical, mechanical, and plumbing trades. Services include processing and issuing permits, performing inspections, responding to citizen complaints and advising contractors and homeowners regarding acceptable construction practices.

Construction Plan Reviews/Consultations

Operate the Development Center, the City's one-stop shop for construction permits, and ensure code compliance in new residential and commercial construction through professional plan reviews and inspections.

Housing, Nuisance and Building Maintenance Code Complaints

Respond to complaints and staff generated cases related to housing, nuisance, and building maintenance codes through inspections, notices, and other code enforcement actions.

Neighborhood Outreach/Surveys

Partner with residents and neighborhood groups in code enforcement efforts.

Regional Inspection Services

Perform inspections and plan reviews in neighboring jurisdictions to verify compliance with Michigan Construction Codes. Advise contractors and homeowners regarding acceptable construction practices.

Rental Certification

Administer the two-family and multi-family rental certification program.

Zoning Complaints

Respond to zoning complaints through inspections, notices, and other code enforcement actions.

FY 2010 PERFORMANCE MANAGEMENT PLAN**DEPARTMENTAL OUTCOMES****Anti-Blight (Vacant/Abandoned Residential Properties)**

Outcome: Neighborhoods are free from crime and other threats to public safety while property values are protected and long-term vacancy discouraged

Indicator: 350 properties identified, 100 will be rehabilitated, re-occupied, or otherwise returned to productive use
500 securing cases, 480 will be brought into compliance

Contractor Licensing and Registrations

Outcome: Ensure high quality, safe construction consistent with City's Master Plan

Indicator: Maintain registration and licensing information for 2,900 contractors actively operating in Grand Rapids

Construction Permits and Inspections

Outcome: Ensure high quality, safe construction consistent with City's Master Plan

Indicator: Process, issue, and provide inspections for 7,500 building and trade permits
Respond to 400 construction complaints through inspections and notifications

Construction Plan Reviews/Consultations

Outcome: Ensure high quality, safe construction consistent with City's Master Plan

Indicators: Provide 750 same-day plan reviews at the Development Center counter
Provide 225 comprehensive plan reviews with a median review time of 5 business days

Housing, Nuisance and Building Maintenance Code Complaints

Outcome: Improve the safety, appearance, and economic vitality of City neighborhoods by responding to citizen complaints

Indicators: 3,500 housing cases continued/initiated and 2,000 housing cases brought into compliance
3,000 trash and yard complaint cases, 2,900 brought into compliance
7,500 staff-initiated nuisance cases, 7,400 brought into compliance
500 inoperable vehicle cases, 450 brought into compliance

Neighborhood Outreach/Surveys

Outcome: Work in partnership with residents to improve the safety, appearance, and economic vitality of City neighborhoods

Indicators: 60 appeals heard by the Housing Appeal Board with an additional 30 reviewed for extensions by staff
100 properties reviewed for Renaissance Zone compliance and 70 qualified for annual Renaissance Zone tax abatement

Regional Inspection Services

Outcome: Improve consistency and efficiency of construction inspections in the region while diversifying Building Inspections revenue stream

Indicator: Provide 500 electrical inspections for the City of Walker

Rental Certification

Outcome: Improve the safety, appearance, and economic vitality of City neighborhoods through proactive rental certifications

FY 2010 PERFORMANCE MANAGEMENT PLAN

Indicator: 750 two-family certification cases, 500 brought into compliance
700 multi-family certification cases, 500 brought into compliance

Zoning Complaints

Outcome: Neighborhoods are consistent with City's Master Plan

Indicator: 400 zoning complaint cases, 350 brought into compliance

DEPARTMENT / NUMBER:

NEIGHBORHOOD IMPROVEMENT / 31

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND (Revenue detail in Appendix B)				
600 CHARGES FOR SERVICES	\$ 1,828,523	\$ 1,964,718	\$ 1,963,673	\$ 2,502,925
671 OTHER REVENUE	913	-	-	-
	<u>1,829,436</u>	<u>1,964,718</u>	<u>1,963,673</u>	<u>2,502,925</u>
BUILDING INSPECTION FUND				
450 LICENSES AND PERMITS	3,530,152	2,584,987	2,540,653	2,110,383
600 CHARGES FOR SERVICES	275,588	189,832	170,482	133,529
664 INTEREST AND RENTS	-	25,000	-	-
671 OTHER REVENUE	(97)	-	-	-
695 OTHER FINANCING SOURCES	136,428	161,086	161,086	392,233
	<u>3,942,071</u>	<u>2,960,905</u>	<u>2,872,221</u>	<u>2,636,145</u>
RECEIVERSHIP SUBFUND	15,576	45,200	23,397	40,800
REFUSE COLLECTION FUND				
600 CHARGES FOR SERVICES	194,682	260,000	373,990	373,990
671 OTHER REVENUE	89	-	-	-
	<u>194,771</u>	<u>260,000</u>	<u>373,990</u>	<u>373,990</u>
TOTAL REVENUE	<u>\$ 5,981,854</u>	<u>\$ 5,230,823</u>	<u>\$ 5,233,281</u>	<u>\$ 5,553,860</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 1,768,580	\$ 1,745,509	\$ 1,650,288	\$ 1,635,986
726 SUPPLIES	47,588	46,000	36,805	42,000
800 OTHER SERVICES & CHARGES	476,177	556,677	545,548	515,549
	<u>2,292,345</u>	<u>2,348,186</u>	<u>2,232,641</u>	<u>2,193,535</u>
BUILDING INSPECTION FUND				
700 PERSONAL SERVICES	1,928,811	2,241,751	1,980,945	2,321,862
726 SUPPLIES	27,265	70,500	54,908	41,500
800 OTHER SERVICES & CHARGES	651,016	1,283,142	1,234,596	1,077,188
970 CAPITAL OUTLAY	256	-	-	48,000
999 TRANSFERS	201,431	207,473	207,473	214,506
	<u>2,808,779</u>	<u>3,802,866</u>	<u>3,477,922</u>	<u>3,703,056</u>
RECEIVERSHIP SUBFUND	18,019	45,000	32,186	45,000
REFUSE COLLECTION FUND				
700 PERSONAL SERVICES	333,028	433,744	386,385	502,768
726 SUPPLIES	3,078	1,800	-	1,799
800 OTHER SERVICES & CHARGES	281,440	201,889	259,041	209,984
	<u>617,546</u>	<u>637,433</u>	<u>645,426</u>	<u>714,551</u>
TOTAL EXPENDITURES	<u>\$ 5,736,689</u>	<u>\$ 6,833,485</u>	<u>\$ 6,388,175</u>	<u>\$ 6,656,142</u>

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

The long-term vision of the City of Grand Rapids Parks & Recreation Department is a system that operates within a sustainable financial framework while protecting the environment and providing high quality of life for City residents.

DEPARTMENTAL OUTCOMES**After-School Programs**

Outcome: Teach and reward the development of character, self-esteem, socialization skills, problem solving abilities, positive recreational activity, and healthy life styles, while promoting academic success.

Indicator: 40% of all after school and playground participants 8 years and older, who attend 3 or more days a week, will demonstrate gains in at least 4 of 8 performance indicators. For each of the 8 indicators a post survey is given. Gains are based upon the survey results.

Indicator	FY07	FY08	FY09
% participants showing gains in performance indicators	45% (showed gains in 4 of 9 indicators)	41% (showed gains in 5 of 9 indicators)	42% (showed gains in 4 of 8 indicators)

Aquatics

Outcome: Maintain recreation and leisure opportunities.

Indicator: Evaluation of participant and staff surveys; attendance comparison to previous years and water quality tests.

Indicator	FY07 (3 pools) 7 weeks	FY08 (6 pools) 8 weeks	FY09 (6 pools) 9 weeks
Number of open swim patrons served	41,586	70,650	77,130
Number of swim lesson participants	601	670	882

Cemeteries

Outcome: Maintain City Cemeteries property - 400 acres and approximately 550 burials annually.

Indicator: Analysis of burials data.

Indicator: Review of annual subsidy by the General Fund.

Results: Revenues for lot sales are below the budgeted amount. We are below projections with 491 burials being done in FY09.

Indicator	FY07	FY08	FY09
Number of burials	552	537	491

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT

Indian Trails Golf Course

Outcome: Operate and maintain City Golf Course to generate revenues that offset expenses.

Indicator: Analysis of receipts.

Indicator: Comparison of rates to other Kent County courses.

Results: The golf course continues to do well and revenues covered direct expenditures in FY09.

Indicator	FY07	FY08	FY09
Revenues offset expenses	Yes	Yes	Yes

Park Maintenance

Outcome: Maintain City parks, recreational facilities, playgrounds, and green spaces.

Indicator: Supervisory review of monthly inspections - subsequent repair orders.

Indicator: Staff/supervisory inspections and public input.

Indicator	FY07	FY08	FY09
Supervisory review	Playground repairs and removals 6-8 weeks behind schedule	Backlog of repairs increased	Backlog of repairs increased
Public input	N/A	Increase of complaints	Increase of complaints

Recreation Programs

Outcome: Maintain opportunities for culture, recreational and leisure opportunities.

Indicator: Evaluation of parent, coach, staff and participant evaluations and skill tests.

Outcome: Maintain opportunities for cultural, recreational and leisure experiences.

Indicator: Evaluation of participant and staff surveys, including a participation comparison to previous years.

Results: 3,963 individuals participated in adult programs in FY09. This number is a 10% increase to the number who participated in FY08 due to additional fitness classes and new program offerings.

Results: Parent and Coach evaluations were very positive. Based on evaluations, participants continue to enjoy the class offerings and the ability of the instructors. 3,924 youth participated in FY09. This is a 15% increase from FY08 due to adding additional programs.

Indicator	FY07	FY08	FY09
Number of participants in adult programs	2,800	3,601	3,963
Number of participants in youth programs	3,097	3,416	3,924

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

The long-term vision of the City of Grand Rapids Parks & Recreation Department is a system that operates within a sustainable financial framework while protecting the environment and providing high quality of life for City residents.

DEPARTMENTAL SERVICES**Administration**

Oversight and administration of the Parks and Recreation Department, strategic planning for the department, communication and awareness of Parks and Recreation Department Initiatives, implementation of the Parks and Recreation Master Plan.

After-School Programs

Neighborhood based academic support, life skills, enrichment, recreation, sports, fitness, field trips, exposure to fine arts and cultural experiences—all free to participants.

Aquatics

Maintenance and programming of outdoor aquatics programs including open swim and youth swim lessons.

Cemeteries

Maintain/operate 400 acres of Cemeteries property with approximately 550 burials annually.

Indian Trails Golf Course

Maintain/operate 18-hole public golf course, providing approximately 28,000 rounds of golf annually.

Park Maintenance

Maintain/operate 1,500 acres of park property, buildings and infrastructure annually. Assist in the maintenance and operations of Indian Trails Golf Course and Cemeteries.

Recreation Programs

Youth sports (summer and fall soccer and spring baseball/softball/t-ball) and instructional classes for ages 2-17 (dance, arts and crafts, and sports (gymnastics, tennis, soccer, golf). Adult Fitness (aerobic, flexibility and toning, strength training, and self defense) Adult Golf, Adult Softball (Co Ed, Men, Women) Field Rentals (soccer, baseball, softball, tennis, basketball, volleyball).

FY 2010 PERFORMANCE MANAGEMENT PLAN**DEPARTMENTAL OUTCOMES****Administration and Strategic Planning**

Outcome: Implement the Parks and Recreation Master Plan Strategies

Indicator: Complete park improvements recommended in the plan

Indicator: Offer additional programs for residents of all ages

Aquatics

Outcome: Maintain recreation and leisure opportunities.

Indicator: Evaluation of participant and staff surveys. Attendance comparison to previous years and water quality tests.

After-School Programs

Outcome: Teach and reward the development of character, self-esteem, socialization skills, problem solving abilities, positive recreational activity, and healthy life styles, while promoting academic success.

Indicator: 40% of all after school and playground participants 8 years and older, who attend 3 or more days a week, will demonstrate gains in at least 5 of 9 performance indicators.

Cemeteries

Outcome: Maintain City Cemeteries property - 400 acres and approximately 550 burials annually.

Indicators: 1) Analysis of burials data.

2) Review of annual subsidy by the General Fund.

Indian Trails Golf Course

Outcome: Operate and maintain City Golf Course to generate revenues that offset expenses.

Indicator: 1) Analysis of receipts.

2) Comparison of rates to other Kent County courses.

Park Maintenance

Outcome: Maintain City parks, recreational facilities, playgrounds, and green spaces.

Indicator: 1) Supervisory review of monthly inspections - subsequent repair orders.

2) Staff/supervisory inspections and public input.

Recreation Programs

Outcome: Maintain opportunities for culture, recreational and leisure opportunities.

Indicator: Evaluation of parent, coach, staff and participant evaluations and skill tests.

Outcome: Maintain opportunities for cultural, recreational and leisure experiences.

Indicator: Evaluation of participant and staff surveys, including a participation comparison to previous years.

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND (Revenue detail in Appendix B)				
500 INTERGOVERNMENTAL REVENUES	\$ 40,000	\$ 40,000	\$ 40,000	\$ -
600 CHARGES FOR SERVICES	1,754,865	2,346,153	2,297,674	-
664 INTEREST AND RENTS	10,949	8,550	8,550	-
671 OTHER REVENUE	276,344	250,000	252,269	-
	<u>\$2,082,158</u>	<u>\$2,644,703</u>	<u>\$2,598,493</u>	<u>\$ -</u>
PARKS FUND				
500 INTERGOVERNMENTAL REVENUES	\$ -	\$ -	\$ -	\$40,000
600 CHARGES FOR SERVICES	-	-	-	2,393,781
664 INTEREST AND RENTS	-	-	-	8,650
671 OTHER REVENUE	-	-	-	120,653
695 OTHER FINANCING SOURCES	-	-	-	5,361,664
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$7,924,748</u>
CEMETERIES OPERATING FUND				
600 CHARGES FOR SERVICES	1,083,268	1,099,464	1,112,464	1,246,820
664 INTEREST AND RENTS	-	-	-	90,000
671 OTHER REVENUE	842	-	125	300
695 OTHER FINANCING SOURCES	872,246	1,228,838	1,308,838	859,594
	<u>1,956,356</u>	<u>2,328,302</u>	<u>2,421,427</u>	<u>2,196,714</u>
BELKNAP ICE ARENA FUND				
CITY & DP FOX COMBINED	<u>855,887</u>	<u>902,500</u>	<u>875,800</u>	<u>859,000</u>
CAPITAL IMPROVEMENT FUND				
	<u>287,380</u>	<u>154,509</u>	<u>410,000</u>	<u>75,000</u>
PERMANENT FUND (Cemetery Perpetual Care)				
600 CHARGES FOR SERVICES	35,008	42,466	42,466	50,230
695 OTHER FINANCING SOURCES	83,294	78,070	78,084	97,368
	<u>118,302</u>	<u>120,536</u>	<u>120,550</u>	<u>147,598</u>
TOTAL REVENUE	<u>\$ 5,300,083</u>	<u>\$ 6,150,550</u>	<u>\$ 6,426,270</u>	<u>\$ 11,203,060</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 4,669,720	\$ 4,938,463	\$ 4,907,727	\$ -
726 SUPPLIES	729,893	837,948	842,918	-
800 OTHER SERVICES & CHARGES	1,286,011	1,652,385	1,654,555	-
970 CAPITAL OUTLAY	27,818	93,092	79,212	-
	<u>6,713,442</u>	<u>7,521,888</u>	<u>7,484,412</u>	<u>-</u>
PARKS FUND				
700 PERSONAL SERVICES	-	-	-	4,787,399
726 SUPPLIES	-	-	-	753,256
800 OTHER SERVICES & CHARGES	-	-	-	1,778,989
970 CAPITAL OUTLAY	-	-	-	45,000
999 TRANSFERS OUT	-	-	-	560,104
	<u>-</u>	<u>-</u>	<u>-</u>	<u>7,924,748</u>
CEMETERIES OPERATING FUND				
700 PERSONAL SERVICES	1,154,153	1,389,057	1,309,258	1,189,096
726 SUPPLIES	157,175	161,000	148,242	129,955
800 OTHER SERVICES & CHARGES	369,042	366,647	515,479	397,235
970 CAPITAL OUTLAY	3,312	34,000	39,122	15,000
999 TRANSFERS OUT	304,186	380,985	380,999	421,606
	<u>1,987,868</u>	<u>2,331,689</u>	<u>2,393,100</u>	<u>2,152,892</u>
BELKNAP ICE ARENA FUND				
CITY AND DP FOX COMBINED	<u>770,416</u>	<u>772,769</u>	<u>751,229</u>	<u>734,710</u>
OTHER GRANTS FUND				
	<u>4,703</u>	<u>-</u>	<u>-</u>	<u>-</u>
CAPITAL IMPROVEMENT FUND				
700 PERSONAL SERVICES	315	-	-	-
800 OTHER SERVICES & CHARGES	48	-	703	-
970 CAPITAL OUTLAY	1,598,881	154,509	44,970	75,000
	<u>1,599,244</u>	<u>154,509</u>	<u>45,673</u>	<u>75,000</u>
PERMANENT FUND (Cemetery Perpetual Care)				
999 TRANSFERS OUT	199,280	120,000	117,122	90,000
TOTAL EXPENDITURES	<u>\$ 11,274,953</u>	<u>\$ 10,900,855</u>	<u>\$ 10,791,536</u>	<u>\$ 10,977,350</u>



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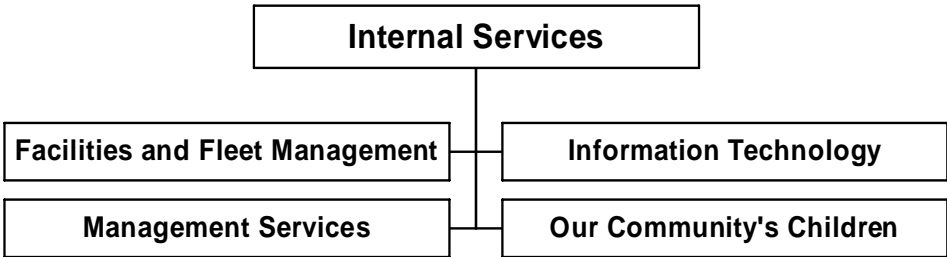
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Internal Services INTRODUCTION

Group Mission Statement

Improve and maintain the operational efficiency and customer service quality of internal service departments.

ORGANIZATIONAL STRUCTURE



INTERNAL SERVICES

Functional Group Funding:

Fund Type	Internal Services Funding		Fund Type Totals
General Operating Fund	\$ 183,545	0.2%	\$115,085,827
Special Revenue Funds	185,019	0.2%	85,913,034
Permanent Funds	-	0.0%	90,000
Capital Improvement Funds	-	0.0%	11,505,758
Enterprise Funds	-	0.0%	171,155,191
Internal Service Funds	27,423,863	42.4%	64,607,046
Fiduciary Funds	-	0.0%	16,580,639
Total Functional Group Funding	<u>\$ 27,792,427</u>	6.0%	<u>\$464,937,495</u>

Departmental Funding:

Page	Department	Fund	F.Y. 10 Appropriation Budget	Fund Statement Page Reference
	Facilities & Fleet Management			
187	Fleet Mgmt. Division	Motor Equipment	\$ 13,917,735	120
191	Facilities Mgmt. Division	General Operating	183,545	81
		Facilities Management	5,112,616	116
		Capital Improvement	-	103
			<u>19,213,896</u>	
194	Management Services	General Operating	-	81
		Other Grants Fund	185,019	93
			<u>185,019</u>	
196	Information Technology	Information Technology	<u>8,393,512</u>	117

INTERNAL SERVICES

FACILITIES AND FLEET MANAGEMENT

FLEET MANAGEMENT DIVISION MOTOR EQUIPMENT SYSTEM FUND (IS 42DEPT)

POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
Chief Services Officer (25U)	-	-	0.15
Director of Facilities and Fleet Management (23U)	-	-	0.50
Motor Equipment Director (20U)	1	-	-
Equipment Maintenance Superintendant (15)	-	1	1
Financial Analyst (12)	-	-	0.25
Equipment Maintenance Supervisor (12)	3	3	3
Fleet Operations Analyst (21A)	1	-	-
Fleet Operations Instructor (21A)	1	1	1
Lead Equipment Mechanic (19A)	3	3	3
Heavy Equipment Mechanic (17A)	14	13	13
Light Equipment Mechanic (16A)	5	4	4
Welder (16A)	1	1	1
Administrative Secretary (15A)	1	1	1.15
Storekeeper II (14A)	1	1	1
Financial Assistant II (13A)	-	1	-
Office Assistant III (12A)	-	-	1
Storekeeper I (12A)	1	1	1
Vehicle Service Worker (9A)	2	2	2
FLEET MANAGEMENT DIVISION TOTAL	34	32	33.05

FACILITIES MANAGEMENT DIVISION FACILITIES MANAGEMENT FUND

POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
Chief Services Officer (25U)	-	-	0.15
Director of Facilities and Fleet Management (23U)	-	1	0.50
Facilities Management Director (21U)	1	-	-
Facilities Maintenance Superintendent (15)	-	1	1
Facilities Maintenance Superintendent (14)	1	-	-
Financial Analyst (12)	-	1	0.25
Facilities Maintenance Supervisor (12)	-	2	2
Bldg. Maintenance Supervisor II (11)	1	-	-
Electrician I (17A)	2	1	1
Building Maint Mechanic I / II (13A / 16A)	5	6	6
Administrative Secretary (15A)	1	-	0.15
Financial Assistant II (13A)	1	-	1
Office Assistant III (12A)	-	1	-
Maintenance Assistant I / II (7A / 10A)	2	1	1
Total	14	14	13.05

* Organizationally reports to the CFO

FACILITIES MANAGEMENT DIVISION (Central Mail)
GENERAL OPERATING FUND (GF 14BSECT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Office Assistant II (10A)	1	1	1
FACILITIES AND FLEET MANAGEMENT TOTAL	49	47	47.10

MANAGEMENT SERVICES / ADMINISTRATION
GENERAL OPERATING FUND

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Chief Services Officer (25U)	1	1	-
Administrative Analyst II (16)	1	-	-
Administrative Secretary (5U)	1	1	-
Total	3	2	-

MANAGEMENT SERVICES / OCY&F
GENERAL OPERATING FUND

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Administrator (16)	1	-	-
Administrative Aide (4)	2	-	-
Total	3	-	-

MANAGEMENT SERVICES / OCY&F
OTHER GRANTS FUND

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Administrator (16)	-	1	1
Administrative Aide (4)	-	1	1
Total	-	2	2
MANAGEMENT SERVICES TOTAL	6	4	2

INFORMATION TECHNOLOGY / ADMINISTRATION
INFORMATION TECHNOLOGY SYSTEMS FUND (IS 38DEPT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Chief Information Officer (24)	-	1	-
Chief Services Officer (25U)	-	-	0.15
Director of Information Technology (22)	1	-	1
Assistant Information Technology Director (20)	-	1	1
Information Technology Manager (18)	1	-	-
Network and Operations Administrator (18)	-	1	1
Financial Analyst (12)	-	-	0.25
Administrative Analyst I (11)	1	1	1
Administrative Secretary (15A)	1	1	1.15
Financial Assistant II (13A)	-	1	1
Financial Assistant I (11A)	1	-	-
Total	5	6	6.55
INFORMATION TECHNOLOGY TOTAL	5	6	6.55

* Defund after April 1, 2010

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

The mission of the Motor Equipment System is to assist operating departments in the performance of municipal services by providing the necessary equipment on time and in reliable and safe operating condition.

DEPARTMENTAL OUTCOMES**Administration and Accounting**

Outcome: Provide fiscal management for fleet services

Indicator: Conduct rental rate study annually. Set equipment rates at levels to sustain fleet operations.

Indicator	FY 2007	FY 2008	FY 2009
Rate Study Completed	Yes	Yes	Yes

Capital Equipment Replacement

Outcome: Manage capital equipment replacement program.

Indicator: City equipment is replaced in accordance with a scheduled replacement program.

Indicator	FY 2007	FY 2008	FY 2009
Equipment Replaced on Schedule	100%	100%	100%

Equipment Operator Training

Outcome: Provide requisite equipment operator training.

Indicator: Train employees in the proper operation of City equipment.

Certify competence in operating equipment through a City licensing program.

Indicator	FY 2007	FY 2008	FY 2009
Number of Operators Trained	100%	100%	100%

Equipment Repair Schedule

Outcome: Provide equipment repair services.

Indicator: Repair requests are prioritized and worked on continuously during a three-shift operation.

Indicator	FY 2007	FY 2008	FY 2009
Repairs Completed	3,503	3,471	3,618

Facility Maintenance and Fuel Site

Outcome: Maintain and operate Motor Equipment shop and fuel site

Indicator: Motor Equipment provides a three-shift operation, a full service fuel site and work facility.

Investigate new automated fuel dispensing systems to improve accounting accuracy and install a new computerized system.

Indicator	FY 2007	FY 2008	FY 2009
Install Fuel Management System	n/a	n/a	Yes

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

The mission of the Motor Equipment System is to assist operating departments in the performance of municipal services by providing the necessary equipment on time and in reliable and safe operating condition.

DEPARTMENTAL SERVICES**Administration and Accounting**

Provide fiscal management for fleet service and meet the sustainability interest of our client departments.

Capital Equipment Replacement

Manage capital equipment replacement program.

Equipment Operator Training

Provide requisite equipment operator training.

Equipment Repair

Prepare equipment for service, schedule regular maintenance for City equipment and provide effective equipment repair services.

Facility Maintenance and Fuel Site

Maintain and operate Motor Equipment shop and fuel site.

DEPARTMENTAL OUTCOMES**Administration and Accounting**

Outcome: Provide fiscal management for fleet services

Indicator: Conduct annual rental rate study to ensure equipment rates are set at levels to sustain fleet operations.

Equipment Operator Training

Outcome: Provide requisite equipment operator training.

Indicator: Train employees in the proper operation of City equipment.

Indicator: Certify competence in operating equipment through a City licensing program.

Capital Equipment Replacement

Outcome: Manage capital equipment replacement program.

Indicator: City equipment is replaced in accordance with a scheduled replacement program.

Equipment Repair

Outcome: Provide equipment repair services.

Indicator: Repair requests are prioritized and worked on continuously during a three-shift operation.

Facility Maintenance and Fuel Site

Outcome: Maintain and operate Motor Equipment shop and fuel site

Indicator: Motor Equipment provides a three-shift operation, a full service fuel site and work facility.

FY 2010 PERFORMANCE MANAGEMENT PLAN

Indicator: Investigate new automated fuel dispensing systems to improve accounting accuracy and meet the requirements of the Michigan Department of Environmental Quality.

DEPARTMENT / NUMBER:

FLEET MANAGEMENT DIVISION / 42

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
MOTOR EQUIPMENT FUND				
600 CHARGES FOR SERVICES	\$ 553,984	\$ 500,000	\$ 550,000	\$ 500,000
664 INTEREST AND RENTS	8,994,257	9,658,539	9,716,174	10,141,466
671 OTHER REVENUE	577,136	475,000	304,620	475,000
695 OTHER FINANCING SOURCES	-	-	2,833,000	4,285,000
	<u>10,125,377</u>	<u>10,633,539</u>	<u>13,403,794</u>	<u>15,401,466</u>
TOTAL REVENUE	\$ <u>10,125,377</u>	\$ <u>10,633,539</u>	\$ <u>13,403,794</u>	\$ <u>15,401,466</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
MOTOR EQUIPMENT FUND				
700 PERSONAL SERVICES	\$ 2,487,949	\$ 2,466,330	\$ 2,447,545	\$ 2,846,630
726 SUPPLIES	3,746,804	3,296,100	3,401,100	3,600,000
800 OTHER SERVICES & CHARGES	4,042,810	716,320	655,659	585,921
970 CAPITAL OUTLAY	5,192	3,223,176	4,317,707	5,793,375
990 DEBT SERVICE	352,086	385,000	298,847	586,000
999 TRANSFERS OUT	451,038	464,569	464,569	505,809
	<u>11,085,879</u>	<u>10,551,495</u>	<u>11,585,427</u>	<u>13,917,735</u>
TOTAL EXPENDITURES	\$ <u>11,085,879</u>	\$ <u>10,551,495</u>	\$ <u>11,585,427</u>	\$ <u>13,917,735</u>

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

Deliver high quality facility related customer services while maintaining and operating City facilities.

DEPARTMENTAL OUTCOMES**Central Mail Services**

Outcome: Process and deliver interdepartmental and United States Postal Services mail for all City Departments.

Indicator Process and deliver all interdepartmental and outgoing mail.

Indicator	FY 2007	FY 2008	FY 2009
Pieces of Mail Processed	475,255	532,727	545,179

Customer Service

Outcome: Complete all non operational requests from our customers

Indicator Complete all customer service requests within the time requested from our customers.

Indicator	FY 2007	FY 2008	FY 2009
Number of Work Orders Completed	4,718	4,787	4,368

Facilities Operations and Maintenance

Outcome: Maintain our facilities to meet the needs of our users while ensuring the facilities will remain sustainable.

Indicator: Reduce utility consumption by 5%.

All non-emergency work orders shall be completed within the assigned schedule for completion.

Indicator	FY 2007	FY 2008	FY 2009
Utility Consumption Reduction	9%	8%	6%
Work Orders Completed on Schedule	99.9%	99.5%	99.1%

Facility Improvements

Outcome: Maintain a Five-Year Capital Improvement Plan for facility improvements.

Indicator: Complete all projects scheduled for the year.

Indicator	FY 2007	FY 2008	FY 2009
Capital Projects Completed	100%	100%	100%

Facility Infrastructure Preventive Maintenance

Outcome: Perform Preventive Maintenance tasks for our facilities.

Indicator: All scheduled preventive maintenance work orders shall be completed within the assigned schedule.

Indicator	FY 2007	FY 2008	FY 2009
PM Work Orders Completed	100%	100%	100%

FY10 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

Deliver high quality facility related customer services while maintaining and operating City facilities.

DEPARTMENTAL SERVICES**Central Mail Services**

Provide mail processing and interdepartmental delivery for the facility users.

Customer Service

Perform non operational services for our customers such as portering services, moving of furniture, hanging pictures, moving items to storage, etc.

Facilities Operations and Maintenance

Provide the necessary facility related activities required to operate our facilities to meet the needs of the facility users.

Facility Improvements

Perform facility related improvements to maintain the facilities and provide for sustainable operations.

Facility Infrastructure Preventive Maintenance

Perform preventative maintenance functions on our facilities infrastructure to ensure long term sustainability of the systems.

DEPARTMENTAL OUTCOMES**Central Mail Services**

Outcome: Process and deliver interdepartmental and United States Postal Services mail for all City Departments.

Indicator: Process and deliver all interdepartmental and outgoing mail.

Customer Service

Outcome: Complete all non operational requests from our customers

Indicator: Complete all customer service requests within the time requested from our customers.

Facilities Operations and Maintenance

Outcome: Maintain our facilities to meet the needs of our users while ensuring the facilities will remain sustainable.

Indicator: Reduce utility consumption by 5%.

Indicator: All non-emergency work orders shall be completed within the assigned schedule for completion.

Facility Improvements

Outcome: Maintain a Five-Year Capital Improvement Plan for facility improvements.

Indicator: Complete all projects scheduled for the year.

Facility Infrastructure Preventive Maintenance

Outcome: Perform Preventive Maintenance tasks for our facilities.

Indicator: All scheduled preventive maintenance work orders shall be completed within the assigned schedule.

DEPARTMENT / NUMBER:

FACILITIES MANAGEMENT DIVISION/14

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
CAPITAL IMPROVEMENT FUND				
500 INTERGOVERNMENTAL REVENUES	\$ 204,217	\$ (9,703)	\$ -	\$ -
600 CHARGES FOR SERVICES	1,675	1,550	-	-
671 OTHER REVENUE	-	220,700	-	-
695 OTHER FINANCING SOURCES	475,000	364,151	625,000	525,000
	<u>680,892</u>	<u>576,698</u>	<u>625,000</u>	<u>525,000</u>
FACILITIES MANAGEMENT FUND				
600 CHARGES FOR SERVICES	\$ 4,863,639	\$ 4,942,170	\$ 4,995,597	\$ 5,118,986
664 INTEREST AND RENTS	1,500	-	-	-
671 OTHER REVENUE	3,129	-	-	-
695 OTHER FINANCING SOURCES	380,069	289,680	289,680	-
	<u>5,248,337</u>	<u>5,231,850</u>	<u>5,285,277</u>	<u>5,118,986</u>
GENERAL OPERATING FUND				
671 OTHER REVENUE	25,153	-	-	-
TOTAL REVENUE	<u>\$ 5,954,382</u>	<u>\$ 5,808,548</u>	<u>\$ 5,910,277</u>	<u>\$ 5,643,986</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 62,610	\$ 63,187	\$ 61,923	\$ 66,520
726 SUPPLIES	4,771	6,000	5,500	2,000
800 OTHER SERVICES & CHARGES	65,060	73,245	99,260	115,025
	<u>132,441</u>	<u>142,432</u>	<u>166,683</u>	<u>183,545</u>
CAPITAL PROJECTS				
800 OTHER SERVICES & CHARGES	20,405	20,405	-	-
970 CAPITAL OUTLAY	907,921	556,293	322,523	-
	<u>928,326</u>	<u>576,698</u>	<u>322,523</u>	<u>-</u>
FACILITIES MANAGEMENT FUND				
700 PERSONAL SERVICES	\$ 1,082,455	1,004,143	913,826	1,126,072
726 SUPPLIES	389,703	430,000	432,000	447,001
800 OTHER SERVICES & CHARGES	2,492,023	2,635,591	2,554,465	2,549,698
970 CAPITAL OUTLAY	522,550	911,866	989,680	750,000
999 TRANSFERS OUT	171,867	177,024	177,023	239,845
	<u>4,658,598</u>	<u>5,158,624</u>	<u>5,066,994</u>	<u>5,112,616</u>
TOTAL EXPENDITURES	<u>\$ 5,719,365</u>	<u>\$ 5,877,754</u>	<u>\$ 5,556,200</u>	<u>\$ 5,296,161</u>

FY2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

Our Community's Children improves the lives of children and families through public policy, programs, and partnerships to ensure our children, youth and families thrive and hold promising futures.

DEPARTMENTAL SERVICES**Advocacy for Children & Families**

Children, ages 5 – 18 have the supports and resources to be successful in school and in life.

City – School Partnerships

Strengthen city and school partnerships through the activities of the City-School Liaison Committee.

Convene & Engage Community Partners for Youth

Engage the community to meet the needs of youth through the development of a Youth Master Plan.

Public – Private Investments

Implement innovative fund-raising and public relations methods to support the services that provide for our city's children and youth.

Youth Leadership, After School Programs, & Youth Employment

Increase the number of city youth in after school and summer activities, civic engagement, leadership, and employment opportunities.

DEPARTMENTAL OUTCOMES**Advocacy for Children & Families**

Outcome: Advocate at federal, state and local levels for public policy and to secure needed resources for programs.

Indicator: A quality after school program exists within at least one high school and youth have input into its design.

Indicator: 21st Community Learning Center funds are secured annually.

City – School Partnerships

Outcome: Provide staff leadership for the City/School Liaison Committee to ensure coordination of effort

Indicator: The Liaison Committee functions in accordance with Memorandum of Understanding.

Convene & Engage Community Partners for Youth

Outcome: Promote education and community awareness on the needs of children and youth.

Indicator: Generate a Youth Master Plan with youth on the state of our city's children, including the development of a youth profile, identified needs, and the creation of a framework for successful strategies using the Ready by 21 Model.

Public – Private Investments

Outcome: Generate sustainable sources of financial support for OCC and its projects.

Indicator: Raise identified private sources of funding per project budgets.

Youth Leadership and Employment

Outcome: Establish a youth network and youth to business internships

Indicator: A web-based network provides youth leadership resources and 50 youth have job experiences.

DEPARTMENT / NUMBER:

MANAGEMENT SERVICES & OCC / 11

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND (Revenue detail in Appendix B)				
600 CHARGES FOR SERVICES	\$ 5,000	-	-	-
671 OTHER REVENUE	100,316	-	-	-
	<u>\$ 105,316</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
OTHER GRANTS FUND				
500 INTERGOVERNMENTAL REVENUES	\$ -	584,807	79,500	73,935
600 CHARGES FOR SERVICES	16,669	-	-	-
671 OTHER REVENUE	11,656	98,796	25,280	-
695 OTHER FINANCING SOURCES	-	130,834	123,188	111,084
	<u>\$ 28,325</u>	<u>\$ 814,437</u>	<u>\$ 227,968</u>	<u>\$ 185,019</u>
TOTAL REVENUE	<u><u>\$ 133,641</u></u>	<u><u>\$ 814,437</u></u>	<u><u>\$ 227,968</u></u>	<u><u>\$ 185,019</u></u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 313,811	\$ 57,106	\$ 62,033	-
726 SUPPLIES	4,423	700	700	-
800 OTHER SERVICES & CHARGES	88,732	102,900	90,764	-
	<u>\$ 406,966</u>	<u>\$ 160,706</u>	<u>\$ 153,497</u>	<u>\$ -</u>
OTHER GRANTS FUND				
700 PERSONAL SERVICES	\$ 17,877	\$ 409,207	\$ 178,450	\$ 133,776
726 SUPPLIES	682	7,900	2,900	3,044
800 OTHER SERVICES & CHARGES	14,734	394,830	42,038	48,199
970 CAPITAL OUTLAY	-	2,500	-	-
	<u>33,293</u>	<u>814,437</u>	<u>223,388</u>	<u>185,019</u>
TOTAL EXPENDITURES	<u><u>\$ 440,259</u></u>	<u><u>\$ 975,143</u></u>	<u><u>\$ 376,885</u></u>	<u><u>\$ 185,019</u></u>

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

The mission of the Department of Information Technology is to maintain a stable enterprise information technology infrastructure and guide the City in leveraging proven information technology in the accomplishment of the City's and each unit's mission.

DEPARTMENTAL OUTCOMES**Administration and Strategic Planning****Administration**

Outcome: Establish Enterprise Information Management (EIM) strategic plan support services categories outlined above.

Indicator: Documented EIM Strategic Plan.

Enterprise Information Management (EIM) Operations

Outcome: Establish shared architecture strategic direction and bring shared IT data computing infrastructure to sustainable levels.

Outcome: Define standards and best practices for continued operations supporting administration.

Indicator: Deployed strategic hardware architectures supporting enterprise operations.

Indicator: Document defined standards and best practices supporting EIM operations.

Operations and Computing Maintenance:**Data Networking and Internet**

Outcome: Establish network architecture strategic direction and bring CityNet infrastructure to sustainable levels.

Indicator: Contracted and deployed strategic hardware architectures supporting CityNet data network.

Telecommunications

Outcome: Define strategic direction of City PBX and rehabilitate operation to insure sustainability and continued reliability.

Outcome: Define standards and best practices for wireless solutions supporting corridor, campus, and Citywide operational use.

Indicator: Contracted City PBX hardware and solution rehabilitation.

Indicator: Document and deployed standards fro wireless best management practices.

Support and Solutions Developments**Enterprise Solutions Support and Administration**

Outcome: Establish project management standards and best practices for continued solutions support and administration.

Indicator: Documented project management standards and best practices.

Indicator: Contracted professional services for continued solution support and development.

Technology Support

Outcome: Citywide lean procurement practice for desktop computing tools.

Indicator: Assured support performance through enhanced support tracking.

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

The mission of the Department of Information Technology is to maintain a stable enterprise information technology infrastructure and guide the City in leveraging proven information technology in the accomplishment of the City's and each unit's mission.

DEPARTMENTAL SERVICES**Administration and Strategic Planning****Administration**

Provide oversight and administration of the Information Technology department, strategic planning for shared, enterprise information management needs, communication and awareness of IT initiatives throughout the City, professional procurement of IT goods and services, administration of contractually augmented services, and daily IT department operations.

Operations and Computing Maintenance**Data Networking and Internet**

Administer and provide support to the CityNet data network and Internet architectures.

Enterprise Information Management (EIM) Operations

Manage data center operations, enterprise database administration, shared computing, data computing infrastructure, and best practice development related to data base management for the enterprise.

Support and Solutions Development**Capital**

Manage capital resources including anticipated funding to replace centralized computing and telephony asset components as they depreciate.

Enterprise Solutions Support and Administration

Enterprise solutions support and administration includes management of shared architectures supporting Asset Management/CMMS, GIS, Internet/intranet solutions, Land Management, financial, budget, and purchasing solutions. Project Managers guide and support departmental developments and assure adherence to an enterprise strategic direction. Enterprise Solutions Development establishes standards and best practices for all IT project development.

Technology Support

Provide a single source of support for desktop computers, telephones, mobile devices, and printers.

Telecommunications

Provide support and services required to operate the City's telephony environment and external communications services supporting local dial-tone, long distance services, and integrated voice over internet protocol telephony.

FY 2010 PERFORMANCE MANAGEMENT PLAN**DEPARTMENTAL OUTCOMES****Administration and Strategic Planning****Administration**

Outcome: Implement the City's new Enterprise Information Management (EIM) strategic plan(s).

Indicator: Develop Enterprise Content Management (ECM) Systems Citywide.

Indicator: Develop a Citywide Citizen Response Management Business Case.

Operations and Computing Maintenance:**Data Networking and Internet**

Outcome: Evolve the City's operational best practices to support industry standards and strategic development.

Indicator: Reform Active Directory user security definitions and use.

Indicator: Develop an Enterprise Disaster Recovery and Business Continuity Plan.

Enterprise Information Management (EIM) Operations

Outcome: Advance the shared data management architecture strategic direction.

Indicator: Deploy high-volume near-line data management and archive capabilities to support ECM and enterprise collaboration toolsets.

Indicator: Support departmental information management systems deployments, including Land Management upgrade, Water Customer Information System, eCommerce expansion(s), and GIS reform.

Support and Solutions Development**Capital**

Outcome: Develop strategic enterprise infrastructure management.

Indicator: Redefine proper network segmentation for the enterprise.

Indicator: Establish firewall standards for the enterprise.

Enterprise Solutions

Outcome: Advance shared information management frameworks supporting Citywide use.

Indicator: Deploy complete Microsoft Office suite of tools – included Office 2007, SharePoint, and Office Communicator capabilities.

Indicator: Define and pilot mobile computing alternatives such as Automatic Vehicle Locator (AVL) and GPS cellular integration.

Technology Support

Outcome: Operational best practice in delivery of support services.

Indicator: Certification and definition of service delivery management using ITIL.

Indicator: Performance monitoring and reporting of service delivery.

Telecommunications

Outcome: Deploy new IP-telephony phone system with extended user functionality.

Indicator: New IP based telephone system citywide.

DEPARTMENT / NUMBER:

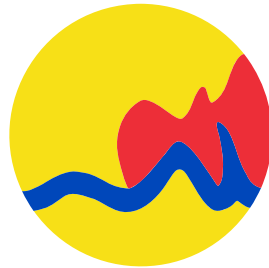
INFORMATION TECHNOLOGY / 38

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
INFORMATION TECHNOLOGY FUND				
600 CHARGES FOR SERVICES	\$ 9,498,892	\$ 10,930,372	\$ 9,343,303	\$ 8,822,459
664 INTEREST AND RENTS	86,950	-	126,000	146,000
671 OTHER REVENUE	1,124	-	-	-
695 OTHER FINANCING SOURCES	47,453	-	-	-
	<u>9,634,419</u>	<u>10,930,372</u>	<u>9,469,303</u>	<u>8,968,459</u>
TOTAL REVENUE	<u>\$ 9,634,419</u>	<u>\$ 10,930,372</u>	<u>\$ 9,469,303</u>	<u>\$ 8,968,459</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
INFORMATION TECHNOLOGY FUND				
700 PERSONAL SERVICES	\$ 672,058	\$ 815,152	\$ 598,064	\$ 691,596
726 SUPPLIES	85,292	551,993	155,000	63,900
800 OTHER SERVICES & CHARGES	5,305,952	6,922,125	5,762,471	5,749,845
970 CAPITAL OUTLAY	183,018	5,430,295	5,338,870	1,492,243
990 DEBT SERVICE	71,954	368,810	55,060	40,840
996 APPROPRIATION LAPSE	-	(87,924)	-	(10,427)
999 TRANSFERS OUT	137,058	141,170	141,170	365,515
	<u>6,455,332</u>	<u>14,141,621</u>	<u>12,050,635</u>	<u>8,393,512</u>
TOTAL EXPENDITURES	<u>\$ 6,455,332</u>	<u>\$ 14,141,621</u>	<u>\$ 12,050,635</u>	<u>\$ 8,393,512</u>



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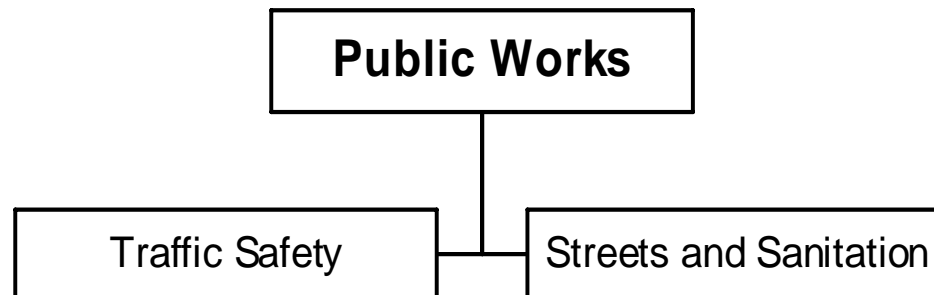
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Public Works INTRODUCTION

Group Mission Statement

Improve and maintain the City's physical infrastructure essential for a quality social and economic environment.

ORGANIZATIONAL STRUCTURE



PUBLIC WORKS

Functional Group Funding:

Fund Type	Public Works Funding		Fund Type Totals
General Operating Fund	\$ 3,870,011	3.4%	\$115,085,827
Special Revenue Funds	34,157,253	39.8%	85,913,034
Permanent Funds	-	0.0%	90,000
Capital Improvement Funds	455,000	4.0%	11,505,758
Enterprise Funds	-	0.0%	171,155,191
Internal Service Funds	-	0.0%	64,607,046
Fiduciary Funds	-	0.0%	16,580,639
Total Functional Group Funding	\$ 38,482,264	8.3%	\$464,937,495

Departmental Funding:

Page	Department	Fund	F.Y. 10 Appropriation Budget	Fund Statement Page Reference
206	Streets and Sanitation	Major / Local Streets	\$ 16,329,664	91 & 91
		Refuse Collection	13,420,505	98
			<u>29,750,169</u>	
208	Traffic Safety	General Operating	3,870,011	81
		Major / Local Streets	4,407,084	91 & 91
		Capital Improvement	405,000	103
		Streets Capital	50,000	104
		<u>8,732,095</u>		

PUBLIC WORKS

STREETS & SANITATION / ADMINISTRATION

MAJOR AND LOCAL STREETS FUND (SR 45DEPT)

POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
Chief Services Officer (25U)	-	-	0.08
Assistant Public Works Director (20)	1	1	0.50
Administrative Services Officer (16)	1	1	0.50
Information Systems Coordinator (15)	-	1	0.50
Financial Analyst (12)	1	1	0.50
Administrative Analyst I (11)	1	1	-
Administrative Secretary (15A)	-	-	0.08
Financial Assistant I (11A)	-	-	0.50
Office Assistant III (12A)	1	1	0.50
Storekeeper II (14A)	1	1	0.50
Office Assistant II (10A)	3	3	1.50
Total	9	10	5.15

STREETS & SANITATION / STREETS & SIGN MAINTENANCE

MAJOR AND LOCAL STREETS FUND (SR 45ADIV)

POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
Streets & Sanitation Supervisor (11)	1	1	1.50
Streets & Sanitation Crew Leader (16A)	5	5	3.00
Equipment Operator I / II (10A / 14A)	11	11	10.20
Maintenance Assistant I / II (7A / 10A)	21	21	20
Total	38	38	34.70

STREETS & SANITATION / FORESTRY

MAJOR AND LOCAL STREETS FUND (SR 45BDIV)

POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
Forestry Supervisor (13)	1	1	1
Tree Surgeon (15A)	1	1	1
Tree Trimmer II (14A)	4	4	4
Tree Trimmer I (11A)	5	5	5
Total	11	11	11

STREETS & SANITATION / REFUSE COLLECTION

REFUSE COLLECTION FUND (SR 45CDIV)

SR 4530

POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
Chief Services Officer (25U)	-	-	0.08
Director of Public Works	-	-	0.35
Assistant Public Works Director (20)	-	-	0.50
Administrative Services Officer (16)	-	-	0.50
Information Systems Coordinator (15)	-	-	0.50
Economic Development Coordinator I / II (14 / 17)	-	-	0.10
Financial Analyst (12)	-	-	0.50
Administrative Analyst I (11)	-	-	1.00
Streets & Sanitation Supervisor (11)	1	1	1.50
Customer Service Specialist (18A)	1	1	1.00
Streets & Sanitation Crew Leader (16A)	2	1	2.00
Administrative Secretary (15A)	-	-	0.43
Equipment Operator I / II (10A / 14A)	4	5	5.80
Refuse Packer Operator (14A)	32	32	32.00
Storekeeper II (14A)	1	1	1.50
Storekeeper I (12A)	1	1	1.00
Office Assistant III (12A)	-	-	0.50
Financial Assistant I (11A)	1	1	0.50
Office Assistant II (10A)	-	-	1.50
Maintenance Assistant I / II (7A / 10A)	5	5	6.00
Total	48	48	57.25
STREETS & SANITATION TOTAL	106	107	108.10

TRAFFIC SAFETY / ADMINISTRATION

GENERAL OPERATING FUND (GF 19DEPT)

GF 1920

POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
Director of Public Works	1	1	0.15
Senior Electrical Engineer (15)	-	-	0.50
Traffic Technician (16A)	2	2	-
Administrative Secretary (15A)	1	1	0.15
Draftsperson I / II (13A / 17A)	1	1	-
Office Assistant I (7A)	1	1	0.33
Total	6	6	1.13

TRAFFIC SAFETY / TRAFFIC SIGNALS
MAJOR STREET FUND (SR 19BDIV)

SR 1930 POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
Director of Public Works	-	-	0.25
Signal & Lighting Superintendent (17)	-	-	0.50
Traffic System Engineer (16)	1	1	1.00
Senior Electrical Engineer (15)	-	-	0.50
Traffic Engineer (24A)	2	2	2.00
Traffic Systems Programmer (21A)	1	1	1.00
Line Foreperson (20A)	2	2	2.00
Signals Electronics Tech II (18A)	1	1	1.00
Signals Electronics Tech I (17A)	4	4	3.00 *
Administrative Secretary (15A)	-	-	0.50
Storekeeper II (14A)	-	-	0.25
Lineworker I / II (13A / 17A)	6	6	6.50
Total	17	17	18.50

* Effective upon reclassification of Sign.Elect.Tech II position

TRAFFIC SAFETY / SIGN SHOP
MAJOR AND LOCAL STREETS FUND (SR 19CDIV)

SR 1940 POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
Director of Public Works	-	-	0.25
Traffic Technician (16A)	1	1	2.00
Sign Fabricator III (16A)	1	1	1.00
Sign Fabricator I / II (10A/13A)	5	5	5.00
Office Assistant I (7A)	-	-	0.67
Total	7	7	8.92

TRAFFIC SAFETY / STREET LIGHTING
GENERAL OPERATING FUND (GF 19DDIV)

GF 1950 POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
Signal & Lighting Superintendent (17)	1	1	0.50
Line Foreperson (20A)	3	3	2.00 *
Storekeeper II (14A)	1	1	0.75
Lineworker I / II (13A / 17A)	6	6	5.50
Financial Assistant I (11A)	1	1	1.00
Total	12	12	9.75

* Effective October 1, 2009

TRAFFIC SAFETY TOTAL

42	42	38.30
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FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

The Mission of the Streets and Sanitation Department is to provide drivable streets and dependable waste collection services that exceed customers' expectations.

DEPARTMENTAL SERVICES**Street Maintenance and Forestry**

Maintain streets and alleys; perform pothole repairs, resurface 10 miles of major and local streets, plow and salt streets. Perform forestry services including tree trimming, tree planting, tree maintenance, tree and stump removal and root cutting.

Refuse

Provide services including refuse removal, curbside recycling, refuse cart program, yard waste collection and disposal, graffiti removal, street sweeping and subsidizing the Trash Reduction Program in Neighborhood Improvement.

DEPARTMENTAL OUTCOMES**Street Maintenance**

Outcome: Improve the safety, efficiency and cost-effectiveness of movement and travel of people and commerce. Maintain and improve overall conditions of street pavement surfaces, and provide snow & ice control on all streets.

Indicator: Complete pothole service requests within 24 hours of receipt. Provide snow removal on all City streets and alleys. Conduct analysis of Pavement Management system.

Outcome: Maintain and protect the natural resources, health and welfare of persons in Grand Rapids. Maintain existing trees and plant 1000 trees annually as part of the tree maintenance program. Continue the ash tree removal and replacement program consisting of approximately 1000.

Indicator: Analysis of percentage of requests completed to maintain greater than 90% completion rate annually.

Refuse

Outcome: Maintain and protect the natural resources, health and welfare of the persons in Grand Rapids. Provide residential refuse cart service to 7,900+ customers in FY09, while increasing the cart customer base by 10% in FY10. Provide refuse services to 50,000+ households, while collecting over 35,000 tons of refuse. Provide free recycling service to residents, of which 35,000 households currently participate. Provide residential yard waste removal services to residents.

Indicator: By providing and improving sanitation services and recycling services, the City is protecting and capitalizing on its infrastructure, while honoring the principles of sustainable development. Waste reduction is a key component of the Streets & Sanitation Department.

DEPARTMENT / NUMBER:

STREETS AND SANITATION / 45

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET
		AMENDED BUDGET	ESTIMATE	
REFUSE COLLECTION FUND				
600 CHARGES FOR SERVICES	\$ 5,049,900	\$ 5,538,275	\$ 5,021,143	\$ 5,231,383
671 OTHER REVENUES	1,058	-	25	25
	<u>5,050,958</u>	<u>5,538,275</u>	<u>5,021,168</u>	<u>5,231,408</u>
MAJOR / LOCAL STREETS FUND				
500 INTERGOVERNMENTAL REVENUES	13,306,408	13,703,012	13,703,012	13,300,064
600 CHARGES FOR SERVICES	745,442	737,000	913,717	734,700
664 INTEREST AND RENTS	5,110	-	-	-
671 OTHER REVENUE	947,264	-	2,500	3,000
695 OTHER FINANCING SOURCES	4,415,931	3,325,000	3,325,000	2,885,000
	<u>19,420,155</u>	<u>17,765,012</u>	<u>17,944,229</u>	<u>16,922,764</u>
TOTAL REVENUE	<u>\$ 24,471,113</u>	<u>\$ 23,303,287</u>	<u>\$ 22,965,397</u>	<u>\$ 22,154,172</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET
		AMENDED BUDGET	ESTIMATE	
REFUSE COLLECTION FUND				
700 PERSONAL SERVICES	\$ 4,341,153	\$ 4,105,537	\$ 4,009,531	\$ 4,461,688
726 SUPPLIES	527,117	899,250	666,634	851,700
800 OTHER SERVICES & CHARGES	6,423,199	8,536,795	7,804,140	7,699,247
970 CAPITAL OUTLAY	53	39,383	35,980	128,000
999 TRANSFERS OUT	250,877	258,403	258,403	279,870
	<u>11,542,399</u>	<u>13,839,368</u>	<u>12,774,688</u>	<u>13,420,505</u>
MAJOR / LOCAL STREETS FUND				
700 PERSONAL SERVICES	3,155,854	3,842,053	3,280,471	3,912,248
726 SUPPLIES	1,861,818	2,526,357	2,250,902	2,810,777
800 OTHER SERVICES & CHARGES	3,383,075	5,019,065	4,328,246	4,176,470
970 CAPITAL OUTLAY	18	95,436	95,436	48,500
990 DEBT SERVICE	1,587,653	1,059,384	1,059,385	1,055,385
996 APPROPRIATION LAPSE	-	(319,000)	-	-
999 TRANSFERS OUT	4,889,547	5,017,366	5,017,366	4,326,284
	<u>14,877,965</u>	<u>17,240,661</u>	<u>16,031,806</u>	<u>16,329,664</u>
TOTAL EXPENDITURES	<u>\$ 26,420,364</u>	<u>\$ 31,080,029</u>	<u>\$ 28,806,494</u>	<u>\$ 29,750,169</u>

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

The Mission of the Traffic Safety Department is to design, construct, operate and maintain the traffic control and street lighting infrastructure to provide for the safe, efficient, and economical movement of people and goods on the City's street system and to maintain and enhance quality neighborhood environments..

DEPARTMENTAL SERVICES**Street Lighting**

Operate and maintain the City's street lighting systems, including the distribution of electricity to over 100 public facilities, maintenance and management of the City's Underground System (which is the basis of "Smart Streets"), provide electrical engineering design services, contract maintenance of freeway lighting & ITS system and supportive electrical services for other City Departments, including telecommunications.

Signs & Pavement Markings

Provide services and products including traffic sign fabrication, installation and maintenance; design, installation and maintenance of pavement markings; administer the neighborhood traffic management program; conduct traffic studies and develop counter measures; perform traffic control for emergency operation; fabricate signs, banners and permits for various City departments; and provide traffic control for special events and block parties.

Traffic Signals

Design, construct and maintain traffic signals in Kent County and Eastern Ottawa County, operate and maintain the Grand Rapids Metro Area Traffic Control System, and operate and maintain the freeway Intelligent Transportation System for the State of Michigan.

DEPARTMENTAL OUTCOMES**Street Lighting**

Outcome: Improve the safety, appearance and economic vitality of City neighborhoods and provide well lit residential neighborhoods and business districts to improve safety and security. Provide an economical, dependable source of electricity for key City facilities. Provide access to communication services for government agencies and local businesses. Provide safe, efficient, free flow of traffic on smooth streets.

Indicator: Safe, secure, well lit residential neighborhoods and business districts, attractive downtown and neighborhoods, and economical dependable source of electricity for key City facilities.

Signs & Pavement Markings

Outcome: The safe, efficient and economical movement of people and commerce on the City's street system.

Indicator: Efficiently and economically maintain the City's sign and pavement marking infrastructure. Provide analysis of orders, projects and tasks completed.

FY 2010 PERFORMANCE MANAGEMENT PLAN

Traffic Signals

Outcome: The safe, efficient and economical movement of people and commerce on the streets within Grand Rapids and the surrounding communities.

Indicator: Respond to traffic signal malfunctions within two hours. Conduct analysis of billing records and service logs and various types of traffic data.

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08			F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND (Revenue detail in Appendix B)				
450 LICENSES AND PERMITS	\$ 50	\$ -	\$ -	\$ 55,000
600 CHARGES FOR SERVICES	1,340,821	1,001,200	1,001,200	1,150,200
664 INTEREST AND RENTS	22,000	22,000	22,000	22,000
671 OTHER REVENUE	20,066	50,000	50,000	40,000
	<u>1,382,937</u>	<u>1,073,200</u>	<u>1,073,200</u>	<u>1,267,200</u>
MAJOR / LOCAL STREETS FUND				
500 INTERGOVERNMENTAL REVENUES	246,496	-	-	-
600 CHARGES FOR SERVICES	2,084,907	1,088,000	1,088,000	1,048,000
664 INTEREST AND RENTS	-	-	-	22,000
671 OTHER REVENUE	25,172	30,000	30,000	30,000
695 OTHER FINANCING SOURCES	27,501	-	-	-
	<u>2,384,076</u>	<u>1,118,000</u>	<u>1,118,000</u>	<u>1,100,000</u>
CAPITAL IMPROVEMENT FUND	<u>2,309,001</u>	<u>1,210,000</u>	<u>1,540,000</u>	<u>405,000</u>
	2,309,001	1,210,000	1,540,000	405,000
STREETS CAPITAL PROJECTS				
500 INTERGOVERNMENTAL REVENUES	61,066	1,201,100	-	-
600 CHARGES FOR SERVICES	600	-	-	-
695 OTHER FINANCING SOURCES	250,000	60,400	-	50,000
	<u>311,666</u>	<u>1,261,500</u>	<u>-</u>	<u>50,000</u>
TOTAL REVENUE	<u>\$ 6,387,680</u>	<u>\$ 4,662,700</u>	<u>\$ 3,731,200</u>	<u>\$ 2,822,200</u>

EXPENDITURE SUMMARY

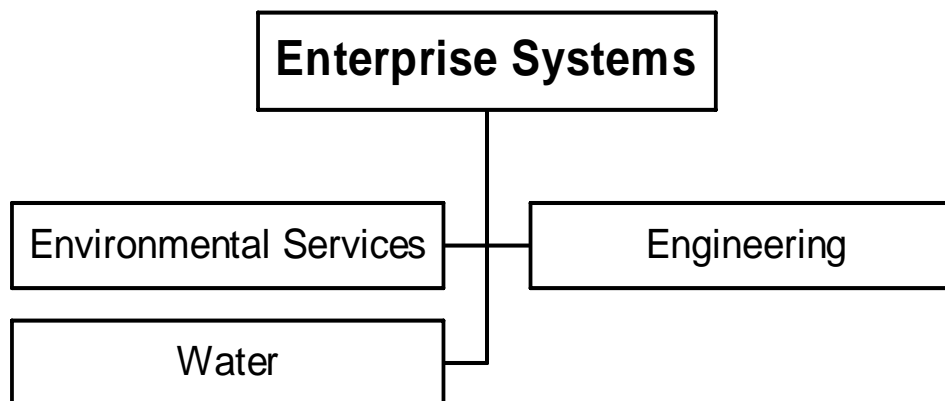
FUND / EXPENDITURE CATEGORY	F.Y. 08			F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 1,190,120	\$ 1,211,590	\$ 1,261,571	\$ 975,945
726 SUPPLIES	409,240	380,500	460,500	468,277
800 OTHER SERVICES & CHARGES	1,919,146	2,266,638	2,374,835	2,394,094
970 CAPITAL OUTLAY	11,192	29,000	44,500	23,000
999 OPERATING TRANSFERS OUT	8,729	9,400	9,400	8,695
	<u>3,538,427</u>	<u>3,897,128</u>	<u>4,150,806</u>	<u>3,870,011</u>
MAJOR / LOCAL STREETS FUND				
700 PERSONAL SERVICES	2,055,169	2,258,449	2,214,156	2,450,727
726 SUPPLIES	886,922	650,500	680,500	675,500
800 OTHER SERVICES & CHARGES	1,026,663	1,215,445	1,153,584	1,089,734
970 CAPITAL OUTLAY	27,254	57,000	57,000	20,000
996 APPROPRIATION LAPSE	-	103,300	-	171,123
	<u>3,996,008</u>	<u>4,284,694</u>	<u>4,105,240</u>	<u>4,407,084</u>
CAPITAL IMPROVEMENT FUND				
970 CAPITAL OUTLAY	1,517,796	1,210,000	840,547	405,000
	<u>1,517,796</u>	<u>1,210,000</u>	<u>840,547</u>	<u>405,000</u>
STREETS CAPITAL PROJECTS				
700 PERSONNEL SERVICES	1,985	-	-	-
800 OTHER SERVICES & CHARGES	-	-	-	-
970 CAPITAL OUTLAY	201,783	1,261,500	-	50,000
	<u>203,768</u>	<u>1,261,500</u>	<u>-</u>	<u>50,000</u>
TOTAL EXPENDITURES	<u>\$ 9,255,999</u>	<u>\$ 10,653,322</u>	<u>\$ 9,096,593</u>	<u>\$ 8,732,095</u>

Enterprise Systems INTRODUCTION

Group Mission Statement

Improve and maintain City facilities and services while operating within a financially sustainable practice.

ORGANIZATIONAL STRUCTURE



ENTERPRISE SYSTEMS

Functional Group Funding:

Fund Type	Enterprise Systems Funding		Fund Type Totals
General Operating Fund	\$ 647,534	0.6%	\$115,085,827
Special Revenue Funds	2,030,652	2.4%	85,913,034
Permanent Funds	-	0.0%	90,000
Capital Improvement Funds	1,680,000	14.6%	11,505,758
Enterprise Funds	148,975,400	87.0%	171,155,191
Internal Service Funds	5,189,871	8.0%	64,607,046
Fiduciary Funds	-	0.0%	16,580,639
Total Service Group Funding	\$ 158,523,457	34.1%	\$464,937,495

Departmental Funding:

Page	Department	Fund	F.Y. 10 Appropriation Budget	Fund Statement Page Reference
218	Engineering	Engineering Services Fund	5,189,871	115
		Sidewalk Repair	1,497,768	99
		Capital Improvement	120,000	103
		Streets Capital	1,460,000	104
			<u>8,267,639</u>	
223	Environmental Services	General Operating	647,534	81
		Sewage Disposal System	96,426,154	111
		Major / Local Streets	532,884	90 & 91
		Capital Improvement	100,000	103
		<u>97,706,572</u>		
228	Water	Water Supply System	<u>52,549,246</u>	113

ENTERPRISE SYSTEMS

ENVIRONMENTAL PROTECTION / ADMINISTRATION

SEWAGE DISPOSAL SYSTEM FUND (EN 44SERV)

EN 4410	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Deputy City Manager (26U)	1	1	0.31
Secretary to Deputy City Manager (7U)	1	1	0.31
Utility Finance Officer (17)	1	1	0.50 *
Administrative Analyst II (16)	1	1	0.31
Financial Analyst (12)	1	1	0.50 *
Total	5	5	1.93

* Organizationally report to Chief Financial Officer

ENVIRONMENTAL PROTECTION / WASTEWATER TREATMENT

SEWAGE DISPOSAL SYSTEM FUND (EN 44ADIV)

EN 4423	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Environmental Services Manager (23U)	1	1	1.00
Assistant Environmental Services Director (20)	1	1	1.00
Hydraulic Engineer (17)	1	1	0.85
Wastewater Plant Supervisor (17)	3	3	2.35
Utility Supervisor (14)	7	7	7.00
Wastewater Plant Shift Supervisor (10)	-	-	-
Water Pollution Control Officer (26A)	1	1	1.00
Fleet Operations Instructor (21A)	-	-	0.50
Water Pollution Control Inspector (21A)	5	5	5.00
Chemist I / II (19A / 23A)	4	4	4.00
Electrician II (19A)	1	1	1.00
Instrument Technician (18A)	3	3	3.00
Utility Maintenance Mechanic III (18A)	1	1	1.00
Predictive Maintenance Technician (18A)	1	1	1.00
Electrician I (17A)	2	2	2.00
Carpenter (16A)	1	-	-
Maintenance Painter (16A)	1	1	1.00
Utilities Crew Leader (16A)	1	1	1.00
Engineering Assistant I (16A)	2	2	2.00
Laboratory Technician I / II (14A / 16A)	5	5	5.00
Utility Maint. Mechanic I / II (12A / 16A)	14	15	15.00
Wastewater Plant Operator I / II (12A / 16A)	17	17	17.00
Storekeeper II (14A)	2	2	2.00
Storekeeper I (12A)	1	1	1.00
Plant Assistant I / II (10A/12A)	8	8	8.00
Financial Assistant I (11A)	2	2	2.00
Office Assistant II (10A)	1	1	1.00
Total	86	86	85.70

ENVIRONMENTAL PROTECTION / AIR POLLUTION

GENERAL OPERATING FUND (GF 44BDIV)

GF 4451	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Wastewater Plant Supervisor (17)	-	-	0.15
Air Pollution Control Officer (22A)	1	1	1.00
Air Pollution Control Inspector (18A)	1	1	1.00
Total	2	2	2.15

ENVIRONMENTAL PROTECTION / SANITARY SEWER MAINTENANCE & REPAIR

SEWAGE DISPOSAL SYSTEM FUND (EN 44CDIV)

EN 4425	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Wastewater Plant Supervisor (17)	-	-	0.50
Hydraulic Engineer (17)	-	-	0.05
Project Engineer (15)	-	-	0.45
Utility Supervisor (14)	3	3	4.00
Engineering Assistant II (22A)	-	-	0.45
Draftsperson I / II (13A / 17A)	-	-	0.90
Sewer Camera Monitor Operator (16A)	1	2	2.00
Sr. Sewer Maintenance Worker (16A)	2	2	2.00
Sewer Maintenance Worker II (14A)	8	7	7.00
Engineering Assistant I (16A)	-	-	2.45
Utility Locator (14A)	2	2	2.00
Assist Sewer Maint Worker / I (10A / 12A)	8	8	8.00
Financial Assistant I (11A)	1	1	1.00
Total	25	25	30.80

ENVIRONMENTAL PROTECTION / STORMWATER SEWER MAINTENANCE & REPAIR

MAJOR AND LOCAL STREETS FUND (SR 44EDIV)

SR 4446	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Sewer Maintenance Worker II (14A)	3	3	3
Assist Sewer Maint Worker / I (10A / 12A)	3	3	3
Total	6	6	6

ENVIRONMENTAL PROTECTION / STORMWATER MANAGEMENT

GENERAL OPERATING FUND (GF 44DDIV)

GF 4452	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Hydraulic Engineer (17)	-	-	0.10
Project Engineer (15)	1	1	1.00
Utility Supervisor (14)	1	1	-
Engineering Assistant I (16A)	2	2	1.00
Financial Assistant II (13A)	0.50	0.50	0.50 *
Office Assistant II (10A)	-	-	0.25
Total	4.50	4.50	2.85

* Shared position with Neighborhood Improvement

ENVIRONMENTAL PROTECTION TOTAL	128.50	128.50	129.43
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WATER / ADMINISTRATION

WATER SUPPLY SYSTEM FUND (EN 43DEPT)

EN 4311	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Deputy City Manager (26U)	-	-	0.32
Water System Manager (23U)	1	1	1.00
Secretary to Deputy City Manager (7U)	-	-	0.32
Assistant Water System Manager (21)	1	1	1.00
Utility Finance Officer (17)	-	-	0.50
Administrative Analyst II (16)	-	-	0.32
Information Systems Coordinator (15)	-	1	1.00
Financial Analyst (12)	-	-	0.50
Administrative Analyst I (11)	2	2	2.00
Office Assistant II (10A)	1	-	-
Total	5	5	6.95

WATER / COLDBROOK CONTROL CENTER
WATER SUPPLY SYSTEM FUND (EN 43ADIV)

EN 4320	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Administrative Services Officer II (18)	1	1	1
Water Distribution Shift Supervisor (10)	5	5	5
Water Plant Operator I / II (12 / 16A)	8	8	8
Financial Assistant I (11A)	1	1	1
Custodian (10A)	1	1	1
Total	16	16	16

WATER / CUSTOMER SERVICES
WATER SUPPLY SYSTEM FUND (EN 43BDIV)

EN 431210	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Administrative Services Officer II (18)	1	1	1
Utility Supervisor (14)	2	2	2
Customer Services Specialist (18A)	1	1	1
Water Service Specialist (18A)	1	1	1
Collections Agent (16A)	2	2	2
Meter Reader Specialist (16A)	1	1	1
Office Assistant IV (15A)	1	1	1
Water Service Worker I / II (12A / 14A)	13	13	13
Financial Assistant II (13A)	2	2	2
Water Meter Repair Worker II (13A)	1	1	1
Financial Assistant I (11A)	17	17	17
Meter Reader I / II (10A / 12A)	7	7	7
Office Assistant II (10A)	1	1	1
Water Meter Repair Worker I (10A)	2	2	2
Total	52	52	52

WATER / ENGINEERING SERVICES
WATER SUPPLY SYSTEM FUND (EN 43CDIV)

EN 4315	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Hydraulic Engineer (17)	1	1	1
Senior Electrical Engineer (15)	1	1	1
Engineering Assistant II (22A)	3	3	3
Plumbing Inspector II (22A)	1	1	1
Plumbing Inspector I (19A)	2	2	2
Draftsperson I / II (13A / 17A)	2	2	2
Engineering Assistant I (16A)	1	1	1
Office Assistant III (12A)	1	1	1
Trench Inspector (16A)	1	1	1
Office Assistant II (10A)	1	1	0.75
Total	14	14	13.75

WATER / FIELD OPERATIONS SECTION
WATER SUPPLY SYSTEM FUND (EN 43DDIV)

EN 4331	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Project Engineer (15)	-	-	0.45
Utility Supervisor (14)	3	3	3.00
Engineering Assistant II (22A)	-	-	0.45
Senior Water System Mechanic (19A)	7	7	7.00
Machinist (17A)	1	1	1.00
Water Syst. Mechanic / Assist (16A / 12A)	25	25	25.00
Engineering Assistant I (16A)	-	-	0.45
Utility Maint Mechanic I / II (12A / 16A)	1	1	1.00
Draftsperson I / II (13A / 17A)			0.90
Utility Locator (14A)	1	1	1.00
Storekeeper II (14A)	1	1	1.00
Office Assistant III (12A)	1	1	1.00
Storekeeper I (12A)	1	1	1.00
Financial Assistant I (11A)	1	1	1.00
Total	42	42	44.25

WATER / LAKE FILTRATION AND TRANSMISSION
WATER SUPPLY SYSTEM FUND (EN 43EDIV)

EN 4342	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Water Filtration Plant Superintendent (18)	1	1	1
Telecommunications Administrator (17)	1	1	1
Utility Supervisor (14)	2	2	2
Administrative Analyst I (11)	1	1	1
Fleet Operations Instructor (21A)	1	1	0.50
Water Plant Operator III (20A)	6	6	6
Chemist I / II (19A / 23A)	2	2	2
Electrician II (19A)	2	2	2
Water Quality Specialist (19A)	1	1	1
Utility Maintenance Mechanic III (18A)	4	4	4
Electrician I (17A)	2	2	2
Utilities Crew Leader (16A)	1	1	1
Laboratory Technician I / II (14A / 16A)	2	2	2
Utility Maint Mechanic I / II (12A / 16A)	11	11	11
Water Plant Operator I / II (12A / 16A)	6	6	6
Financial Assistant I (11A)	1	1	1
Maintenance Assistant I / II (7A / 10A)	2	2	2
Total	46	46	45.50

WATER / COLDBROOK PUMPING
WATER SUPPLY SYSTEM FUND (EN 43ASECT)

EN 4322	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Electrician II (19A)	2	2	2
Utility Maintenance Mechanic III (18A)	3	3	3
Utility Maint Mechanic I / II (12A / 16A)	4	4	4
Maintenance Assistant II (10A)	2	2	1
Total	<u>11</u>	<u>11</u>	<u>10</u>
WATER TOTAL	<u><u>186</u></u>	<u><u>186</u></u>	<u><u>188.45</u></u>

ENGINEERING / ADMINISTRATION, CONSTRUCTION & DESIGN
ENGINEERING SYSTEMS FUND (Beg. 2006 - Previously General Operating Fund)

IS 2225	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Deputy City Manager (26U)	-	-	0.10
City Engineer (24U)	1	1	0.97
Secretary to Deputy City Manager (7U)	-	-	0.10
Assistant City Engineer (22)	2	2	1.75
Facilities Project Engineering Coord. (18)	1	1	1.00
Senior Project Engineer (17)	3	3	3.00
Administrative Analyst II (16)	-	-	0.10
Engineering Services Administrator (16)	1	1	1.00
Project Engineer (15)	3	3	2.10
Construction Inspection Supervisor (13)	4	4	4.00
Engineering Design Serv. Supervisor (13)	1	1	1.00
Administrative Analyst - Accounting (11)	1	1	0.97
Admin Analyst I (11)	1.50	1	1.00
Contract Administrator (11)	1	1	1.00
Land Surveyor (26A)	1	1	1.00
Engineering Assistant II (22A)	2	2	1.10
Right of Way Agent (20A)	-	1	1.00
Engineering Office Administrative Specialist (20A)	1.00	1.00	1.00
Draftsperson Specialist (20A)**	-	1	1.00
Draftsperson I / II (13A / 17A)	5	5	3.20
Engineering Assistant I (16A)	8	7	6.10
Administrative Secretary (15A)	1	1	1.01
Financial Assistant II (13A)	1.00	1.00	1.00
Office Assistant III (12A)	3.00	1.00	1.00
Financial Assistant I (11A)	1.00	1.00	1.00
Office Assistant I (7A)	1.00	1.00	1.00
Total	<u>43.50</u>	<u>42.00</u>	<u>37.50</u>

ENGINEERING / SIDEWALKS
SIDEWALK REPAIR FUND (SR 21DDIV)

SR 2260	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Deputy City Manager (26U)	-	-	0.01
City Engineer (24U)	-	-	0.03
Secretary to Deputy City Manager (7U)	-	-	0.01
Assistant City Engineer (22)	-	-	0.25
Administrative Analyst II (16)	-	-	0.01
Administrative Analyst - Accounting (11)	-	-	0.03
Administrative Analyst I (11)	1	1	1.00
Engineering Assistant I (16A)	4	3	3.00
Office Assistant II (10A)	2	2	2.00
Total	<u>7</u>	<u>6</u>	<u>6.34</u>
ENGINEERING TOTAL	<u><u>50.5</u></u>	<u><u>48.0</u></u>	<u><u>43.84</u></u>

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

Provide quality engineering services that improve, develop and maintain City owned infrastructure, facilities and buildings to enhance the quality of life in our community.

DEPARTMENTAL OUTCOMES**Construction Services**

Outcome: Improve/maintain the integrity of the City's infrastructure to support the economy, the society and the quality of the environment in the community

Indicator: Implement and/or complete approximately 50-60 projects and coordinate approximately 100 public outreach efforts in connection with these projects

Indicator	FY 2007	FY 2008	FY 2009
Number of Projects Implemented and/or Completed	54	49	53
Number of Outreach Efforts	133	113	151

Design Services

Outcome: Improve/maintain the integrity of the City's infrastructure to support the economy, the society and the quality of the environment in the community

Indicator: Award contracts for approximately 40-50 projects and coordinate approximately 40-50 public outreach efforts in connection with these projects

Indicator	FY 2007	FY 2008	FY 2009
Number of Contracts Awarded	60	59	62
Number of Outreach Efforts	45	38	120

Development Center

Outcome: Increase opportunity for business and private development growth throughout the City by authorizing use of public right-of-way and approvals for new construction

Indicator: Process all requests for Encroachment and TOP Permits within an average five day turnaround and process requests for site/building plan review within 10 business days of receipt

Indicator	FY 2007	FY 2008	FY 2009
Permit Process Time (Business Days)	5	4	4
Plan Review Time (Business Days)	10	7	5

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**General fund Services**

Outcome: Provide information, support, leadership, processing and administration of services in response to customer requests and delivery of services that contribute to a sustainable community

Indicator: Provide varied services on an as needed or requested basis

Indicator	FY 2007	FY 2008	FY 2009
Value of Time Expended in Support of General Fund Services	\$728,000.00	\$664,000.00	\$774,881.00

Sidewalk Repair Program

Outcome: Create safe sidewalk/drive approaches for pedestrian travel that enriches the lives of residents including those with disabilities

Indicator: Inspect approximately 3,500 properties; manage approximately 1,300 contracted sidewalk repairs; and manage contracts for and inspect installation of approximately 100 ADA handicap accessible ramps

Indicator	FY 2007	FY 2008	FY 2009
Number of Inspections Completed	4100	4016	4542
Number of Contracted Repairs	1250	1261	1093
Number of ADA Ramps Installed	91	94	141

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

The mission of the Engineering Department is to provide quality engineering services that improve, develop and maintain City owned infrastructure, facilities, and buildings to enhance the quality of life in our community

DEPARTMENTAL SERVICES**Construction Services**

Provide service to customer departments, customer communities and other governmental authorities by overseeing improvement/reconstruction of City infrastructure (water system; storm and sanitary sewer; streets; wastewater treatment facilities and pumping stations; water treatment pumping and storage facilities; and public facilities including buildings, parks and parking ramps/surface lots. This includes coordination with the public, residents, business owners and other governmental agencies as projects proceed through construction.

Design Services

Provide service to internal customer departments as well as to business/property owners, residents and customer communities as part of design services for projects that improve/reconstruct the City's infrastructure (water system; storm and sanitary sewer; streets; wastewater treatment facilities and pumping stations; water treatment pumping and storage facilities; public facilities including buildings, parks and parking ramps/surface lots; and oversee water and sewer extensions for private development. This includes coordination with the public, residents, business owners and other governmental agencies as projects proceed through the design process.

Development Center

Provide customer service that contributes to business and private development growth that helps to support a strong economy.

General Fund Services

Provide varied services that play an integral role in helping to meet the City's goals of achieving a healthy, productive and meaningful life for those living in the community.

Sidewalk Repair Program

Provide administration/inspection services that support the Point of Sale Sidewalk Repair Program for the reconstruction of sidewalk, drive approaches and curb/gutter located in the public right-of-way. Also, provide these same services in connection with installation of ADA handicap accessible, and provide administration and inspection/enforcement of the City's snow plowing ordinance.

DEPARTMENTAL OUTCOMES**Construction Services**

Outcome: Ensure quality design and construction of the built environment including public infrastructure

Indicator: Implement and/or complete a minimum of 50 public infrastructure projects

Outcome: Increase the use of mass transit and alternative transportation

Indicator: Build over 4 miles of shared use lanes and/or non-motorized trails

Outcome: Increase inclusive participation in governance

Indicator: Coordinate a minimum of 80 public outreach efforts to provide for citizen participation during project construction

FY 2010 PERFORMANCE MANAGEMENT PLAN**Design Services**

Outcome: Ensure quality design and construction of the built environment including public infrastructure

Indicator: Award a minimum of 50 public infrastructure projects

Outcome: Increase the use of mass transit and alternative transportation

Indicator: Design projects that include over 4 miles of shared use lanes and/or non-motorized trails

Outcome: Increase inclusive participation in governance

Indicator: Coordinate a minimum of 50 public outreach efforts that provide for citizen participation during project design

Development Center

Outcome: Ensure the City organization is a well-managed, responsible government entity

Indicator: Review/process Encroachment and TOP requests in less than five days

Indicator: Review LUDS permits within one business day of receipt

General fund Services

Outcome: Provide General Fund services on an as needed/requested basis

Indicator: Provide a minimum of \$400,000 of staff time in support of General Fund Services

Sidewalk Repair Program

Outcome: Ensure Quality design and construction of the built environment including public infrastructure

Indicator: Repair a minimum of 1,100 sidewalk locations to make them safe for pedestrian travel

Indicator: Install a minimum of 70 ADA cross walk ramps that make sidewalks more accessible to persons with mobility

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 09			
	F.Y. 08 ACTUAL	AMENDED BUDGET	ESTIMATE	F.Y. 10 BUDGET
SIDEWALK REPAIR FUND				
450 LICENSES AND PERMITS	\$ 408,241	\$ 432,746	\$ 433,900	\$ 482,850
600 CHARGES FOR SERVICES	729,362	910,150	833,650	843,850
671 OTHER REVENUE	12,091	16,000	16,000	16,000
	<u>1,149,694</u>	<u>1,358,896</u>	<u>1,283,550</u>	<u>1,342,700</u>
ENGINEERING SERVICES FUND				
450 LICENSES AND PERMITS	99,539	86,000	54,500	35,500
600 CHARGES FOR SERVICES	5,331,823	6,337,871	5,188,607	6,408,307
671 OTHER REVENUE	572	40,000	-	-
	<u>5,431,934</u>	<u>6,463,871</u>	<u>5,243,107</u>	<u>6,443,807</u>
CAPITAL IMPROVEMENT FUND				
664 INTEREST AND RENTS	18,151	-	-	-
671 OTHER REVENUE	303,100	24,469	-	-
695 OTHER FINANCING SOURCES	414,000	175,000	130,000	120,000
	<u>735,251</u>	<u>199,469</u>	<u>130,000</u>	<u>120,000</u>
STREETS CAPITAL PROJECTS				
500 INTERGOVERNMENTAL REVENUES	741,605	-99423	1,287,500	-
600 CHARGES FOR SERVICES	165	800	-	-
664 INTEREST AND RENTS	421,816	-	-	-
671 OTHER REVENUE	163,536	307,369	186,000	-
695 OTHER FINANCING SOURCES	2,500,000	4466623	2,044,923	1,585,000
	<u>3,827,122</u>	<u>4,675,369</u>	<u>3,518,423</u>	<u>1,585,000</u>
TOTAL REVENUE	<u>\$ 11,144,001</u>	<u>\$ 12,697,605</u>	<u>\$ 10,175,080</u>	<u>\$ 9,491,507</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 09			
	F.Y. 08 ACTUAL	AMENDED BUDGET	ESTIMATE	F.Y. 10 BUDGET
ENGINEERING SERVICES FUND				
700 PERSONAL SERVICES	3,506,142	3,502,890	3,557,478	3,814,734
726 SUPPLIES	53,331	67,300	55,000	56,700
800 OTHER SERVICES & CHARGES	761,138	922,214	919,584	877,012
970 CAPITAL OUTLAY	21,980	203,156	163,499	58,140
999 TRANSFERS OUT	444,358	434,604	434,604	383,285
	<u>4,786,949</u>	<u>5,130,164</u>	<u>5,130,165</u>	<u>5,189,871</u>
SIDEWALK REPAIR FUND				
700 PERSONAL SERVICES	510,457	511,120	515,120	532,007
726 SUPPLIES	5,983	12,275	12,200	7,000
800 OTHER SERVICES & CHARGES	857,281	945,803	866,484	894,062
970 CAPITAL OUTLAY	-	20,500	5,900	14,700
999 TRANSFERS OUT	42,558	43,835	43,835	49,999
	<u>1,416,279</u>	<u>1,533,533</u>	<u>1,443,539</u>	<u>1,497,768</u>
CAPITAL IMPROVEMENT FUND				
700 PERSONAL SERVICES	68	385	-	-
970 CAPITAL OUTLAY	555,747	199,084	400,622	120,000
	<u>555,815</u>	<u>199,469</u>	<u>400,622</u>	<u>120,000</u>
STREETS CAPITAL PROJECTS				
700 OTHER SERVICES & CHARGES	46,883	6,213	-	-
800 OTHER SERVICES & CHARGES	2,025,205	-	-	-
970 CAPITAL OUTLAY	4,897,236	4,224,412	3,073,679	1,460,000
999 TRANSFERS OUT	426,549	-	-	-
	<u>7,395,873</u>	<u>4,230,625</u>	<u>3,073,679</u>	<u>1,460,000</u>
TOTAL EXPENDITURES	<u>\$ 14,154,916</u>	<u>\$ 11,093,791</u>	<u>\$ 10,048,005</u>	<u>\$ 8,267,639</u>

FY 2009 PERFORMANCE MANAGEMENT PLAN - PROGRESS REPORT**MISSION STATEMENT**

The mission of Environmental Services is to enhance the quality of life for the citizens of greater Grand Rapids by providing significant leadership and exemplary services dedicated to the protection of the environment and the public health and welfare.

DEPARTMENTAL OUTCOMES**Air Pollution:**

Outcome: Measure air quality and report data to MDEQ.

Indicator: Submittal of all required data to MDEQ.

Indicator	FY2007	FY2008	FY2009
Percent completion	100%	100%	100%

Outcome: Maintain air monitoring stations and instrumentation in good working order.

Indicator: Equipment breakdown and repair record.

Indicator	FY2007	FY2008	FY2009
Percent valid data collected	100%	90%	100%

Stormwater Maintenance:

Outcome: Reduce street flooding.

Indicator: Track history of flooding in Cityworks database and compare to prior years.

Indicator	FY2007	FY2008	FY2009
# of Cityworks SR related to flooding	57	52	85

Outcome: Clean storm water catch basins to maintain system capacity

Indicator: Number of basins cleaned

Indicator	FY2007	FY2008	FY2009
# catch basins cleaned	868	1303	2170

Outcome: Compliance with the City's storm water NPDES permit

Indicator: Permit compliance record

Indicator	FY2007	FY2008	FY2009
Notice of Violations	0	0	0

Stormwater Management:

Outcome: Administer and enforce City ordinance related to storm water and soil erosion.

Indicator: Monitor permits issued and enforcement activities.

Indicator	FY2007	FY2008	FY2009
Notice of violations issued	84	138	106
Corrective action orders issued	20	31	19
Civil infraction tickets	N/A	11	1
SESC/Storm water permits issued	126	119	93

FY 2009 PERFORMANCE MANAGEMENT PLAN - PROGRESS REPORT

Outcome: Complete Storm Water Pollution Prevention Initiative (SWPPI)

Indicator: Track SWPPI activities and report to MDEQ

Indicator	FY2007	FY2008	FY2009
Submitted SWPPII report to MDEQ	Completed	Completed	Completed

Outcome: Implement Illicit Discharge Elimination Program (IDEP)

Indicator: Contract with West Michigan Environmental Action Council (WMEAC) approved*

Indicator	FY2007	FY2008	FY2009
Illicit Discharge Connections	N/A	N/A	1

*IDEP Program completed with seasonal employees instead of WMEAC

Outcome: Oversee City storm water NPDES permit and compliance.

Indicator: Compliance with NPDES permit requirements.

Indicator	FY2007	FY2008	FY2009
NPDES permit compliance	100%	100%	100%

Wastewater Treatment / Sewer Maintenance:

Outcome: Produce treatment plant effluent that meets all State and Federal requirements.

Indicator: Compliance with NPDES permit requirements.

Indicator	FY2007	FY2008	FY2009
NPDES permit compliance	100%	100%	100%

Outcome: Maintain sewer system transport capacity.

Indicator: Monitor miles of sewers cleaned.

Indicator	FY2007	FY2008	FY2009
Miles of sanitary sewers cleaned	296	329	302

Outcome: Maintain treatment processes in good working order

Indicator: Maintain ratio of preventive to corrective maintenance at 75% or greater.

Indicator	FY2007	FY2008	FY2009
PM to CM ratio	88%	86%	88%

Outcome: Reduce system infiltration.

Indicator: Track sewers repaired, replaced, or lined.

Indicator	FY2007	FY2008	FY2009
Sewer Repairs completed	42	156	40
Miles of sewer replaced	0	0	0
Miles of sewer lined	N/A	2.614	1.8

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

The mission of Environmental Services is to enhance the quality of life for the citizens of greater Grand Rapids by providing significant leadership and exemplary services dedicated to the protection of the environment and the public health and welfare.

DEPARTMENTAL SERVICES**Air Pollution**

Provide air pollution monitoring and investigation for West Michigan

Stormwater Maintenance

Provide stormwater collection system operation and maintenance

Stormwater Management

Provide stormwater management for the City of Grand Rapids as required by the NPDES permit

Sewer Maintenance

Provide Operation and Maintenance for the sanitary sewer collection system

Wastewater Treatment

Provide wastewater treatment for Grand Rapids and 9 neighboring communities as required by the wastewater NPDES permit

DEPARTMENTAL OUTCOMES**Air Pollution**

Outcome: Measure air quality and report data to MDEQ

Indicator: Submittal of all required data to MDEQ

Outcome: Maintain air monitoring stations and instrumentation in good working order.

Indicator: Equipment breakdown and repair record

Stormwater Maintenance

Outcome: Reduce street flooding

Indicator: Track history of flooding in Cityworks database and compare to prior years

Outcome: Clean storm water catch basins to maintain system capacity

Indicator: Number of basins cleaned

Outcome: Compliance with the City's storm water NPDES permit

Indicator: Permit compliance record

Stormwater Management

Outcome: Administer and enforce City ordinance related to storm water and soil erosion.

Indicator: Monitor permits issued and enforcement activities

Outcome: Complete Storm Water Pollution Prevention Initiative (SWPPI)

Indicator: Track SWPPI activities and report to MDEQ

Outcome: Oversee City storm water NPDES permit and compliance

Indicator: Compliance with NPDES permit requirements

FY 2010 PERFORMANCE MANAGEMENT PLAN**Sewer Maintenance**

Outcome: Maintain reliable sewer collection services

Indicator: SSO events and sewer backup calls

Outcome: Maintain sewer system transport capacity

Indicator: Monitor miles of sewers cleaned.

Outcome: Reduce system infiltration

Indicator: Track sewers repaired, replaced, or lined

Wastewater Treatment

Outcome: Produce treatment plant effluent that meets all State and Federal requirements

Indicator: Compliance with NPDES permit requirements

Outcome: Maintain treatment processes in good working order

Indicator: Maintain ratio of preventive to corrective maintenance at 75% or greater

Outcome: Implement combined sewer overflow control program

Indicator: Monitor combined sewer overflow volumes annually to determine program effectiveness

DEPARTMENT / NUMBER:

ENVIRONMENTAL SERVICES / 44

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET
		AMENDED BUDGET	ESTIMATE	
GENERAL FUND (Revenue detail in Appendix B)				
450 LICENSES AND PERMITS	\$ 107,868	\$ 36,990	\$ 23,940	\$ 28,350
500 INTERGOVERNMENTAL REVENUES	228,891	247,328	200,763	245,112
600 CHARGES FOR SERVICES	72,153	193,580	160,613	170,535
	<u>408,912</u>	<u>477,898</u>	<u>385,316</u>	<u>443,997</u>
SEWAGE DISPOSAL SYSTEM FUND				
450 LICENSES AND PERMITS	55,426	63,000	58,000	64,000
500 INTERGOVERNMENTAL REVENUES	245,032	-	-	-
600 CHARGES FOR SERVICES	41,543,370	49,196,298	45,793,499	53,008,001
664 INTEREST AND RENTS	339,555	6,000	6,000	6,000
671 OTHER REVENUE	1,091,814	19,581,482	120,500	424,032
695 OTHER FINANCING SOURCES	-	30,563	47,291,019	52,132,000
	<u>43,275,197</u>	<u>68,877,343</u>	<u>93,269,018</u>	<u>105,634,033</u>
MAJOR/LOCAL STREETS FUND				
600 CHARGES FOR SERVICES	3,284	-	-	-
CAPITAL PROJECTS FUNDS				
695 OTHER FINANCING SOURCES	450,000	100,000	100,000	100,000
	<u>450,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
TOTAL REVENUE	<u>\$ 44,137,393</u>	<u>\$ 69,455,241</u>	<u>\$ 93,754,334</u>	<u>\$ 106,178,030</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET
		AMENDED BUDGET	ESTIMATE	
GENERAL FUND				
700 PERSONAL SERVICES	\$ 491,589	\$ 554,407	\$ 484,647	\$ 465,590
726 SUPPLIES	522	7,750	2,250	4,750
800 OTHER SERVICES & CHARGES	106,603	171,416	151,661	164,694
970 CAPITAL OUTLAY	-	20,000	-	12,500
	<u>598,714</u>	<u>753,573</u>	<u>638,558</u>	<u>647,534</u>
SEWAGE DISPOSAL SYSTEM FUND				
700 PERSONAL SERVICES	8,998,483	9,213,628	8,798,879	9,866,781
726 SUPPLIES	1,465,277	1,843,971	1,444,508	1,749,124
800 OTHER SERVICES & CHARGES	20,369,644	14,209,569	12,827,735	13,305,259
970 CAPITAL OUTLAY	15,599	25,337,566	53,298,019	56,316,000
990 DEBT SERVICE	8,695,219	11,899,811	11,520,281	12,190,522
996 APPROPRIATION LAPSE	-	(275,000)	-	(571,000)
999 TRANSFERS OUT	3,217,485	3,352,026	3,219,492	3,569,468
	<u>42,761,707</u>	<u>65,581,571</u>	<u>91,108,914</u>	<u>96,426,154</u>
MAJOR / LOCAL STREETS FUND				
700 PERSONAL SERVICES	345,304	214,725	223,476	233,863
726 SUPPLIES	31,520	47,000	29,364	49,222
800 OTHER SERVICES & CHARGES	243,915	337,964	341,218	249,799
	<u>620,739</u>	<u>599,689</u>	<u>594,058</u>	<u>532,884</u>
CAPITAL PROJECTS FUNDS				
970 CAPITAL OUTLAY	169,554	100,000	15,406	100,000
TOTAL EXPENDITURES	<u>\$ 44,150,714</u>	<u>\$ 67,034,833</u>	<u>\$ 92,356,936</u>	<u>\$ 97,706,572</u>

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

Produce and deliver excellent water to our customers that will protect public health, support the economy, protect life and property from the threat of fire, and contribute to overall quality of life.

DEPARTMENTAL OUTCOMES**Administration**

Outcome: Ensure that all federal, state and local requirements are met in the treatment and distribution of potable water in an efficient manner.

Indicator: Water/sewer payment assistance provided through ACSET for Low Income Customers:

Indicator	FY 2007*	FY 2008	FY 2009
No. of Households helped	94	255	305
Funds Provided for Assistance	\$24,395	\$88,709	\$107,430

*Represents ½ of fiscal year the program was initially in operation

Indicator: Distribution water quality parameters (data is from immediately prior calendar year):

	FY 2007	FY 2008	FY 2009
Chlorine residual, ppm	0.9	0.9	0.9
Haloacetic Acids, ppb	27.7	26.9	23.5
Total Trihalomethanes, ppb	41.4	42.8	36.8

Indicator: Water Quality Complaints registered through CityWorks:

	FY 2007	FY 2008*	FY 2009
Low/fluctuating water pressure	39	10	48
Musty/earth taste/odor	-	-	34
Other taste/odor issues	31	1	27
Color/clarity/sediment	17	3	30

*Program recording changes resulted in lack of data

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**Control and Monitoring of Water Delivery**

Outcome: Maintain compliance with federal, state and local requirements in the treatment and distribution of potable water.

Indicator: Continuous pressure has been maintained and storage levels monitored to provide service needs and maintain compliance with regulatory requirements. Fiscal year data is not available at this time.

Customer Service

Outcome: Improve customer service delivery in the areas of billing, customer care, meter reading and meter maintenance.

Indicator	FY 2007	FY 2008	FY 2009
Bills Processed	400,000	519,270	523,260
Customer Calls	83,359	86,292	84,914
Walk-In Payments		41,816	53,483
Walk-In Inquiries	--	--	Avg 350-400/month
Work Orders Processed	34,944	36,564	36,774
Meters Changed Out	4,488	2,587	2,526
Accts Turned Off for Non-Payment	3,372	3,386	3,026
Meter Readings	310,000	310,925	311,352

Engineering Services

Outcome: Maintain compliance with federal, state and local requirements in the treatment and distribution of potable water as well as improve the existing facilities used to distribute the water to improve efficiency and quality.

Indicator	FY 2007	FY2008	FY 2009
Plan Reviews	127	94	70
Hydrant Flow Tests	36	29	26
Details/Drawings Updated	500	1,400	953
Cross Connection Commercial Inspections	--	7,700	7,700
Cross Connection Residential Inspections	--	1,700	1,500

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**Operation and Maintenance of Water Pumping and Storage Facilities**

Outcome: Maintain compliance with federal, state and local requirements in the treatment of potable water. Maintain facilities and equipment to insure reliability.

Indicator	FY 2007	FY2008	FY 2009
Electrical costs per Million Gallons Distributed (pumped)	\$121	\$132	\$135

Preventative and Emergency Pipeline Maintenance and Construction Activities

Outcome: Maintain compliance with federal, state and local requirements in the installation, maintenance and repair of the water distribution infrastructure.

Indicator	FY 2007	FY 2008	FY 2009
Water Emergencies	266	219	198
Valve Repairs	25	64	38
Curb Box/Stop Repairs	564	569	468
Indicator	FY 2007	FY 2008	FY 2009
Hydrant Repair/Replacement	250	770	800
Lead Service Lines Replaced	69	64	84
Hydrant Connections Provided	146	243	236
Testing & Chlorination of Taps	--	125	65

Water Treatment and Pumping

Outcome: Maintain compliance with federal, state and local regulations in the treatment and distribution of potable water. Track, assist with development and comply with legislation related to protection of the Great Lakes and water conservation.

Indicator	FY 2007	FY 2008	FY 2009
Electrical Costs per Million Gallons (Treated & Pumped)	\$137	\$144	\$142
Electrical kilowatt Hours per Million Gallons	1,945	1,963	1,808
Chemical Costs per Million Gallons	\$382.77	\$458.11	\$760.14
GR Bill Volume Gallons per day per household*	332.05	334.96	N.A **

*Great Lakes and St. Lawrence Cities Initiative Goal: Reduce to below 343.13 gallons per day

** Numbers pending 2009 Rate Study

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

Produce and deliver excellent water to our customers that will protect public health, support the economy, protect life and property from the threat of fire and contribute to overall quality of life.

DEPARTMENTAL SERVICES**Administration**

Direct and monitor all aspects of the operation.

Control and Monitoring of Water Delivery

Operate and monitor distribution of water to the region.

Customer Service

Meter, read, bill and provide customer service for approximately 80,000 water/sewer accounts.

Engineering Services

Conduct plan reviews, Cross Connection Compliance Program, permitting and inspection of connections to water and sewer system, record maintenance and capital project planning.

Operation and Maintenance of Water Pumping and Storage Facilities

Provide maintenance and repair of pumping and storage facilities along with related equipment.

Preventative and Emergency Pipeline Maintenance and Construction Activities

Provide operation, maintenance and repair of water mains, hydrants, valves and appurtenances. Conduct tapping services, testing and chlorinating.

Water Treatment and Pumping

Efficiently treat and deliver safe drinking water to our customers

DEPARTMENTAL OUTCOMES**Administration**

Outcome: Ensure that the Water System is a well-managed, responsible, reliable and secure utility. Reduce overall water consumption and unbilled (lost) water

Indicator: Reduce the overall consumption of water annually per meter. Reduce and stabilize cost to deliver water per 1 million gallons and maintain within regional benchmarks. Reduce unbilled water to less than 10% on a consistent basis. Increase communications with neighboring utilities on security matters through Water Utility Consortium.

Control and Monitoring of Water Delivery

Outcome: Maintain reliability of service and maintain or reduce the energy used in the distribution of water.

Indicator: Maintain and reduce the annual average kilowatt hours of electricity needed to store and pump 1 million gallons. Reduce number of pressure complaints due to operational conditions.

FY 2010 PERFORMANCE MANAGEMENT PLAN**Customer Service**

Outcome: Improve customer satisfaction with service, metering, billing and payment options. Ensure water service is available and affordable for all rate payers.

Indicator: Increase options available to customers for bill payment. Increase the effectiveness of the Individual Circuit Breaker program in terms of funds distributed and administrative costs. Keep the Water CIS project on schedule to produce RFP by summer 2009 and vendor selection by very early 2010.

Engineering Services

Outcome: Improve efficiency and accuracy of technical services and programs. Assist department and Utility Advisory Board in developing programs to reduce water consumption and increase efficiency of lawn sprinkling.

Indicator: Advance the project to deploy electronic data in the field and eliminate paper atlas books. Work with other divisions to increase number of data bases for work orders and service requests over to CityWorks.

Operation and Maintenance of Water Pumping and Storage Facilities

Outcome: Maintain facilities and equipment to improve reliability and reduce costs.

Indicator: Measure hours or cost incurred for planned maintenance versus corrective maintenance activities, and compare with maintenance benchmarks. Extend the life of facilities and assets in the storage and distribution system.

Preventative and Emergency Pipeline Maintenance and Construction Activities

Outcome: Maintain and improve emergency response time, repair duration and customer service outages. Stabilize and minimize the amount of water lost due to leaks, breaks and flushing activities.

Indicator: Improve emergency response time and reduce customer service outages by increasing valve operation and repair activities. Work with Engineering to increase information in CityWorks that will assist in identifying water mains and appurtenances that require replacement, achieving renewal rates within regional benchmarks.

Water Treatment and Pumping

Outcome: Improve customer satisfaction with water quality and reduce energy used in the treatment of water.

Indicator: Reduce the incidence and number of taste and odor complaints. Maintain and reduce the annual average kilowatt hours of electricity needed to treat 1 million gallons.

DEPARTMENT / NUMBER:

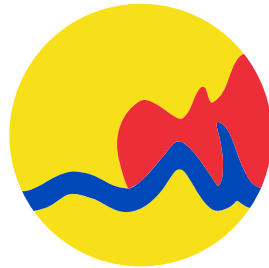
WATER SYSTEM/ 43

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET
		AMENDED BUDGET	ESTIMATE	
WATER SUPPLY SYSTEM FUND				
450 LICENSES AND PERMITS	\$ 12,200	\$ 20,000	\$ 12,070	\$ 20,000
600 CHARGES FOR SERVICES	40,775,377	43,632,749	40,698,396	43,025,851
655 FINES AND FORFEITURES	1,094,035	1,130,000	1,179,200	1,190,000
664 INTEREST AND RENTS	913,390	575,665	579,000	649,000
671 OTHER REVENUE	1,117,031	31,000	447,076	36,000
695 OTHER FINANCING SOURCES	2,272,606	22,741,663	18,800,623	10,628,075
	46,184,639	68,131,077	61,716,365	55,548,926
TOTAL REVENUE	\$ 46,184,639	\$ 68,131,077	\$ 61,716,365	\$ 55,548,926

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08 ACTUAL	F.Y. 09		F.Y. 10 BUDGET
		AMENDED BUDGET	ESTIMATE	
WATER SUPPLY SYSTEM FUND				
700 PERSONAL SERVICES	\$ 15,113,079	\$ 14,301,712	\$ 14,336,253	\$ 16,273,309
726 SUPPLIES	1,950,706	3,424,669	2,777,800	3,040,800
800 OTHER SERVICES & CHARGES	16,111,288	11,557,844	10,794,006	10,141,151
970 CAPITAL OUTLAY	155,409	24,080,994	21,956,764	13,780,000
990 DEBT SERVICE	6,836,324	7,672,019	7,577,126	8,666,381
996 APPROPRIATION LAPSE	-	(319,000)	-	(632,000)
999 TRANSFERS OUT	1,145,768	1,161,688	1,168,805	1,279,605
	41,312,574	61,879,926	58,610,754	52,549,246
TOTAL EXPENDITURES	\$ 41,312,574	\$ 61,879,926	\$ 58,610,754	\$ 52,549,246



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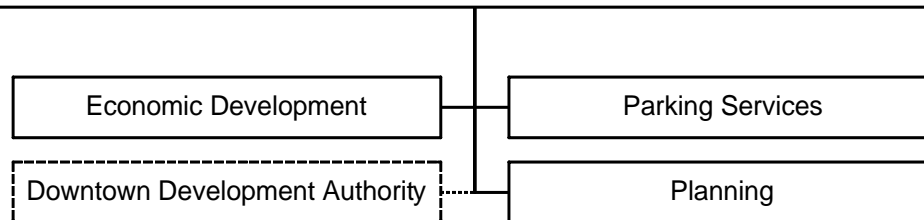
Planning and Economic Development INTRODUCTION

Group Mission Statement

Optimize the potential of urban life through appropriate land use planning, property development, and economic development.

ORGANIZATIONAL STRUCTURE

Planning and Economic Development Services Group



PLANNING AND ECONOMIC DEVELOPMENT

Functional Group Funding:

Fund Type	Planning & Economic Development Funding		Fund Type Totals
General Operating Fund	\$ 3,368,933	2.9%	\$115,085,827
Special Revenue Funds	1,265,370	1.5%	85,913,034
Permanent Funds	-	0.0%	90,000
Capital Improvement Funds	-	0.0%	11,505,758
Enterprise Funds	18,842,103	11.0%	171,155,191
Internal Service Funds	-	0.0%	64,607,046
Fiduciary Funds	-	0.0%	16,580,639
Total Functional Group Funding	<u>\$23,476,406</u>	5.0%	<u>\$464,937,495</u>

Departmental Funding:

Page	Department	Fund	F.Y. 10 Appropriation Budget	Fund Statement Page Reference
239	Planning	General Operating	<u>\$ 1,455,092</u>	81
245	Economic Development	General Operating	206,116	81
		Prop. Mgmt. Subfund	330,286	95
		DNR Properties	74,238	86
			<u>\$ 610,640</u>	
248	Parking Services	General Operating	1,707,725	81
		Parking Services	18,842,103	109
		Capital Improvement	-	
			<u>\$ 20,549,828</u>	
255	Downtown Improvement District	Downtown Improvement District	<u>\$ 860,846</u>	87

PLANNING AND ECONOMIC DEVELOPMENT SERVICES

PLANNING / ADMINISTRATION

GENERAL OPERATING FUND (GF 10DEPT)

GF 1010	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Deputy City Manager (26U)	-	-	0.15
Planning Director (23U)	1	1	1.00
Secretary to Deputy City Manager (7U)	-	-	0.15
Assistant Planning Director (18)	1	1	1.00
Administrative Analyst I (11)	-	-	0.15
Planning Supervisor (13)	1	1	0.67
Historic Preservation Specialist (23A)	1	1	1.00
Planner I / II (20A / 23A)	3	3	3.00
Sr. Graphic Illustrator (22A)	1	-	-
Graphic Illustrator (17A)	1	1	1.00
Sign Inspector I (17A)	1	1	1.00
Office Assistant IV (15A)	1	1	1.00
Office Assistant III (12A)	1	1	-
Planning Aide (9A)	-	-	1.00
PLANNING TOTAL	12	11	11.12

ECONOMIC DEVELOPMENT

GENERAL OPERATING FUND (GF 01DIV)

GF 4710	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Deputy City Manager (26U)	-	-	0.015
Economic Development Director (21U)	1	1	0.25
Secretary to Deputy City Manager (7U)	-	-	0.015
Administrative Analyst II (16)	-	-	0.015
Economic Development Coordinator I / II (14 / 17)	2	3	-
MWBE Developer (14)	-	-	0.15
Administrative Analyst I (11)	0.5	-	-
Administrative Secretary (15A)	1	1	0.55
Total	4.50	5.00	0.995

ECONOMIC DEVELOPMENT

PROPERTY MANAGEMENT SUBUND

SR246248	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Economic Development Director (21U)	-	-	0.10
MWBE Developer (14)	-	-	0.075
Economic Development Coordinator I / II (14 / 17)	-	-	0.60
Total	-	-	0.78
ECONOMIC DEVELOPMENT TOTAL	4.50	5.00	1.77

* half funded by EOD, 25% brownfield, 25% smartzone

PARKING SERVICES / SYSTEM ADMINISTRATION**PARKING SERVICES FUND (46DEPT)**

EN 4610 POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
Deputy City Manager (26U)	-	-	0.093
Parking Systems Director (21U)	1	1	1.00
Secretary to Deputy City Manager (7U)	-	-	0.093
Administrative Services Officer (16)	1	1	1.00
Administrative Analyst II (16)	-	-	0.093
Administrative Secretary (15A)	1	1	1.00
Accountant I (21A)	1	1	1.00
Financial Assistant I (11A)	3	3	3.00
Office Assistant I (7A)	2	1	1.00
Total	9	8	8.28

PARKING SERVICES / METER OPERATIONS**PARKING SERVICES FUND (EN 46ASECT)**

EN 462010 POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
Parking Meter Operations Supervisor (14)	1	1	0.35
Parking Meter Service Worker (10A)	3	2	2.00
Total	4	3	2.35

PARKING SERVICES / ENFORCEMENT**GENERAL OPERATING FUND (EN 46DSECT)**

EN 462030 POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
Parking Meter Operations Supervisor (14)	-	-	0.35
Parking Violations Checker (7A)	6	8	8.00
Total	6	8	8.35

PARKING SERVICES / FACILITIES OPERATION**PARKING SERVICES FUND (EN 46BSECT)**

EN 463010 POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
Parking Facility Supervisor (14)	2	2	0.50
Parking Facility Shift Supervisor (10)	3	3	1.05
Parking Facility Attendant I (5A)	8	7	6.00
Total	13	12	7.55

PARKING SERVICES/ FACILITIES MAINTENANCE**PARKING SERVICES FUND (EN 46CSECT)**

EN 463020 POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
Parking Facility Supervisor (14)	-	-	1.50
Parking Meter Operations Supervisor (14)	-	-	0.30
Parking Facility Shift Supervisor (10)	-	-	1.95
Custodian (10A)	4	4	4.00
Parking Facility Attendant I (5A)	-	-	1.00
Total	4	4	8.75
PARKING SERVICES TOTAL	36	35	35

FY 2009 PERFORMANCE MANAGEMENT PLAN - PROGRESS REPORT

MISSION STATEMENT

We facilitate positive change! The Planning Department helps guide public and private development. Our goal is to improve the quality of life for all residents.

DEPARTMENTAL SERVICES

City Department Support

Provide graphic design, mapping services, and production support, as well as assisting with special projects for other City departments.

Development Compliance

Process applications for permits, conduct inspections, and enforce the applicable codes to ensure compliance with the Historic Preservation Ordinance and the sign provisions of the Zoning Ordinance. Includes permitting and monitoring of Land Use Development Services (LUDS) projects, and review of building permits.

Development Review

Facilitate new development projects from concept (plans) to final approval (permitting). Includes updating the Master Plan and amending the Zoning Ordinance as needed, processing applications for the Planning Commission and Board of Zoning Appeals, and review of demolition, business and liquor permits.

DEPARTMENTAL OUTCOMES

City Department Support (design and graphic services)

Outcome: Support effective decision making at all levels of the organization and increase community awareness of City policies and goals.

Indicators	FY 2007	FY 2008	FY 2009
Ongoing and/or special inter-departmental projects.	---	---	10
Major graphic design projects completed for other City depts.	---	---	16

FY 2009 Ongoing and/or Special Inter-Departmental Projects

The following are examples of ongoing and/or inter-departmental projects: Green Grand Rapids planning initiative (handouts, boards, created billboards and print ads, maintained a photo inventory); updates of the Planning Department and Green Grand Rapids Websites: support for the Health and Wellness Committee (flyers, brochures, signs, and posters); photographic support for the City's website, participation in Website Committee; support for Our Community's Children (design and print materials, mount on boards); update to the Streets and Sanitation Recycling Guide; support to the Police Department (posters mounted on foam core); support to Environmental Protection Services (bi-lingual flyer on environmental tips included in water bills); support for Planning Commission and Board of Zoning Appeals E-Packets and meeting presentations; and support for Historic Preservation Commission (annual reports, HPC awards, design and production of brochures).

FY 2009 PERFORMANCE MANAGEMENT PLAN - PROGRESS REPORT

FY 2009 Major Graphic Design projects for other City departments

The following are examples of major graphic design projects for other City departments: designed brochure "Open for Business" (Economic Development); designed and produced Newcomers Packet for new residents; developed new web page for tourism/things to do in GR; created and produced large display boards for the Historic Preservation Commission, the annual State conference, and the GR Main Library; updated and redesigned the Downtown Development Authority brochure (DDA); developed Special Events logo and brochure (Film, Music, and Special Events); designed brochure on Downtown Vendor districts (Clerk); Spanish translation signage for Police Department (Equal Opportunity); designed Information Technology brochure "The Big Picture" (IT); developed new WIMAX Gateway site (IT); designed and illustrated quarterly course guides (Parks); designed logo and support materials for Rosa Parks Monument Committee; updated location maps for downtown parking ramps (Parking); updated and reformatted the DASH Route Map (Parking); and designed Zoning education brochures (Planning/United Growth).

Evaluation of City Support Services

- The Graphic design staff was cut from 2 people to 1 person in FY 2008.
- Despite the staff reduction, the Planning Department has experienced a steady flow of design and graphic assistance requests though the last 3 years.

Development Compliance

Outcome: Ensure quality development consistent with the Master Plan, Zoning Ordinance, and related City codes.

Indicator

Indicators	FY 2007	FY 2008	FY 2009
Plan Reviews reviewed for Zoning Ordinance compliance.	110	239	260
Building Permits reviewed for Zoning Ordinance compliance.	1,936	886	800
Historic Preservation applications for exterior alterations reviewed.	437	480	479
Historic Preservation violation cases brought into compliance.	492	638	498
Section 106 reviews for Housing Rehab & Sidewalk Programs.	200	333	317
Sign Permits for permanent and temporary signs. (FY09 Permanent – 208; FY09 Temporary - 122)	158	243	330
Sign violation cases brought into compliance.	---	221	285
Property Use Verifications (PUVs) completed.	241	145	75

Evaluation of Development Compliance Trends

- Despite the economic downturn, the number of plan reviews and building permits has held fairly steady.
- Sign permit and enforcement cases have steadily increased since the program was initiated in 2007.
- Property Use Verifications (PUVs) have decreased significantly as a result of a decline in residential real estate sales.

FY 2009 PERFORMANCE MANAGEMENT PLAN - PROGRESS REPORT**Development Review**

Outcome: Ensure quality development consistent with the Master Plan.

FY 2009 Special Development Projects

1. The update to the 2002 Master Plan, entitled Green Grand Rapids, was 85% complete by the end of FY 2009. The planning process will be completed and the Master Plan updated in FY 2010.
2. A voluntary Billboard Exchange Program was substantially completed, for full implementation in FY 2010. As part of that program, a billboard inventory was completed.
3. Considerable Planning Commission, Board of Zoning Appeals, and Planning Department staff efforts were made to guide the Village at Knapp's Crossing development through the approval processes.
4. The Planning Department staff worked on a number of community collaborations, such as the United Growth Zoning education project and the Belknap Area Specific Plan.
5. Text Amendments to the Zoning Ordinance were approved in April 2009 to ensure that City development practices are up-to-date and responsive to community needs.
6. The Planning Commission adopted new Bylaws, and the City Commission adopted a new ordinance entitled Chapter 62 - Planning Commission, as required by changes in State law.

Indicators	FY 2007	FY 2008	FY 2009
Planning Commission and BZA Public Hearings properly noticed.	100%	100%	100%
Planning Commission applications reviewed and processed.	131	91	55
Zone Change (district) requests presented to the City Commission.	27	11	6
Board of Zoning Appeals applications reviewed and processed.	54	65	41

Evaluation of Development Review Trends

- The new Zoning Ordinance (adopted November 2007, amended September 2008) has been successful in reducing the number of Board of Zoning Appeals cases and the number of Zone Change requests. More projects are able to proceed with staff review only.
- Planning Commission cases have fallen in FY 2009 due to a significant slowdown in the economy.

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

We facilitate positive change! The Planning Department helps guide public and private development. Our goal is to improve the quality of life for all residents.

DEPARTMENTAL SERVICES**City Department Support**

City Department Support services include graphic design and production, mapping, photography, and technical assistance for a wide range of City projects. Services are provided to the City Commission, Executive Office, other City departments, and community groups.

Development Review

Development Review involves the facilitation of new development projects from concept to final approval. Services include staff support for the Planning Commission, Board of Zoning Appeals, and City Commission; coordination with various departments involved in development approvals, including Design Team; general planning efforts, such as periodic updates of the Master Plan and coordination with neighborhood initiatives; text amendments and review of the Zoning Ordinance; and communication with regional partners such as ITP, GVMC, WMSA and surrounding communities.

Development Compliance

Development Compliance services ensure that development projects comply with the Zoning Ordinance (including signs), Land Use and Development Services (LUDS) Ordinance, and Historic Preservation Ordinance through permitting, inspection and enforcement functions. Review and approval of lot splits/combos, and building, demolition, encroachment, business, and liquor permits are included under development compliance.

DEPARTMENTAL OUTCOMES**City Department Support**

Outcome: Ensure the City organization is a well-managed, responsible governmental entity.

Indicator: 100% of information provided by a city department is depicted accurately.

Indicator: Establish baseline information on private design services and pricing, typical work tasks and standard costs.

Indicator: 95% of city departments receiving graphic design and production support report that work products meet or exceed expectations.

Indicator: 90% of work products do not require significant revisions or alterations after initial task completion.

Indicator: 100% of all IT Web Design Team, Diversity Film Series, etc. meetings are attended by a Planning Department representative.

Development Review

Outcome: Ensure quality design and construction of the built environment.

Indicator: 70% of all project applications are approved without waivers or variances from the Zoning Ordinance.

Indicator: 20% of all project applications are approved with waivers or variances from the Zoning Ordinance.

Outcome: Ensure proper land use management that benefits the natural environment.

Indicator: Four hundred (400) trees are planted on private property or public rights-of-way as a result of Zoning Ordinance requirements.

Indicator: 20% of development projects utilize bonus provisions of the Zoning Ordinance for greenspace.

Indicator: Three (3) development projects are approved for a density of 12 housing units or more per acre.

FY 2010 PERFORMANCE MANAGEMENT PLAN

Outcome: Increase choice and access to a range of housing options, parks and greenspace, and transportation modes.

Indicator: 60% of new housing units developed in the City will be alternatives to single family detached units.

Indicator: 90% of City residents will live within ¼ mile of a park or greenspace by 2025.

Indicator: Two (2) miles of bicycle lanes or shared use facilities will be added to public streets.

Outcome: Reduce usage of personal vehicles within the City.

Indicator: Establish baseline information on the number of Complete Streets in the City.

Indicator: Develop a methodology for a local Walkability Index.

Indicator: Add ¼ mile of new sidewalks on major or regional streets.

Outcome: Ensure the City organization is a well-managed, responsible government entity.

Indicator: 85% of Planning Commission decisions are made in one meeting or are not tabled pending additional information.

Indicator: 90% of Board of Zoning Appeals decisions are made in one meeting or are not tabled pending additional information.

Indicator: 95% of Planning Department activities meet or exceed internal customer service standards. (These standards include: processing applications for the Planning Commission or Board of Zoning Appeals in time for the next available meeting, ensuring proper notice is given for public hearings, providing same-day response for counter reviews, returning phone call or email inquiries from developers and others within 48 hours, and meeting with developers within 2 weeks of request.)

Indicator: 85% of Planning Commission and Board of Zoning Appeals members report that they are “very satisfied” with the staff support provided by the Planning Department.

Indicator: Establish baseline information on customer usage of the Planning Department web site.

Development Compliance

Outcome: Ensure the City organization is a well-managed, responsible government entity.

Indicator: 92% of LUDS plan reviews meet the 5-day median review standard of the Development Center.

Indicator: 92% of building plan reviews meet the 5-day median review standard of the Development Center.

Indicator: 90% of first inspections of approved sign permits are found to be in compliance with the Zoning Ordinance.

Indicator: Two hundred (200) sign violation cases are brought into substantial compliance.

Indicator: 95% of sign violation cases are brought into compliance within one month.

Indicator: Three hundred fifty (350) historic preservation code violation cases are brought into substantial compliance.

DEPARTMENT / NUMBER:

PLANNING / 10

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y.10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND (Revenue detail in Appendix B)				
450 LICENSES AND PERMITS	\$ -	\$ 30,000	\$ 30,000	\$ 41,500
600 CHARGES FOR SERVICES	216,667	211,300	197,137	264,337
671 OTHER REVENUE	66	-	-	-
	<u>216,733</u>	<u>241,300</u>	<u>227,137</u>	<u>305,837</u>
OTHER GRANTS FUND				
671 OTHER REVENUE	71,590	-	-	-
	<u>71,590</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL REVENUE	<u>\$ 288,323</u>	<u>\$ 241,300</u>	<u>\$ 227,137</u>	<u>\$ 305,837</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y.10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 1,041,388	\$ 1,043,287	\$ 978,604	\$ 1,078,507
726 SUPPLIES	36,730	43,000	39,500	41,500
800 OTHER SERVICES & CHARGES	289,027	478,196	459,168	317,694
999 OPERATING TRANSFERS OUT	-	-	-	17,391
	<u>1,367,145</u>	<u>1,564,483</u>	<u>1,477,272</u>	<u>1,455,092</u>
NEIGHBORHOOD BUSINESS IMP/PROP MGMT				
999 OPERATING TRANSFERS OUT	2,556	-	-	-
	<u>2,556</u>	<u>-</u>	<u>-</u>	<u>-</u>
OTHER GRANTS FUND				
800 OTHER SERVICES AND CHARGES	71,590	-	-	-
	<u>71,590</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	<u>\$ 1,441,291</u>	<u>\$ 1,564,483</u>	<u>\$ 1,477,272</u>	<u>\$ 1,455,092</u>

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

Encourage business and developer investment and job creation.

DEPARTMENTAL OUTCOMES**Job Creation and Investment**

Outcome: Strengthen the city by attracting private investment and employment and new residential opportunities.

Indicator: Assist 20 projects with relocation and expansion, respond to 300 business calls and make 100 business retention visits.

Indicator	FY 2007	FY 2008	FY 2009
Number of Projects Assisted	21	30	36
Number of Business Calls	unknown	45 (Sept08-June09)	171
Number of Business Retention Visits	unknown	60	42

Real Estate Management

Outcome: Increase investment and productivity of vacant, blighted, contaminated and underutilized properties.

Indicator: 40 City-owned properties will be sold.

Indicator	FY 2007	FY 2008	FY 2009
Number of City-owned Properties Sold	43	37	20

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

Retain and foster employment and residential opportunities by encouraging sustainable business development and improving residential environments.

DEPARTMENTAL SERVICES**Economic Development**

Provide financial incentives, programs and advocacy to businesses and developers expanding and locating in the City of Grand Rapids.

Real Estate Management

Increase investment and productivity of vacant, blighted, contaminated and underutilized properties.

DEPARTMENTAL OUTCOMES**Economic Development**

Outcome: Facilitate investment in business, employment and residential real estate development opportunities

Indicator: Assist 50 businesses in the creation of permanent new jobs through business retention and recruitment visits, tax incentives, site location or other economic development services

Indicator: Staff and support the Economic Development Corporation of the City of Grand Rapids

Indicator: Increase the number of alternative energy or “green” businesses in the City and support applied clean technologies

Outcome: Increase and maintain Business Sustainability

Indicator: Establish 1 new Corridor Improvement District

Indicator: Staff and administer the Uptown Corridor Improvement Authority and Southtown Corridor Improvement Authority

Indicator: Manage Renaissance Zone Program and Development Agreements

Outcome: Increase Sustainable Development and Brownfield Redevelopment

Indicator: Staff Brownfield Redevelopment Authority and administer the Brownfield Redevelopment program

Indicator: Approve 8 new Brownfield projects

Indicator: Provide grant funds for environmental site assessments

Indicator: Manage and negotiate 6 development and reimbursement agreements related to Brownfield projects

Outcome: Create Public Private Partnerships

Indicator: Staff and support the SmartZone Local Development Finance Authority

Indicator: Manage the City’s Storytelling Pictures communication project

Indicator: Increase SmartZone Incubator development support for entrepreneurial development

Indicator: Increase investment in public infrastructure within the SmartZone Authority boundaries

Indicator: Provide tax exempt bonds to qualifying Economic Development corporation projects

Real Estate Management

Outcome: Support investment in real estate development opportunities

Indicator: Increase investment in and productivity of vacant, blighted and contaminated properties

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y.10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
600 CHARGES FOR SERVICES	\$ 41,545	\$ 19,000	\$ 23,280	\$ 18,750
671 OTHER REVENUE	435,057	76,784	76,784	78,623
695 OTHER FINANCING SOURCES	2,556	-	-	-
	<u>479,158</u>	<u>95,784</u>	<u>100,064</u>	<u>97,373</u>
PROPERTY MGMT. SUB-FUND				
664 INTEREST AND RENTS	45,498	44,299	44,855	46,201
671 OTHER REVENUE	165,020	90,480	425,200	480,375
695 OTHER FINANCING SOURCES	-	-	630,500	-
	<u>210,518</u>	<u>134,779</u>	<u>1,100,555</u>	<u>526,576</u>
DNR PROPERTIES FUND				
671 OTHER REVENUE	46,803	52,000	21,200	30,000
	<u>46,803</u>	<u>52,000</u>	<u>21,200</u>	<u>30,000</u>
TOTAL REVENUE	<u>\$ 736,479</u>	<u>\$ 282,563</u>	<u>\$ 1,221,819</u>	<u>\$ 653,949</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y.10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 214,282	\$ 124,617	\$ 138,786	\$ 99,089
726 SUPPLIES	1,313	4,364	1,648	1,000
800 OTHER SERVICES & CHARGES	76,757	113,077	113,077	106,027
	<u>292,352</u>	<u>242,058</u>	<u>253,511</u>	<u>206,116</u>
PROPERTY MGMT. SUB-FUND				
700 PERSONAL SERVICES	41,080	52,653	52,653	97,611
726 SUPPLIES	465	420	420	430
800 OTHER SERVICES & CHARGES	74,889	149,666	129,666	147,431
970 CAPITAL OUTLAY	-	640,000	630,500	-
990 DEBT SERVICE	-	-	-	72,728
999 TRANSFERS OUT	5,430	75,593	75,593	12,086
	<u>121,864</u>	<u>918,332</u>	<u>888,832</u>	<u>330,286</u>
DNR PROPERTIES FUND				
700 PERSONAL SERVICES	36,039	62,871	62,871	-
726 SUPPLIES	173	500	350	250
800 OTHER SERVICES & CHARGES	73,429	80,000	80,000	60,000
999 TRANSFERS OUT	13,456	13,859	13,859	13,988
	<u>123,097</u>	<u>157,230</u>	<u>157,080</u>	<u>74,238</u>
TOTAL EXPENDITURES	<u>\$ 537,313</u>	<u>\$ 1,317,620</u>	<u>\$ 1,299,423</u>	<u>\$ 610,640</u>

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

Parking Services will support economic development and growth of the central downtown and neighborhood business districts by providing sufficient, well-maintained, and customer focused parking options.

DEPARTMENTAL OUTCOMES**Convention and Arena Authority Parking**

Outcome: Support the economic success of a vibrant VanAndel Arena and DeVos Convention Center through a partnership of providing sufficient and well-managed parking supply for daily, event, and card access parking customers. Receive reimbursement of all direct and allocate expenses.

Indicator: Annual accounting and reconciliation of parking revenues and expenses.

Indicator	FY 2007	FY 2008	FY 2009
Monthly Reporting of DeVos Place	Timely	Timely	Timely – final FY09 numbers unavailable as accounting for year end not yet complete.
Annual Reporting of Area 2	Timely	Timely	Final FY09 numbers unavailable as accounting for year end not yet complete.

Indicator: Analysis of parking utilization and occupancy.

Indicator	FY 2007	FY 2008	FY 2009
Percent of monthly available cards that are utilized	100%	96%	96%
Monthly parking revenue – DeVos Place	198,939	193,930	Preliminary 164,299
Daily parking revenue – DeVos Place	365,934	367,097	Preliminary 303,128
Event parking revenue – DeVos Place	335,390	350,376	Preliminary 355,381
Monthly parking revenue – Area 2	133,733	137,158	Preliminary 146,131
Event parking revenue – Area 2	67,565	61,966	Preliminary 60,165

DASH Bus Service

Outcome: Support the economic success of a vibrant downtown by providing balances transportation alternatives.

Indicator: Number of DASH bus riders

Indicator	FY 2007	FY 2008	FY 2009
Number of DASH to the Hill Riders	273,225	280,025	Preliminary 255,081
Number of DASH South Riders	90,636	115,761	Preliminary 107,596
Number of DASH West Riders	209,219	168,663	Preliminary 181,249
Cost to provide DASH services	719,654	794,246	Preliminary 799,189

Indicator: DASH service compliments and complaints

Indicator	FY 2007	FY 2008	FY 2009
Number of compliments recorded	2	0	1
Number of complaints recorded	25	18	10

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT

Indicator: Work with The Rapid to market alternatives to single user transportation. Parking Services provides free parking to The Rapid van pool customers.

Indicator	FY 2007	FY 2008	FY 2009
Number of spaces provided free to van pool customers	1	2	2

Government Center Ramp Operations and Maintenance

Outcome: Support the economic success of a vibrant downtown through sufficient parking supply and strong parking management. The revenue over direct and allocated costs belongs to the General Fund.

Indicator: Quarterly accounting and reconciliation of parking revenues and expenses

Indicator	FY 2007	FY 2008	FY 2009
Provided quarterly accounting reconciliation	Timely	Timely	Timely

Indicator: Analysis of parking occupancy and utilization.

Indicator	FY 2007	FY 2008	FY 2009
Percent of monthly cards that are utilized	95%	88%	80%
Monthly parking revenue	979,685	984,225	Preliminary 930,074
Daily parking revenue	548,941	472,356	Preliminary 482,603
Event parking revenue	441,287	412,233	Preliminary 415,254

Meter Collections

Outcome: Support the economic success of a vibrant downtown through sufficient parking supply and strong parking management. Timely repair and collection of parking meters is key to keeping the revenue stream open. Parking Services continues to look for technologically improved ways for customers to pay for metered parking.

Indicator: Analysis of non-working meters and meter hood requests.

Indicator	FY 2007	FY 2008	FY 2009
Meters working ratio	99%	99%	99%
Meter revenue	1,303,597	1,332,414	Preliminary 1,326,250
Meter hood requests honored if feasible	Yes	Yes	Yes
Revenue from meter hood requests	256,226	198,154	Preliminary 237,279

Indicator: Success in marketing and involving on street parking customers in the Smart Auto Meter (SAM) Program

Indicator	FY 2007	FY 2008	FY 2009
Number of units active in the SAM Program	Program in pilot	178	338
Revenue from SAM Program	8,550	13,982	22,988

Meter Enforcement

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT

Outcome: Support the economic success of a vibrant downtown through sufficient parking supply and strong parking management. Meter enforcement revenue and expenses are part of the General Fund. On street and off street meter enforcement is an integral part of the parking system as a whole.

Indicator: Citations written, citations collected, metered spaces available, and analysis of appropriate use.

Indicator	FY 2007	FY 2008	FY 2009
Number of parking citations written based on 80% of tickets written in Clancy	79,276	70,894	73,312
Average number of metered spaces available	2,490	2,490	2,490
Revenue collected by Treasurers Department for Tickets	1,216,761	1,313,862	Preliminary 1,478,034

Off Street Parking Maintenance

Outcome: Support the economic success of a vibrant downtown through sufficient parking supply and strong parking management. These night maintenance employees repair and maintain ramps and surface lots, including free neighborhood parking lots. During heavy snowfall they assist contractors with snow removal prior to customers arriving and parking for they day.

Indicator: Review daily/monthly cleaning checklists, customer comments, and bi-annual repair recommendations.

Indicator	FY 2007	FY 2008	FY 2009
Daily/monthly cleaning checklists are completed and reviewed	Yes	Yes	Yes
Customer negative comments regarding ramp maintenance	1	4	3
Annual inspection	Complete	Complete	Complete

Indicator: Review equipment downtime and repair requests.

Indicator	FY 2007	FY 2008	FY 2009
Equipment is repaired or escalated as required by internal or contract within 24 hours	99%	99%	99%
Regular meetings are scheduled with providers	Complete	Complete	Complete

Off Street Parking Operations

Outcome: Support the economic success of a vibrant downtown through sufficient parking supply and strong parking management. This includes providing daily, monthly, and special event parking at all parking locations. Revenue collection, accounting, and auditing are completed within operations as well. Provide parking options to meet demands of evening visitors including students, employees, restaurant, entertainment, and sports patrons, and bike riding customers. Scooter parking is also available at two City locations.

Indicator: Analysis of parking utilization, revenue collected customer complaints and compliments.

Indicator	FY 2007	FY 2008	FY 2009
Monthly parking utilization at June 30	86%	84%	76%
Monthly parking revenue	4,757,460	4,730,084	Preliminary 4,732,150
Daily parking revenue	1,250,041	1,147,559	Preliminary 1,119,158
Event parking revenue	1,310,863	1,416,586	Preliminary

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT

			1,322,332
Customer compliments recorded	18	19	22
Customer complaints recorded	1	0	0
Customers Participating in the VIP Evening Rate	Program not yet developed	Program not yet developed	139
Bike Lockers Rented	9	14	17

Parking Security

Outcome: Support the economic success of a vibrant downtown through sufficient parking supply and strong parking management. This includes customer assistance, incident investigation, and general parking facility patrol.

Indicator: Comments from parking customers regarding the services that are provided.

Indicator	FY 2007	FY 2008	FY 2009
Customer compliments recorded	2	1	0
Customer complaints recorded	1	5	6
Cost of providing program	267,717	277,436	Preliminary 283,445

Indicator: Analysis of escort, motorist assists, and incidents investigated.

Indicator	FY 2007	FY 2008	FY 2009
Escorts provided	2,357	786	1,174
Number of riders escorted	3,172	1,840	2,551
Number of Motorist assists performed	566	626	343
Number of Incidents investigated	429	382	362

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

Parking Services will support economic development and growth of the central downtown and neighborhood business districts by providing sufficient, well-maintained, and customer focused parking options.

DEPARTMENTAL SERVICES**Convention and Arena Authority Parking**

Provide operations of DeVos Place and Area 2 parking lots.

DASH Bus Service

Provide bus service from outlying surface parking lots to Michigan Hill and central downtown.

Government Center Ramp Operations and Maintenance

Provide for operations and maintenance of the Government Center Parking Ramp.

Meter Collections

Provide collections of funds deposited in on street and off street parking meters. Hood parking meters as requested. Maintain parking meters as required. Offer Smart Auto Meter (SAM) as an alternative.

Meter Enforcement

Enforce on street parking rules including expired meters. FY08 this became part of the General Fund.

Off Street Parking Maintenance

Provide cleanliness, maintenance and repair for off street parking ramps and surface parking lots.

Off Street Parking Operations

Provide for operations of parking ramps and surface parking lots.

Parking Security

Provide routine patrols of the parking ramps and surface parking lots. Provide customer service for dead batteries, locked keys, and flat tires. After DASH bus hours provide customers with rides from place of employment to their vehicles.

DEPARTMENTAL OUTCOMES**Convention and Arena Authority Parking**

Outcome: To provide monthly, daily, and event parking for customers in DeVos Place and Area 2. Maintain and provide security for these areas as well.

Indicator: Annual accounting and reconciliation of parking revenues and expenses.

Indicator: Analysis of parking occupancy and utilization.

DASH Bus Service

Outcome: Provide timely service to customers who park in the DASH parking lots.

Indicator: Number of DASH bus riders

Indicator: DASH service compliments and complaints

FY 2010 PERFORMANCE MANAGEMENT PLAN**Government Center Ramp Operations and Maintenance**

Outcome: To provide monthly, daily, and event parking for customers in the Government Center parking ramp. Maintain and provide security for these areas as well.

Indicator: Quarterly accounting and reconciliation of parking revenues and expenses.

Indicator: Analysis of parking occupancy and utilization

Meter Collections

Outcome: Collect funds from and maintain on street and off street parking meters.

Indicator: Analysis of non-working meters and meter hood requests.

Indicator: Analysis of meter rates and duration of time

Meter Enforcement

Outcome: Enforce safety and meter parking violations throughout the City.

Indicator: Citations written, citations collected, metered spaces available, and analysis of appropriate use.

Off Street Parking Maintenance

Outcome: Maintain surface and ramp parking lots in the parking system. This includes neighborhood parking areas as well as customer pay lots and ramps.

Indicator: Review daily/monthly cleaning checklists, customer comments, and bi-annual repair recommendations.

Indicator: Review equipment downtime and repair requests.

Off Street Parking Operations

Outcome: Provide daily and event parking for customers in Grand Rapids.

Indicator: Analysis of parking utilization, revenue collected, and customer complaints and compliments.

Parking Security

Outcome: Provide security for off street parking customers. This includes, providing security escorts for monthly customers who park in the DASH lots and request a ride back to their vehicles after bus operation hours.

Indicator: Comments from parking customers

Indicator: Analysis of escort, motorist assists, and incidents investigated.

DEPARTMENT / NUMBER:

PARKING SERVICES/ 46

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL OPERATING FUND				
600 CHARGES FOR SERVICES	\$ 1,870,175	\$ 1,961,000	\$ 1,881,960	\$ 1,892,345
671 OTHER REVENUE	(1,230)	-	-	-
	<u>\$1,868,945</u>	<u>\$1,961,000</u>	<u>\$1,881,960</u>	<u>\$1,892,345</u>
PARKING SERVICES FUND				
500 INTERGOVERNMENTAL REVENUES	\$ -	\$ -	\$ -	\$ 208,000
600 CHARGES FOR SERVICES	10,077,287	9,371,867	9,300,535	11,480,265
664 INTEREST AND RENTS	107,088	73,800	95,000	110,644
671 OTHER REVENUE	739,115	-	-	-
695 OTHER FINANCING SOURCES	-	(170,000)	8,980,000	9,305,000
	<u>10,923,490</u>	<u>9,275,667</u>	<u>18,375,535</u>	<u>21,103,909</u>
CAPITAL IMPROVEMENT FUND				
695 OTHER FINANCING SOURCES	60,000	24,000	24,000	-
	<u>60,000</u>	<u>24,000</u>	<u>24,000</u>	<u>-</u>
TOTAL REVENUE	<u><u>\$12,852,435</u></u>	<u><u>\$11,260,667</u></u>	<u><u>\$20,281,495</u></u>	<u><u>\$22,996,254</u></u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL OPERATING FUND				
700 PERSONNEL SERVICES	381,831	425,342	428,555	550,780
726 SUPPLIES	5,571	11,000	11,000	14,000
800 OTHER SERVICES & CHARGES	894,337	782,398	577,762	669,104
999 TRANSFERS OUT	472,409	471,850	562,550	473,841
	<u>1,754,148</u>	<u>1,690,590</u>	<u>1,579,867</u>	<u>1,707,725</u>
PARKING SERVICES FUND				
700 PERSONAL SERVICES	2,983,659	3,070,030	2,972,288	2,970,362
726 SUPPLIES	173,310	133,100	125,900	130,001
800 OTHER SERVICES & CHARGES	1,868,173	4,084,117	3,393,262	3,620,750
970 CAPITAL OUTLAY	47,680	509,270	12,276,315	10,479,450
990 DEBT SERVICE	1,080,692	1,046,399	1,178,190	1,492,107
996 APPROPRIATION LAPSE	-	(110,000)	-	(215,000)
999 TRANSFERS OUT	324,235	396,445	396,445	364,433
	<u>6,477,749</u>	<u>9,129,361</u>	<u>20,342,400</u>	<u>18,842,103</u>
CAPITAL IMPROVEMENT FUND				
970 CAPITAL OUTLAY	-	24,000	22,820	-
TOTAL EXPENDITURES	<u><u>\$ 8,231,897</u></u>	<u><u>\$ 10,843,951</u></u>	<u><u>\$ 21,945,087</u></u>	<u><u>\$ 20,549,828</u></u>

DEPARTMENT / NUMBER:

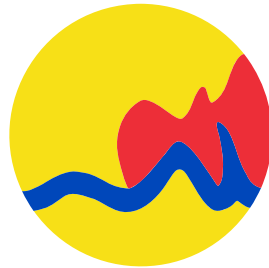
DOWNTOWN IMPROVEMENT DISTRICT / 79*

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y.10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
DOWNTOWN IMPROVEMENT DISTRICT				
600 CHARGES FOR SERVICES	165,979	173,888	183,311	199,163
671 OTHER REVENUE	523,882	551,647	556,222	631,683
	<u>689,861</u>	<u>725,535</u>	<u>739,533</u>	<u>830,846</u>
TOTAL REVENUE	<u>\$ 689,861</u>	<u>\$ 725,535</u>	<u>\$ 739,533</u>	<u>\$ 830,846</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y.10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
DOWNTOWN IMPROVEMENT DISTRICT				
726 SUPPLIES	275	-	-	-
800 OTHER SERVICES AND CHARGES	744,572	772,535	726,600	860,846
	<u>744,847</u>	<u>772,535</u>	<u>726,600</u>	<u>860,846</u>
TOTAL EXPENDITURES	<u>\$ 744,847</u>	<u>\$ 772,535</u>	<u>\$ 726,600</u>	<u>\$ 860,846</u>



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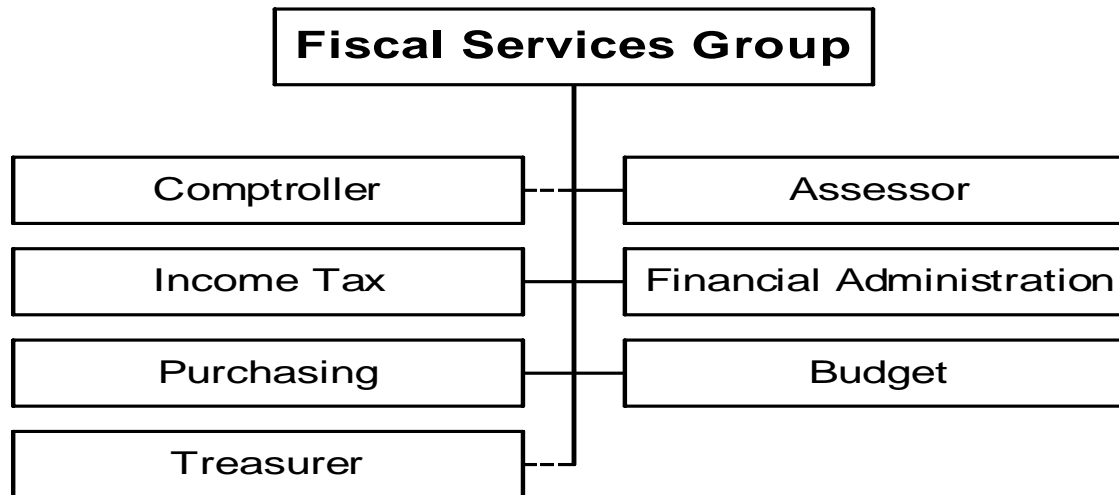
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Fiscal Services INTRODUCTION

Group Mission Statement

Responsibly, accurately, and efficiently plan and monitor the operating and capital resources of the City; record assets, liabilities and financial transactions for the proper administrative and financial management of the City; provide the most equitable distribution of tax burden under existing law; collect revenue due the City as prescribed by State law; invest funds in a manner to maximize interest earnings while meeting financial resource needs.

ORGANIZATIONAL STRUCTURE



FISCAL SERVICES

Functional Group Funding:

Fund Type	Fiscal Services Funding		Fund Type Totals
General Operating Fund	\$ 10,385,504	9.0%	\$115,085,827
Special Revenue Funds	971,081	1.1%	85,913,034
Permanent Funds	-	0.0%	90,000
Capital Improvement Funds	-	0.0%	11,505,758
Enterprise Funds	450,086	0.3%	171,155,191
Internal Service Funds	-	0.0%	64,607,046
Fiduciary Funds	-	0.0%	16,580,639
Total Service Group Funding	<u>\$ 11,806,671</u>	2.5%	<u>\$464,937,495</u>

Departmental Funding:

Page	Department	Fund	F.Y. 10 Appropriation Budget	Fund Statement Page Reference
264	Comptroller	General Operating	\$ 2,443,649	81
269	Treasurer	General Operating	1,904,301	81
		Water Supply System	416,086	113
		Parking Services	34,000	109
		Refuse Collection	40,587	98
			<u>2,394,974</u>	
274	Assessor	General Operating	2,008,625	81
277	Income Tax	General Operating	2,294,998	81
280	Fiscal Services	General Operating	1,733,931	81
		Vehicle Storage Facility	930,494	100
			<u>\$ 2,664,425</u>	

FISCAL SERVICES

FISCAL SERVICES / FISCAL ADMINISTRATION

GENERAL OPERATING FUND (GF 06SERV)

GF 0610	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Chief Financial Officer	1	1	0.20
Debt and Authority Finance Officer (17)	1	1	0.50
Administrative Secretary (5U)	1	1	1.00
Total	<u>3.0</u>	<u>3.0</u>	<u>1.70</u>

FISCAL SERVICES / PURCHASING

GENERAL OPERATING FUND (GF 06BDEPT)

GF 0620P	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Chief Financial Officer	-	-	0.20
Assistant to the City Manager (20U)	0.5	1	1.00
Senior Buyer (15)	2	2	1.00
Buyer (10)	2	2	2.00
Customer Service Specialist (18A)	-	1	1.00
Administrative Secretary (15A)	1	-	-
Office Assistant III (12A)	1	-	-
Total	<u>6.5</u>	<u>6.0</u>	<u>5.20</u>

FISCAL SERVICES / VEHICLE STORAGE FACILITY

VEHICLE STORAGE FUND (SR 06BSECT)

SR 0620V	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Buyer (10)	1	1	1

FISCAL SERVICES / BUDGET OFFICE

GENERAL OPERATING FUND (GF 06ADEPT)

GF 0630	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Chief Financial Officer	-	-	0.20
Budget Analyst (12/14/16)	3	3	3.00
Total	<u>3</u>	<u>3</u>	<u>3.20</u>

FISCAL SERVICES TOTAL

<u>13.5</u>	<u>13.0</u>	<u>11.10</u>
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COMPTROLLER / ADMINISTRATION

GENERAL OPERATING FUND (GF 03DIV)

GF 0310	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
City Comptroller	1	1	1
Deputy City Comptroller (22)	1	1	1
Administrative Secretary (5U)	1	1	1
Total	<u>3</u>	<u>3</u>	<u>3</u>

COMPTROLLER / INTERNAL AUDIT
GENERAL OPERATING FUND (GF 03DSECT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Internal Auditor II (14)	1	1	1

COMPTROLLER / ACCOUNTING
GENERAL OPERATING FUND (GF 03ASECT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Financial Systems Administrator (17)	1	1	1
Financial Analyst (12)	1	1	1
Accountant I (21A)	3	3	4
Financial Assistant II (13A)	1	1	-
Total	6	6	6

COMPTROLLER / ACCOUNTS PAYABLE
GENERAL OPERATING FUND (GF 03BSECT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Accounts Payable Supervisor (12)	1	1	1
Financial Assistant I (11A)	3	3	2
Total	4	4	3

COMPTROLLER / PAYROLL
GENERAL OPERATING FUND (GF 03ESECT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Financial Systems Administrator (17)	1	1	1
Payroll Supervisor (12)	1	1	1
Total	2	2	2

COMPTROLLER / ACCOUNTS RECEIVABLE
GENERAL OPERATING FUND (GF 03CSECT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Accounts Receivable Coordinator (21A)	1	1	1

COMPTROLLER TOTAL

17	17	16
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TREASURER / PARKING VIOLATIONS
GENERAL OPERATING FUND (GF)

41010 POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
City Treasurer	-	-	- 0.15
Deputy City Treasurer (16)	-	-	- 0.35
Administrative Analyst I (11)	-	-	- 0.65
Administrative Analyst I-Acct (11)	-	-	0.15
Investment Analyst (21A)	-	-	- -
Accountant I (21A)	-	-	- -
Accounts Adjustment Coordinator (17A)	-	-	0.22
Public Accounts Collector (16A)	-	-	- -
Administrative Secretary (15A)	-	-	- -
Financial Assistant II (13A)	-	-	- 0.44
Financial Assistant I (11A)	-	-	0.20
Cashier II (11A)	-	-	0.31
Office Assistant II (10A)	-	-	0.22
Cashier I (8A)	-	-	0.62
Office Assistant I (7A)	-	-	-
Total	-	-	3.31

TREASURER / ADMIN GENERAL
GENERAL OPERATING FUND (GF)

41030 POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
City Treasurer	1	1	- 0.80
Deputy City Treasurer (16)	1	1	- 0.55
Administrative Analyst I (11)	1	1	- 0.35
Administrative Analyst I-Acct (11)	-	-	0.44
Investment Analyst (21A)	1	1	- 1.00
Accountant I (21A)	2	2	- 2.00
Accounts Adjustment Coordinator (17A)	1	1	0.57
Public Accounts Collector (16A)	1	1	- 1.00
Administrative Secretary (15A)	1	1	- 1.00
Financial Assistant II (13A)	3	3	- 2.14
Financial Assistant I (11A)	-	-	0.40
Cashier II (11A)	-	-	0.41
Office Assistant II (10A)	1	1	0.57
Cashier I (8A)	-	-	0.82
Office Assistant I (7A)	1	1	-
Total	14	14	12.05

TREASURER / PAYMENT PROCESSING - UTILITIES
WATER SUPPLY SYSTEM FUND (ENWSS)

4302020 POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
City Treasurer	-	-	0.05
Deputy City Treasurer (16)	-	-	-
Administrative Analyst I (11)	-	-	-
Administrative Analyst I-Acct (11)	1	1	0.37
Investment Analyst (21A)	-	-	-
Accountant I (21A)	-	-	-
Accounts Adjustment Coordinator (17A)	-	-	0.21
Public Accounts Collector (16A)	-	-	-
Administrative Secretary (15A)	-	-	-
Financial Assistant II (13A)	-	-	0.42
Financial Assistant I (11A)	2	2	1.32
Cashier II (11A)	1	1	0.23
Office Assistant II (10A)	-	-	0.21
Cashier I (8A)	2	2	0.46
Office Assistant I (7A)	-	-	-
Total	6	6	3.27

TREASURER / PAYMENT PROCESSING - REFUSE
REFUSE COLLECTION FUND (SR226)

4302020 POSITION (SALARY RANGE)	2008	2009	2010
	AUTHORIZED	AUTHORIZED	BUDGET
City Treasurer	-	-	-
Deputy City Treasurer (16)	-	-	0.10
Administrative Analyst I (11)	-	-	-
Administrative Analyst I-Acct (11)	-	-	0.04
Investment Analyst (21A)	-	-	-
Accountant I (21A)	-	-	-
Accounts Adjustment Coordinator (17A)	-	-	-
Public Accounts Collector (16A)	-	-	-
Administrative Secretary (15A)	-	-	-
Financial Assistant II (13A)	-	-	-
Financial Assistant I (11A)	-	-	0.08
Cashier II (11A)	-	-	0.05
Office Assistant II (10A)	-	-	-
Cashier I (8A)	-	-	0.10
Office Assistant I (7A)	-	-	-
Total	-	-	0.37
TREASURER TOTAL	20	20	19

ASSESSOR / ADMINISTRATION
GENERAL OPERATING FUND (GF 05DEPT)

	2008	2009	2010
GF 0510	<u>AUTHORIZED</u>	<u>AUTHORIZED</u>	<u>BUDGET</u>
<u>POSITION (SALARY RANGE)</u>			
Chief Financial Officer	-	-	0.20
City Assessor (22U)	1	1	1
Deputy City Assessor (18)	1	1	1
Administrative Analyst II (16)	1	1	1
Certified General Appraiser (24A)	-	1	1
Real Property Appraiser III (23A)	4	3	3
Personal Property Tax Auditor (22A)	2	2	2
Assessment Records Specialist (18A)	2	2	2
Administrative Secretary (15A)	-	-	-
Real Property Appraiser I / II (15A / 19A)	2	2	2
Personal Property Appraiser (15A)	1	1	-
Office Assistant IV (15A)	-	-	-
Abstract Clerk (13A)	-	-	-
Office Assistant II (10A)	5	5	3
	<hr/>	<hr/>	<hr/>
ASSESSOR TOTAL	<u>19</u>	<u>19</u>	<u>16.20</u>

INCOME TAX / ADMINISTRATION
GENERAL OPERATING FUND (GF 07DEPT)

	2008	2009	2010
GF 0710	<u>AUTHORIZED</u>	<u>AUTHORIZED</u>	<u>BUDGET</u>
<u>POSITION (SALARY RANGE)</u>			
Chief Financial Officer	-	-	0.20
Income Tax Administrator (20U)	1	1	1
Income Tax Examination Supervisor (14)	1	1	1
Income Tax Examiner (21A)	5	5	4
Administrative Secretary (15A)	1	1	1
Office Assistant IV (15A)	2	2	2
Income Tax Field Auditor (15A)	-	-	-
Financial Assistant II (13A)	1	1	1
Office Assistant III (12A)	3	3	3
Financial Assistant I (11A)	3	4	4
Office Assistant I (7A)	-	-	-
Total	<hr/>	<hr/>	<hr/>
	17	18	17.20
	<hr/>	<hr/>	<hr/>
INCOME TAX TOTAL	<u>17</u>	<u>18</u>	<u>17.20</u>

* Shared position with other Fiscal Depts.

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

Provide high quality, efficient financial, analytical and reporting services and assurances of spending appropriateness to the citizens of Grand Rapids and City government.

DEPARTMENTAL OUTCOMES**Payroll**

Outcome: Pay employees and stay in compliance with all federal, state, and local regulations.

Indicator: Wages paid for 27 payrolls, accurately calculated, distributed to employees and reported timely. W2s processed timely.

Report: Payrolls accurately calculated with wages paid and distributed to employees on a timely basis. W2s were processed timely.

Accounts Payable

Outcome: Maintain expenditure control and processing.

Indicator: Payments will be made within 30 days for authorized goods and services. Invoices over 30 days will represent no more than 2% of all invoices

Report: Invoices were paid and checks were issued within goals stated.

Documents Processed	FY06	FY07	FY08	FY09
Vouchers (VP)	15,256	14,597	14,081	17,405
Invoices (VC)	18,697	19,279	19,335	21,290
Direct Voucher (DV)	22,316	20,377	20,303	19,517
Total	56,269	54,253	53,719	58,212

Accounts Receivable

Outcome: Maintain and increase revenue generation and processing.

Indicator: Invoices will be processed within 2 days; payments will be posted within 3 days.

Report: Invoices processed and payments posted within goals stated.

Documents Processed	FY06	FY07	FY08	FY09
Invoices Issued (AR)	3,883	4,407	4,309	4,241

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**Accounting Services**

Outcome: Maintain financial reporting, forecasting and control.

Indicator: Compile and publish Comprehensive Annual Financial Report, Component Unit statements, A-133 for grant reporting produced during annual audit. Reconcile monthly Bank and trust accounts. Process daily Journal entries. Conduct daily monitoring of voids and valid checks. Monitor and maintain fixed assets. Publish warrants weekly; provide system security; and provide training on the financial systems. Provide enhancements and updates to financial systems to keep them current and viable.

Report: An unqualified audit opinion from external auditors and Certificate of Achievement for Excellence in Financial Reporting from GFOA were received. Accounts were reconciled monthly. Fixed assets were monitored and maintained. Warrants were published weekly. Financial system security and training were provided. Upgrade to the financial system is in progress.

Documents Processed	FY06	FY07	FY08	FY09
Interdepartmental (ID)	2,165	1,856	1,776	1,614*
Journal Entries (JE)	1,655	1,,542	1,488	1,262*

**document totals not yet complete for fiscal year*

Internal Audit

Outcome: Maintain financial controls and procedures.

Indicator: Management Reports will be created as needed for procedures and Comptroller, Commission and Auditor requests; Site visits for inventory control and petty cash.

Report: Site visits accomplished for inventory and petty cash. Reports for auditor's requests completed.

FY2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

Provide high quality, efficient financial, analytical reporting services and assurances of spending appropriateness to the citizens of Grand Rapids and City government.

DEPARTMENTAL SERVICES**Accounts Payable**

Auditing invoices for accuracy and proper authorization before issuing payments to vendors.

Accounts Receivable

Coordinate external billing and collection with other Government units, businesses and general public.

Accounting Services

Conduct financial reconciliation and reporting for all City funds. Perform annual audit and financial systems administration.

Internal Audit

Conduct financial audits, review fiscal procedures throughout the City and liaison for outside auditors.

Payroll

Process and audit payroll and W2s for wages earned by employees.

DEPARTMENTAL OUTCOMES**Accounts Payable**

Outcome: Maintain expenditure control and processing.

Indicator: Payments will be made within 30 days for authorized goods and services. Invoices over 30 days will represent no more than 2% of all invoices

Accounts Receivable

Outcome: Maintain and increase revenue generation and processing.

Indicator: Invoices will be processed within 2 days; payments will be posted within 3 days.

Accounting Services

Outcome: Maintain financial reporting, forecasting and control.

Indicator: Compile and publish Comprehensive Annual Financial Report, Component Unit statements, A-133 for grant reporting produced during annual audit. Reconcile monthly Bank and trust accounts. Process daily Journal entries. Conduct daily monitoring of voids and valid checks. Monitor and maintain fixed assets. Publish warrants weekly; provide system security; and provide training on the financial systems. Provide enhancements and updates to financial systems to keep them current and viable.

Internal Audit

Outcome: Maintain financial controls and procedures.

Indicator: Management Reports will be created as needed for procedures and Comptroller, Commission and Auditor requests; Site visits for inventory control and petty cash.

FY2010 PERFORMANCE MANAGEMENT PLAN

Payroll

Outcome: Pay employees and stay in compliance with all federal, state, and local regulations.

Indicator: Wages paid for 27 payrolls, accurately calculated, distributed to employees and reported timely. W2s processed timely

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND (Revenue detail in Appendix B)				
600 CHARGES FOR SERVICES	\$ 588	\$ 250	\$ 400	\$ 250
671 OTHER REVENUE	6,139	-	2,052	-
	<u>6,727</u>	<u>250</u>	<u>2,452</u>	<u>250</u>
TOTAL REVENUE	<u>\$ 6,727</u>	<u>\$ 250</u>	<u>\$ 2,452</u>	<u>\$ 250</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 1,540,295	\$ 1,538,276	\$ 1,536,100	\$ 1,570,759
726 SUPPLIES	35,360	38,733	39,233	34,338
800 OTHER SERVICES & CHARGES	1,002,877	844,132	854,938	838,552
	<u>2,578,532</u>	<u>2,421,141</u>	<u>2,430,271</u>	<u>2,443,649</u>
TOTAL EXPENDITURES	<u>\$ 2,578,532</u>	<u>\$ 2,421,141</u>	<u>\$ 2,430,271</u>	<u>\$ 2,443,649</u>

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

The mission of the Treasurer's Office is to ensure the convenient, timely, and accurate billing and collection of taxes and fees, receipt of all remittances to the City, and investment of those funds in a prudent manner that maximizes the financial resources available to meet the needs of the City and its citizenry.

DEPARTMENTAL OUTCOMES**Cash Management, Investment, and Disbursement Accounting**

Outcome: Provide funding for service delivery with strategic investments of City portfolio in trust account funds.

Indicator: Maintain a 50 basis points spread between the average portfolio yield and the yield on the 90-day T Bill rate.

Indicator	FY 2007	FY 2008	FY 2009
Basis point spread over and above the 90 day T-bill rate	5 basis points	137 basis points	N/A

Collections and Parking Violation Notice and Void Management

Outcome: Collect funds due the City in a cost effective manner which will provide revenues for services.

Indicator: Revenue collected from targeted court actions should exceed expenses.

Indicator	FY 2007	FY 2008	FY 2009
Revenue less expenses	\$238,415/\$117,215*	\$344,318/\$120,731	N/A

* - Administrative Analyst.

Customer Service

Outcome: Respond to questions on billings and complaints.

Indicator: Number of complaints received on poor service; long waits on hold when calling.

Indicator	FY 2007	FY 2008	FY 2009
Number of calls answered\calls on hold	57,075 / 5,460	51,067 / 5,006	51,020 / 4,098

The system for tracking data for time calls are on hold will be implemented upon installation of new phone system.

Ecommerce Payment Processing & Depository Services

Outcome: Provide receipting services for citizens and improve satisfaction of service delivery for internal and external users.

Indicator: Usage by customers of many payment alternatives; volume of users paying with online transactions.

Indicator	FY 2007	FY 2008	FY 2009
Number of online payments	10,260	13,583	17,032

Property Tax, Special Assessment, and Misc. Payment Processing and Deposit Accounting

Outcome: Responsible Government - Provide for payment posting and bill adjustment needs of citizens, Title companies, Comptroller's staff and tax levying units; conduct accurate and efficient processes for accounting, collections, and disbursements.

Indicator: Process bills and checks and distribute revenues to obtain unqualified audit opinion.

Indicator	FY 2007	FY 2008	FY 2009
Number of payments (Bills and Checks) processed by staff	1,078,322	1,016,459	989,828

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**Supervision, Purchasing, Payables, and Office Services**

Outcome: Responsible Government - Establish staff goals, provide instruction and training, address departmental needs, and efficiently use resources to deliver services to internal and external users.

Indicator: Provide for property tax administration and timely and accurate collection and distribution. Also, obtain an Unqualified Audit from the external auditors.

Indicator	FY 2007	FY 2008	FY 2009
Obtained an Unqualified Audit	Unqualified Audit	Unqualified Audit	To be determined

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

The mission of the Treasurer's Office is to ensure the convenient, timely, and accurate billing and collection of taxes and fees, receipt of all remittances to the City, and investment of those funds in a prudent manner that maximizes the financial resources available to meet the needs of the City and its citizenry.

DEPARTMENTAL SERVICES**Cash Management, Investment, and Disbursement Accounting**

Administer to the City's short term investments and accounting for a short-term portfolio of over \$230 million.

Customer Service

Provide courteous customer service to internal and external users of services.

Collections and Parking Violation Notice and Void Management

Collect parking fines, housing fees, and personal property taxes using a variety of techniques, including small claims court and property seizures. Provide for Traffic and Parking Ordinance enforcement as the Parking Violations Bureau. Work with District Court in adjudicating parking violations converted to civil infractions. Oversee impound activities as part of our collections effort.

Payment Processing and Depository Services

Provide accurate cashing services and handle majority of deposit activity for all City operations, including receipting water/sewer bills in collaboration with Utilities staff.

Property Tax, Special Assessment, and Deposit Accounting

Perform accounting and disbursement activities for local taxing units, special assessments, sidewalk repairs, housing lien charges, and a variety of fees. Issue invoices, receipt deposits, and perform collection activities for property taxes, specific taxes, parking violation payments, special assessments, fees, and other remittances to the City.

Supervision, Purchasing, Payables, and Office Services

Lead Office staff in handling duties. Direct workforce, create and implement policies, respond to law changes, pursue advantageous law changes, manage purchasing and payables activities. Perform accounting and disbursement activities for local tax increment authorities and provide review and approval of all tax distributions and refunds. Provide for information technology needs of the Office.

DEPARTMENTAL OUTCOMES**Cash Management, Investment, and Disbursement Accounting**

Outcome: Responsible Government - Provide funding for service delivery with strategic investments of City portfolio of \$230 million. The portfolio last year was \$212 million.

Indicator: Maintain a 50 basis points spread between the average portfolio yield and the yield on the 90-day T Bill rate. The spread in FY '08 was 150 basis points. The spread in FY '07 was 152 basis points.

FY 2010 PERFORMANCE MANAGEMENT PLAN**Parking Violations Bureau**

Outcome: Financial Stability of City Organization - Collect funds due the City in a cost effective manner which will provide revenues for services. Provide receipting services for citizens and improve satisfaction of service delivery for internal and external users.

Indicator: Usage by customers of many payment alternatives. Volume of users paying with online transactions. Volume of online payments in 2008 increased 2,537 tickets to 13,252 payments. The revenue collected online increased \$92,378 to \$290,427

Property Tax, Special Assessment, and Deposit Accounting

Outcome: Financial Stability of City Organization - Provide for payment posting and bill adjustment needs of citizens, Title companies, Comptroller's staff and tax levying units. Accurate and efficient processes for accounting, collections, and disbursements.

Indicator: Accounting, collections, and disbursements entries made with 99.99% accuracy.

Indicator: Accounting, collection, and disbursements processed so that 95% of the transactions are completed within three (3) business days.

Indicator: Accurate distributions and unqualified audit opinion.

Outcome: Financial Stability of City Organization - Provide monies for governmental and school services by fulfilling many ministerial duties on annual tax rolls in excess of \$186.8 million. Provide for payment posting and bill adjustment needs of citizens, Title companies, Comptroller's staff and tax levying units. Answer questions on billings and respond to complaints.

Indicator: Items billed and collected according to City Code. Satisfaction with online records.

Indicator: Accurate distribution of taxes and satisfactory unqualified audit opinion.

Supervision, Purchasing, Payables, and Office Services

Outcome: Financial Stability of City Organization - Establish staff goals, provide instruction and training, address departmental needs, and efficiently use resources to deliver services to internal and external users.

Indicator: Provide for property tax administration and timely and accurate collection and distribution. Also, obtain an Unqualified Audit from the external auditors.

Utility and Refuse Payment Processing

Outcome: Financial Stability of City Organization - Provide for payment posting for water and sewer bills and Refuse carts bills.

Indicator: Accounting, collection, and disbursements processed so that 95% of the transactions are completed within three (3) business days.

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND (Revenue detail in Appendix B)				
401 TAXES	\$ 14,150,384	\$ 14,247,729	\$ 14,310,677	\$ 14,181,018
600 CHARGES FOR SERVICES	169,543	167,400	160,450	157,000
655 FINES AND FORFEITURES	1,330,049	1,433,971	1,431,471	2,195,000
664 INTEREST AND RENTS	1,592,102	638,619	677,500	829,380
671 OTHER REVENUE	65,767	70,150	176,170	181,170
	<u>17,307,845</u>	<u>16,557,869</u>	<u>16,756,268</u>	<u>17,543,568</u>
SPECIAL REVENUE FUNDS				
401 TAXES	18,279,476	18,629,235	18,577,223	18,997,296
664 INTEREST AND RENTS	1,517,420	833,500	742,600	477,800
671 OTHER REVENUE	1,449	-	-	-
	<u>19,798,345</u>	<u>19,462,735</u>	<u>19,319,823</u>	<u>19,475,096</u>
ENTERPRISE FUNDS				
664 INTEREST AND RENTS	3,602,244	1,839,000	1,241,900	1,192,600
	<u>3,602,244</u>	<u>1,839,000</u>	<u>1,241,900</u>	<u>1,192,600</u>
CAPITAL PROJECTS FUNDS				
401 TAXES	5,390,071	5,489,312	5,463,159	5,431,628
664 INTEREST AND RENTS	472,951	200,000	180,000	145,000
671 OTHER REVENUE	464	-	-	-
695 OTHER FINANCING SOURCES	-	(117,970)	-	-
	<u>5,863,486</u>	<u>5,571,342</u>	<u>5,643,159</u>	<u>5,576,628</u>
COMPONENT UNIT FUNDS				
	68,200	50,000	33,000	-
PERMANENT FUNDS				
	170,325	90,000	80,000	75,000
INTERNAL SERVICE FUNDS				
	1,038,377	886,750	871,750	516,821
TOTAL REVENUE	<u>\$ 47,848,822</u>	<u>\$ 44,457,696</u>	<u>\$ 43,945,900</u>	<u>\$ 44,379,713</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 1,298,180	\$ 1,314,481	\$ 1,203,297	\$ 1,342,855
726 SUPPLIES	101,306	115,600	112,600	121,000
800 OTHER SERVICES & CHARGES	363,761	446,911	542,957	438,719
970 CAPITAL OUTLAY	4,195	500	1,000	1,727
999 OPERATING TRANSFERS OUT	60,664	-	-	-
	<u>1,828,106</u>	<u>1,877,492</u>	<u>1,859,854</u>	<u>1,904,301</u>
WATER SUPPLY SYSTEM FUND				
700 PERSONAL SERVICES	220,710	239,693	230,482	237,213
726 SUPPLIES	4,043	4,400	3,900	4,400
800 OTHER SERVICES & CHARGES	79,476	92,538	96,605	171,973
970 CAPITAL OUTLAY	1,939	-	-	2,500
	<u>306,168</u>	<u>336,631</u>	<u>330,987</u>	<u>416,086</u>
SEWAGE DISPOSAL SYSTEM FUND				
	1,210,843	-	-	-
CAPITAL IMPROVEMENT FUND				
	2,453	(117,970)	-	-
REFUSE COLLECTION FUND				
	27,693	38,106	33,872	40,587
AUTO PARKING SYSTEM				
700 PERSONAL SERVICES	(24,144)	-	-	-
800 OTHER SERVICES & CHARGES	12,180	8,000	47,000	34,000
	<u>(11,964)</u>	<u>8,000</u>	<u>47,000</u>	<u>34,000</u>
TOTAL EXPENDITURES	<u>\$ 3,363,299</u>	<u>\$ 2,142,259</u>	<u>\$ 2,271,713</u>	<u>\$ 2,394,974</u>

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

We are committed to providing excellent service and equitable assessments through the application of professional standards in compliance with Michigan Law.

DEPARTMENTAL OUTCOMES**Appeals**

Outcome: Increase and maintain the efficiency of revenue generation and processing functions.

Indicator: Reduce current MTT appeals filed prior to June 2008 by 75%.

Report: Appeals filed in the Full Tribunal prior to June 2008 were reduced by 67%.

Report	FY 2006	FY 2007	FY 2008	FY 2009
Percentage of Settled MTT appeals	47%	44%	35%	67%

Economic Development

Outcome: Increase and maintain the efficiency of revenue generation and processing functions.

Indicator: Code, identify, and calculate Tax Capture for expanded DDA parcels.

Report: Completed expansion of database to include 577 additional real property parcels and 384 personal property parcels.

Personal Property Assessing

Outcome: Increase and maintain efficiency of revenue generation and processing functions.

Indicator: Maintain personal property audit program at prior year levels by performing 132 audits.

Report: Time allocated to audits was somewhat diverted. Still 103 audits were performed.

Report	FY 2006	FY 2007	FY 2008	FY 2009
Number of Audits	117	136	124	103

Real Property Assessing

Outcome: Increase and maintain efficiency of revenue generation and processing functions.

Indicator: Complete reappraisal of 53,900 residential real property parcels and 4,029 commercial parcels with contractual assistance.

Report: Project completed with the implementation of revised appraisals for all residential and commercial parcels for tax year 2009.

FY 2010 PERFORMANCE MANAGEMENT PLAN

MISSION STATEMENT

We are committed to providing excellent service and equitable assessments through the application of professional standards in compliance with Michigan Law.

DEPARTMENTAL SERVICES

Real Property Assessing

Conduct valuation and assessment of all Real Property classified as Residential, Commercial, and Industrial.

Personal Property Assessing

Conduct valuation and assessing of all business Personal Property classified as Commercial, Industrial, and Utility.

DEPARTMENTAL OUTCOMES

Real Property Assessing

Outcome: Increase uniformity and equity of real property parcels.

Indicator: Sales from the real estate market must generally support valuation models used on next assessment roll.

Personal Property Assessing

Outcome: Increase uniformity and equity of personal property parcels.

Indicator: Perform 132 personal property audits.

DEPARTMENT / NUMBER:**ASSESSOR / 05****REVENUE SUMMARY**

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND (Revenue detail in Appendix B)				
600 CHARGES FOR SERVICES	\$ 29,107	\$ 19,150	\$ 49,150	\$ 35,550
671 OTHER REVENUE	4,844	1,520	1,520	1,520
	33,951	20,670	50,670	37,070
TOTAL REVENUE	<u>\$ 33,951</u>	<u>\$ 20,670</u>	<u>\$ 50,670</u>	<u>\$ 37,070</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 1,453,862	\$ 1,441,679	\$ 1,548,057	\$ 1,517,669
726 SUPPLIES	44,772	49,000	49,000	49,000
800 OTHER SERVICES & CHARGES	311,306	475,323	464,278	441,956
	1,809,940	1,966,002	2,061,335	2,008,625
TOTAL EXPENDITURES	<u>\$ 1,809,940</u>	<u>\$ 1,966,002</u>	<u>\$ 2,061,335</u>	<u>\$ 2,008,625</u>

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

To efficiently administer the Income Tax Ordinance maximizing receipts while providing excellent customer service.

DEPARTMENTAL SERVICES**Compliance**

Ensure compliance with tax filing requirements.

Processing

Accurately and efficiently process income tax, returns, payments and refunds.

DEPARTMENTAL OUTCOMES**Compliance**

Outcome: Increase compliance and income tax receipts.

Service Title: Enforcement.

Indicator: Number of arrest warrants issued.

Indicator	FY 2006	FY 2007	FY 2008	FY 2009
Number of arrest warrants issued	630	992	898	549
Direct compliance collections	\$1,604,325	\$1,615,992	\$2,004,700	\$1,897,543

Processing

Outcome: Process receipts and returns in a timely and efficient manner.

Indicator: Timely processing of refund returns; Refunds processed within 45 days of receipt.

Indicator	FY 2006	FY 2007	FY 2008	FY 2009
Refunds from timely filed returns issued within 45 days of receipts	100%	100%	100%	100%

Indicator: Date data entry completed for timely filed returns.

Indicator	FY 2006	FY 2007	FY 2008	FY 2009
Data entry completed for timely filed returns	7/28/2008	8/15/2007	7/11/2008	7/24/2009

FY2010 PERFORMANCE MANAGEMENT PLAN

MISSION STATEMENT

To efficiently administer the Income Tax Ordinance maximizing receipts while providing excellent customer service.

DEPARTMENTAL SERVICES

Income Tax Return Processing

Accurately and efficiently process income tax, returns, payments and refunds.

Tax Filing Compliance

Ensure compliance with tax filing requirements.

DEPARTMENTAL OUTCOMES

Income Tax Return Processing

Outcome: Process receipts and returns in a timely and efficient manner.

Indicator: Refunds processed within 45 days of receipt.

Indicator: Date data entry completed for timely filed returns.

Tax Filing Compliance

Outcome: Increase compliance and income tax receipts.

Indicator: Number of arrest warrants issued.

DEPARTMENT / NUMBER:

INCOME TAX / 07

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND (Revenue detail in Appendix B)				
401 TAXES	\$ 57,116,488	\$ 55,714,105	\$ 49,476,260	\$ 47,991,972
671 OTHER REVENUE	406	-	-	-
	<u>\$ 57,116,894</u>	<u>\$ 55,714,105</u>	<u>\$ 49,476,260</u>	<u>\$ 47,991,972</u>
CAPITAL RESERVE FUND				
401 TAXES	<u>2,379,794</u>	<u>2,409,569</u>	<u>2,061,507</u>	<u>1,999,662</u>
TOTAL REVENUE	<u>\$ 59,496,688</u>	<u>\$ 58,123,674</u>	<u>\$ 51,537,767</u>	<u>\$ 49,991,634</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 1,398,456	\$ 1,593,168	\$ 1,510,395	\$ 1,621,962
726 SUPPLIES	134,653	200,875	200,875	153,785
800 OTHER SERVICES & CHARGES	368,061	452,181	452,181	469,251
970 CAPITAL OUTLAY	-	23,000	23,000	50,000
	<u>1,901,170</u>	<u>2,269,224</u>	<u>2,186,451</u>	<u>2,294,998</u>
TOTAL EXPENDITURES	<u>\$ 1,901,170</u>	<u>\$ 2,269,224</u>	<u>\$ 2,186,451</u>	<u>\$ 2,294,998</u>

FY 2010 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

The Budget Office works with the City Manager and all City Departments to help ensure the long-term vitality of the City by coordinating the responsible planning, management and use of budgeted financial resources.

DEPARTMENTAL SERVICES**ER Budgeting System Implementation and Management**

Train and communicate with City Departments during the initial implementation phase of this new software system. Maintain and control the ER budgeting system, ensuring its availability for data input and retrieval during the budget year.

Position Control

Monitor the City's personnel authorization by Department, classification, and funding source.

Prepare and Maintain Fiscal Plan

Prepare annual Fiscal Plan that balances anticipated ongoing revenue estimate with ongoing expenditures, and one-time revenue estimate with one-time expenditures. Update the Fiscal Plan using budget amendments, transfers and substitutions.

Special Budget Analysis

Prepare special budget reports as requested.

DEPARTMENTAL OUTCOMES**ER budgeting System Management**

Outcome: Provide ongoing training and security updates for the ER budgeting system.

Indicator: Budget data is provided in a timely manner for each stage of the budgeting process as determined by the annual budget calendar.

Position Control

Outcome: Prepare and maintain a roster of authorized and funded positions as part of the Fiscal Plan.

Indicator: Departmental staffing remains within authorized strength and budgeted dollar amounts.

Prepare and Maintain Fiscal Plan

Outcome: Prepare and maintain annual operating and capital budgets within the context of a five-year Fiscal Plan and update as needed using budget amendments, transfers and substitutions.

Indicator: Budget for positive fund balances for all City funds.

Special Budget Analysis

Outcome: Improve budget information reporting by preparing analyses as required.

Indicator: Prepare a preliminary year-end financial status report by September 30 and specially requested analyses within the specified parameters.

All of the above indicator goals were reached for reporting period FY 2006 – FY 2008.

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

The Budget Office works with the City Manager and all City Departments to help ensure the long-term vitality of the City by coordinating the responsible planning, management and use of budgeted financial resources.

DEPARTMENTAL SERVICES**ER Budgeting System Implementation and Management**

Train and communicate with City Departments during the initial implementation phase of this new software system. Maintain and control the ER budgeting system, ensuring its availability for data input and retrieval during the budget year.

Prepare and Maintain Fiscal Plan

Prepare the City's annual Fiscal Plan that balances projected revenues with projected expenditures. Update the Annual Fiscal Plan as promulgated by budget amendments, transfers and substitutions.

Position Control

Monitor City personnel authorization by Department, classification, and funding source.

Special Budget Analysis

Prepare special budget reports as requested.

DEPARTMENTAL OUTCOMES**ER budgeting System Management**

Outcome: Provide ongoing training and security updates for the ER budgeting system.

Indicator: Budget data is provided in a timely manner for each stage of the budgeting process as determined by the annual budget calendar.

Prepare and Maintain Fiscal Plan

Outcome: Prepare and maintain annual operating and capital budgets within the context of a five-year Fiscal Plan and update as needed using budget amendments, transfers and substitutions.

Indicator: Budget for positive fund balances for all City funds.

Position Control

Outcome: Prepare and maintain a roster of authorized and funded positions as part of the Fiscal Plan.

Indicator: Departmental staffing remains within authorized strength and budgeted dollar amounts.

Special Budget Analysis

Outcome: Improve budget information reporting by preparing analyses as required.

Indicator: Prepare a preliminary year-end financial status report by September 30 and prepare specially requested analyses.

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

To procure the goods and services required for City departments to deliver the services to the Grand Rapids community.

DEPARTMENTAL OUTCOMES**Purchasing**

Outcome: Maximize City resources through competitive bid processes that result in the procurement of the best value of goods and services for the City.

Indicator: Number of contracts for goods and services supporting City services.

Indicator	FY 2006	FY 2007	FY 2008	FY 2009
Number of Requisitions	527	582	535	555
Number of Bid Projects	386	458	395	423

Vehicle Impound Program

Outcome: Improve the safety, appearance, and economic vitality of City neighborhoods through the removal of abandoned and/or inoperable vehicles within the City.

Indicators: Provide space to handle approximately 3,560 impounded vehicles annually. Bi-weekly vehicle auctions, weekly disposal of scrap vehicles and release vehicles/property to owners daily.

Indicator	FY 2006	FY2007	FY 2008	FY 2009
# of vehicles impounded	3560	3587	2,997	2688
# of vehicles released	2197	2262	2,199	2014
# of vehicles auctioned	501	633	508	413
# of vehicles demolished	898	542	358	232
Revenue from releases	\$427,638.00	\$471,769.60	\$430,937.00	\$407,037.00
Revenue from auction	\$216,500.00	\$286,725.00	\$273,600.00	\$195,200.00
Revenue from demolition	\$18,858.00	\$11,382.00	\$7,518.00	\$8,091.00

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

Utilizing standards of high ethics and best value, the mission of the Purchasing Department is to procure goods and services for City departments.

DEPARTMENTAL SERVICES**Procurement Services**

Procure goods and services in accordance with City Charter, Commission and Administrative Policies, and the Sustainability Plan.

Surplus City Equipment Auction

Dispose of surplus City equipment in accordance with City Charter, Commission and Administrative Policies, and the Sustainability Plan.

Vehicle Impound Program

Manage the vehicle impound operations including processing vehicle returns, auctions, and demolition.

DEPARTMENTAL OUTCOMES**Procurement Services**

Outcome: Maximize City resources through efficient management and analysis of competitive bid processes that result in the procurement of the best value of goods and services for the City.

Indicator: Number of procurement projects processed annually.

Indicator: Average number of days required for processing a requisition.

Indicator: Total cost savings achieved.

Surplus City Equipment Auction

Outcome: Efficiently dispose of obsolete and/or excess City equipment.

Indicator: Amount of revenue generated through the sale of surplus City equipment.

Vehicle Impound Program

Outcome: Improve the safety, appearance, and economic vitality of City neighborhoods through the removal of abandoned and/or inoperable vehicles within the City.

Indicator: Total number of impounded vehicles processed.

Indicator: Total revenue generated through impound and storage fees, auctions, and demolitions.

DEPARTMENT / NUMBER:

FISCAL SERVICES / 06

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND (Revenue detail in Appendix B)				
600 CHARGES FOR SERVICES	\$ 26,277	\$ 20,000	\$ 20,000	\$ 20,000
671 OTHER REVENUES	-	-	1	1
	<u>26,277</u>	<u>20,000</u>	<u>20,001</u>	<u>20,001</u>
VEHICLE STORAGE FACILITY FUND				
600 CHARGES FOR SERVICES	711,257	712,000	712,000	683,068
671 OTHER REVENUE	(4,251)	-	-	-
	<u>707,006</u>	<u>712,000</u>	<u>712,000</u>	<u>683,068</u>
TOTAL REVENUE	<u>\$ 733,283</u>	<u>\$ 732,000</u>	<u>\$ 732,001</u>	<u>\$ 703,069</u>

EXPENDITURE SUMMARY

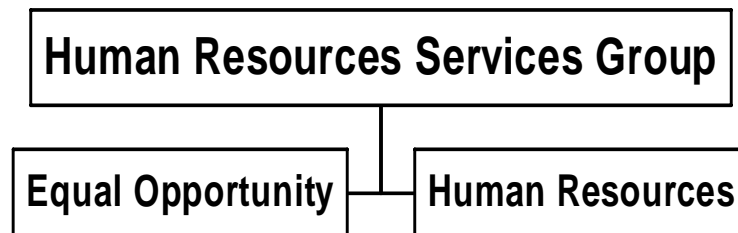
FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 1,112,525	\$ 1,135,898	\$ 1,168,373	\$ 1,132,225
726 SUPPLIES	13,352	24,760	24,510	23,868
800 OTHER SERVICES & CHARGES	828,144	623,701	579,970	577,838
	<u>1,954,021</u>	<u>1,784,359</u>	<u>1,772,853</u>	<u>1,733,931</u>
VEHICLE STORAGE FACILITY FUND				
700 PERSONAL SERVICES	92,364	96,916	93,016	167,851
726 SUPPLIES	2,446	4,100	2,000	2,000
800 OTHER SERVICES & CHARGES	429,536	464,167	440,190	407,808
970 CAPITAL OUTLAY	-	9,500	9,500	-
999 TRANSFERS OUT	24,128	24,852	24,852	352,835
	<u>548,474</u>	<u>599,535</u>	<u>569,558</u>	<u>930,494</u>
TOTAL EXPENDITURES	<u>\$ 2,502,495</u>	<u>\$ 2,383,894</u>	<u>\$ 2,342,411</u>	<u>\$ 2,664,425</u>

Human Resources Services INTRODUCTION

Group Mission Statement

Maximize the performance of City employees in the delivery of services.

ORGANIZATIONAL STRUCTURE



HUMAN RESOURCES

Functional Group Funding:

Fund Type	Human Resources Funding		Fund Type Totals
General Operating Fund	\$ 2,557,658	2.2%	\$115,085,827
Special Revenue Funds	-	0.0%	85,913,034
Permanent Funds	-	0.0%	90,000
Capital Improvement Funds	-	0.0%	11,505,758
Enterprise Funds	-	0.0%	171,155,191
Internal Service Funds	31,993,312	49.5%	64,607,046
Fiduciary Funds	-	0.0%	16,580,639
Total Service Group Funding	<u>\$ 34,550,970</u>	7.4%	<u>\$464,937,495</u>

Departmental Funding:

Page	Department	Fund	F.Y. 10 Appropriation Budget	Fund Statement Page Reference
289	Human Resources	General Operating	\$ 1,823,180	81
		Insurance Payment	31,993,312	118
		Capital Improvement	-	103
			<u>\$ 33,816,492</u>	
296	Equal Opportunity	General Operating	<u>\$ 734,478</u>	81

HUMAN RESOURCES SERVICES

HUMAN RESOURCES / ADMINISTRATION

GENERAL OPERATING FUND (GF 02ADEPT)

GF 0210	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Director of Human Resources (23U)	0.75	0.75	0.75
Administrative Analyst I (11)	-	-	-
Administrative Secretary (5U)	1	1	1
Total	1.75	1.75	1.75

HUMAN RESOURCES / PERSONNEL & RECRUITING

GENERAL OPERATING FUND (GF02 ASECT)

GF 0220	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Senior Human Resources Analyst (14)	1	1	1
Human Resources Analyst (12)	2.80	2.80	2.80
Human Resources Assistant (6U)	2	1	1
Personnel Records Assistant (16A)	-	-	1
Office Assistant III (12A)	-	1	-
Office Assistant II (10A)	1	1	-
Total	6.80	6.80	5.80

* Effective August 30, 2009

HUMAN RESOURCES / PERSONNEL

INSURANCE PAYMENT FUND

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Director of Human Resources (23U)	0.25	0.25	0.25
Human Resources Analyst (12)	0.20	0.20	0.20
Financial Analyst (12)	-	-	0.25
Employee Benefits Assistant (15A)	-	1	1
Office Assistant III (12A)	1	-	-
Total	1.45	1.45	1.70

HUMAN RESOURCES / LABOR RELATIONS

GENERAL OPERATING FUND (GF 02BDIV)

GF 0240	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Labor Relations Manager (20U)	1	1	1
Labor Relations Specialist (17U)	1	1	1
Labor Relations Assistant (7U)	1	1	1
Total	3	3	3

HUMAN RESOURCES / RISK MANAGEMENT

INSURANCE PAYMENT FUND (IS 02ADIV)

GF 0250	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Risk Manager (17)	1	1	1
Administrative Analyst I (11)	1	1	1
Administrative Aide (4)	1	1	1
Total	3	3	3

HUMAN RESOURCES / MISC FUNDING

SEWAGE DISPOSAL SYSTEM FUND (EN 02DDIV)

WATER SUPPLY SYSTEM FUND

STREETS FUNDS

EN 02 MISC	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Safety Technician (10)	1	1	1
Total	1	1	1
HUMAN RESOURCES TOTAL	17.00	17.00	16.25

EQUAL OPPORTUNITY

GENERAL OPERATING FUND (GF 02BDEPT)

GF 23130	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Equal Opportunity Director (22U)	1	1	1
Administrative Analyst II (16)	1	1	1
Equal Opportunity Officer (14)	1	1	1
MWBE Developer (14)	3	2	1
Administrative Aide (4)	1	1	1
Total	7	6	5.00
EQUAL OPPORTUNITY TOTAL	7.00	6.00	5.00

* half funded by EOD, 25% brownfield, 25% smartzone

FY 2009 PERFORMANCE MANAGEMENT PLAN - PROGRESS REPORT**MISSION STATEMENT:**

The mission of the Human Resource Department is provide excellent personnel benefit services to City departments, employees and to ensure that citizens receive the highest quality of public services performed by City employees .

DEPARTMENTAL OUTCOMES**Employee Benefits**

Outcome: Improve the internal and external equity in the organizations' classification and compensation system; improve education on employee benefits.

Indicator: Create an comprehensive employee benefit program.

Report: Comprehensive benefits program improved through use of automation; reduced paper and lag time.

Indicator: Establish a benefit program City wide that keeps employees updated.

Report: Informational materials created and distributed to current employees and retirees regarding wellness.

Indicator: Establish accessible meeting opportunities for employees re: the City's comprehensive employee benefit program.

Report: Conducted Open Enrollment with Section 125 vendors and have held periodic informational group and individual meetings with ICMA. Meetings were announced using AntFarm, flyers to all departments, and flyers inserted into paychecks. Orientation meetings with over 600 employees re: employee benefit programs.

Indicator: Conduct seminars on employee benefits to improve employee's knowledge for future planning.

Report: Conducted classes through City University regarding Home Ownership, Health Care Benefits, Retirement, Investing, and Education Funding.

Actions	FY07	FY08	FY09
Employee Transactions	3,213	3,235	4,138
Benefit Transactions	306	440	415
Voluntary Ben Enrollment	854	817	828
Health Ins. Opt Out	1,688 mail / 60	1,599 mail / 86	1,566mail/ 116
Premium Sharing	50	50	1,436
Medicare Supplement	600	700	800
Compensation Statements	1,629	1,573	1,553
Total	8,400	8,500	10,852

FY 2009 PERFORMANCE MANAGEMENT PLAN - PROGRESS REPORT

Labor Relations

Outcome: Insure compliance with all employment laws and labor agreements; ensure maximum employee productivity. Insure completion of the collective bargaining process

Indicator: Consistent application of employment laws, City policies, rules and enforcement of the labor agreements.

Report: Various departments have sought guidance and have been provided advice that has resulted in compliance and reduced litigation.

Indicator: Conduct training with management re: provisions of the labor agreement.

Report: Training in employee discipline has been provided to supervisors and lead workers. Due to reduced Labor Relations staffing and resources further class training was suspended.

Indicator: Increase communications with union leadership to be proactive on labor matters.

Report: Open communication have continued with all units.

Indicator: Increase dispute resolution efforts.

Report: Completion of most of the collective bargaining negotiations with the City unions

Grievances for certain bargaining units grievance levels still trend lower than in past years with minimum change in the level of other units during the negotiations cycle

Actions	FY07	FY08	FY09
Bargaining Agreements	0	0	6
Arbitrations	7	8	9
ULPs	2	0	0
Complaints	11	9	7
Disciplinary Actions	56	59	57
Taxicab Appeals	16	8	6
Grievances	132	140	143
Total	224	224	228

FY 2009 PERFORMANCE MANAGEMENT PLAN - PROGRESS REPORT**Recruitment and Selection**

Outcome: Improve the internal and external equity in the organizations' classification and compensation system.

Indicator: Reduce the backlog of classification review requests by 50%.

Report: In response to organizational changes, completed numerous position classification and compensation studies: Reduced backlog of APA, GREIU and Police employees' reclassification requests by 65%.

Indicator: Increase the network communication among area public sector employers re: classification & compensation systems.

Report: Provided survey information to other municipalities, and governmental entities for assistance and comparability. Increased network with professional organizations; set up a networking luncheon for area HR directors.

Indicator: Hold special workshop with the Civil Service Board re: classification and compensation systems.

Report: Special workshops held as needed with Civil Service Board to timely address classification and compensation issues.

Indicator: Establish cross training of work assignments between the Recruit/Selection team.

Report: Ongoing. Established more regular team meetings. Various classification and testing processes shared among team members.

Actions	FY07	FY08	FY09
CSB Transactions	1250	1200	1032
Employment Apps	2,329	2,362	10,849
Positions Filled	177	165	78
Waiver Request	61 (2 mo)	360	300
Layoffs	20	15	11
Classification Reviews	24	21	357
Tuition Reimbursement	0	26	46
Employee Training	493	595	376 (1/2 yr)
Total	4,354	4,744	13,049

FY 2009 PERFORMANCE MANAGEMENT PLAN - PROGRESS REPORT**Risk Management**

Outcome: Improve the protection of City assets and effective administration of the workers compensation and employee safety programs.

Indicator: Increase accountability of departments by providing timely report information re: safety/loss program.

Report: Risk Control Scorecard was improved by factoring information regarding timeliness of departmental reports of work related injuries and compliance with conducting monthly safety meetings. Deployment of more department specific training with employees.

Indicator: Process all claims with a prompt turnaround time.

Report: Claims continue to be processed well within perimeters established by administrative policy. Revised injury and investigation reports and established online efficient system

Indicator: Work proactively to establish an integrated disability program.

Report: A committee has been established to improve communication across division lines and more effectively manage disability cases improving overall productivity.

Actions	FY07	FY08	FY09
Gen. Liability Claims	419	513	474
Sidewalk Hearings	42	42	43
Worker Comp Claims	93	74	250
Medical Bills Processed	1,044	1,560	2,300
Insurance Certificates	1,000	1,000	1,000
CDL Drug/Alcohol Test	165	163	164
Safety Training Meetings	350	365	380
Total	3,113	3,717	4,611

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

The mission of the Human Resources Department is to provide excellent benefit services to City employees and departments, in addition to ensuring that citizens receive the highest quality of public services performed by City employees.

DEPARTMENTAL SERVICES**Employee Benefits**

The administration of employee benefits in compliance with state and federal laws and the labor agreements.

Labor Relations

The administration of the labor agreements, investigation of complaints, licensing appeals, employee discipline, employee counseling, supervisor employment training, employee medical/psychological issues, enforcement of City rules and policies, and co-administer of the CDL/DOT program.

Recruitment, Selections, & Classifications

The administration of Civil Service Board exams, eligible lists, hiring, promotions, transfers, layoffs per union contracts and Civil Service Rules, administration of all personnel actions, the classification and compensation plan and the humanitarian clause program.

Risk Management

The administration of the organization's property and casualty insurance program, workers' compensation program, general liability claims, occupational health services, CDL drug/alcohol testing, employee medical files, and sidewalk hearings.

DEPARTMENTAL OUTCOMES**Employee Benefits**

Outcome: Ensure accuracy of bargained and voluntary benefits; comply with laws and labor agreements in payroll transactions and benefit administration.

Indicator: Increase employee knowledge and accessibility of all available benefits.

Indicator: Provide workforce analysis reports for management.

Indicator: Improve overall customer satisfaction with employees, department heads and vendors.

Labor Relations

Outcome: Ensure compliance with all employment laws and labor agreements; ensure maximum employee productivity.

Indicator: Maintain consistent application of employment laws, City rules & regulations, and enforce the labor agreements.

Indicator: Conduct supervisory training to ensure correct application of labor agreements.

Indicator: Communicate with union leadership to be proactive on labor matters.

Indicator: Continue dispute resolution efforts to resolve employment conflicts.

FY 2010 PERFORMANCE MANAGEMENT PLAN**Recruitment, Selections, & Classifications**

Outcome: Recruit the best candidates. Improve the internal and external equity in the organizations' hiring, promotion, classification and compensation system.

Indicator: Increase the number of classification reviews conducted to reduce the backlog.

Indicator: Improve service to the Civil Service Board.

Indicator: Improve workforce diversity through community relations and education.

Indicator: Establish cross-training of work assignments for the Recruit/Selection team.

Indicator: Improve customer service to internal and external customers.

Indicator: Increase efficiency of department's core services.

Indicator: Increase communication with public sector employers regarding classification and compensation systems.

Risk Management

Outcome: Protection of City assets through the procurement of insurance and proper administration of the workers' compensation and general liability claims, to comply with safety laws that protect the City workforce.

Indicator: Increase accountability of departments by providing timely report information regarding safety/loss program.

Indicator: Process all workers' compensation and general liability claims with a prompt turnaround.

Indicator: Continue to work within framework of established integrated disability program.

DEPARTMENT / NUMBER:

HUMAN RESOURCES / 02

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND (Revenue detail in Appendix B)				
671 OTHER REVENUE	\$ 12,331	\$ -	\$ -	\$ -
	<u>12,331</u>	<u>-</u>	<u>-</u>	<u>-</u>
CAPITAL PROJECTS				
695 OTHER FINANCING SOURCES	-	600	-	-
	<u>-</u>	<u>600</u>	<u>-</u>	<u>-</u>
INSURANCE PAYMENT FUND				
600 CHARGES FOR SERVICES	25,524,943	25,463,052	28,683,340	27,341,003
664 INTEREST AND RENTS	135,566	-	-	-
671 OTHER REVENUE	120,396	2,380,802	438,878	2,609,801
	<u>25,780,905</u>	<u>27,843,854</u>	<u>29,122,218</u>	<u>29,950,804</u>
TOTAL REVENUE	<u>\$ 25,793,236</u>	<u>\$ 27,844,454</u>	<u>\$ 29,122,218</u>	<u>\$ 29,950,804</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 1,066,902	\$ 1,065,542	\$ 1,175,380	\$ 1,110,371
726 SUPPLIES	22,304	40,000	40,000	40,000
800 OTHER SERVICES & CHARGES	589,790	803,778	872,707	672,809
	<u>1,678,996</u>	<u>1,909,320</u>	<u>2,088,087</u>	<u>1,823,180</u>
CAPITAL PROJECTS				
970 CAPITAL OUTLAY	33,800	600	-	-
INSURANCE PAYMENT FUND				
700 PERSONAL SERVICES	602,221	482,967	545,143	433,665
726 SUPPLIES	990	-	-	-
800 OTHER SERVICES & CHARGES	25,183,183	28,199,811	29,618,006	31,283,462
996 APPROPRIATION LAPSE	-	-	-	276,185
999 TRANSFERS OUT	175,657	180,927	180,927	-
	<u>25,962,051</u>	<u>28,863,705</u>	<u>30,344,076</u>	<u>31,993,312</u>
TOTAL EXPENDITURES	<u>\$ 27,674,847</u>	<u>\$ 30,773,625</u>	<u>\$ 32,432,163</u>	<u>\$ 33,816,492</u>

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

To work collaboratively to ensure equal opportunity and non discrimination in all programs, services, activities and facilities sponsored by the City or that impact the Grand Rapids community.

DEPARTMENTAL OUTCOMES**Administrative/City of GR Diversity****Outcome: Identify grant opportunities**

Indicator: Develop and/or identify “products or programs” that lend themselves to outside funding.

Report: Research underway, however staff reductions may severely limit ability to complete this outcome.

Indicator: Research grant and revenue opportunities.

Report: Same as above.

Outcome: Create and implement an internal/external communication plan

Indicator: Identify internal and external stakeholders

Report: Same as above.

Indicator: Identify method and frequency of communication (ie: quarterly, annual, etc)

Report: Same as above.

Outcome: Host an internal diversity summit

Indicator: Plan, organize and host an internal diversity summit

Report: Planning completed; Diversity summit to be held in FY 2010.

Outcome: Become a regional information clearinghouse for public sector diversity issues

Indicator: identify and determine what information is housed in clearinghouse

Report: Due to competing priorities and a reduction of staff this indicator is still pending.

Indicator: Identify/ organize clearinghouse stakeholders and partners

Report: Same as above.

Indicator: Identify and define communication requirements of clearinghouse

Report: Same as above.

Community Diversity**Outcome: Administer Section 3 (Investing to Encourage Community Lending, Banking and Employment Practices) of the City’s Investment Policy (400-01)**

Indicator: Administer sections 3 b, c, & d of the Investment Policy

Report: Revisions to Section 3 of the City’s Investment Policy were approved by the City Commission on 9/16/08.

Outcome: Promote fair housing within the Grand Rapids community

Indicator: Review and process 100% of Affirmative Marketing Surveys.

Report: 100% of Affirmative Marketing Surveys reviewed and processed.

Indicator: Review and approve 100% of the quarterly fair housing reports from CDBG funded agencies.

Report: 100% of quarterly fair housing reports reviewed and approved.

Indicator: Work collaboratively with the Fair Housing Center to present a mortgage lending workshop.

Report: Mortgage lending workshop was not held due to limited resources. Participated in Foreclosure Prevention and Hate Crimes workshops instead.

Indicator: Investigate or refer 100% Fair Housing of complaints within 30 days of receipt.

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT

Report: No complaints received.

Outcome: Administer and monitor the Contract Compliance and Tax Abatement programs

Indicator: Implement and administer revised programs in accordance with recommendations of legal counsel.

Report: Pending City Commission Approval

Outcome: Provide leadership to hate crime initiatives in Grand Rapids

Indicator: Participate on the Community Relations Planning Committee to facilitate the annual state-wide Conference on hate crimes.

Report: Staff remains chair of Hate Crimes Community Response Committee as well as member of Steering Committee. Annual conference held in September with full participation of EOD staff as well as GRPD.

Indicator: Work in collaboration with the Grand Rapids Police Department to provide community response to 100% of reported hate crimes and/or incidents.

Report: Staff continues to work with GRPD regarding hate crime issues. Additionally, staff has recruited representation from the GRPD to serve on the Law Enforcement and Training Committee of the Michigan Alliance Against Hate Crimes. Staff is worked collaboratively with the Detective Bureau to establish a quarterly reporting mechanism between GRPD, EOD and the CRC.

Outcome: Provide staff support to facilitate the work of the Community Relations Commission

Indicator: Sponsor planning meetings of the People of Color Collaborative and provide 100% of staff support to enable the CRC to carry out the objectives of the Collaborative.

Report: Provided staff support to all regular meetings of the Community Relations Commission as well as to the People of Color Collaborative and Rosa Parks Sculpture Project including taking minutes, follow-ups, agenda preparation, program planning and organization, fundraising, etc.

Indicator: By the end of FY 09, develop a work plan for placement of a monument of Rosa Parks at Rosa Parks Circle and secure financial commitment and approval for this project.

Report: Based upon the work plan, staff has secured \$160,000 in commitments for the Rosa Parks Sculpture Project, released an RFP to obtain proposals from prospective artists, launched a public fundraising campaign, hosted a fundraiser and the CRC will select an artist for the project in August 2009.

Indicator: Investigate 100% of CRC complaints within 60 days of the initial complaint.

Report: No formal complaints received. Responded timely to inquiries and facilitated informal resolutions where appropriate.

Outcome: Administer Title II of the Americans with Disabilities Act

Indicator: 100% of building accessibility guidelines requiring EOD review will be addressed within 30 days.

Report: Staff reviewed 100% of building requests within the prescribed time frame.

Indicator: 100% of Title II complaints investigated in accordance with the ADA grievance procedure.

Report: No complaints received.

Indicator: 100% of employee requests for accommodations requiring EOD involvement will be addressed within 30 days.

Report: Staff continues to work collaboratively with Risk Management to ensure that requests for accommodation are reviewed and responded to within the guidelines. EOD and Risk Management are working on a new Administrative Policy to address issues of ADA compliance, accommodation and requests.

Outcome: Work to increase the City's capacity to serve non-English speaking customers

Indicator: Implement final 50% of the Process Team report recommendations by December 2008.

Report: The Process Improvement Team is in the final stages of translating signs for city facilities.

Indicator: Provide updates to the City Manager.

Report: Updates have been provided as progress has been made.

Supplier Diversity**Outcome: Administer EBO Construction and Goods and Non-Professional Services Policies**

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT

Indicator: Report, track and monitor all relevant supplier diversity data for EBO programs.

Report: Ongoing.

Indicator: Prepare annual and standard reports for EBO Construction and Goods and Services.

Report: 2008 Annual Report for Construction and the FY08 Goods & Services Annual Report are completed and pending executive and City Commission review.

Indicator: Provide technical assistance to 50-100 small businesses.

Report: Over 100 small businesses received technical assistance in areas of bid discounts and Micro-LBE certification.

Indicator: Conduct an EBO Goods and Services and Professional Services training for employees with purchasing responsibilities.

Report: Due to competing priorities and a reduction of staff this indicator is still pending.

Indicator: Conduct two Micro Local Business Enterprise Certification trainings.

Report: 70 businesses attended the two workshops.

Indicator: Conduct one WebProcure training targeted towards small businesses.

Report: 70 businesses attended two workshops on Micro-LBE and WebProcure registration.

Indicator: Maintain 100% of relevant EBO documents on website.

Report: EOD staff maintains the EBO website and updates documentation and information as it is available.

Indicator: Maintain outreach activities with a diverse group of business, procurement and construction organizations.

Report: Outreach activities are ongoing with the following organizations (Hispanic Chamber of Commerce, WMMCA, Grand Rapids Chamber, West Michigan Regional Purchasing Alliance, MMBDC, MWBC, GROW and others.

Indicator: Prepare and publish annual forecasting report.

Report: Preparation of the forecasting report is complete. Publication of the report is pending.

Indicator: Administer all aspects of the EBO Construction and Goods and Services programs including bid discounts, Micro Local Business Enterprise certification and technical assistance.

Report: EOD staff administered 100% of all aspects of the EBO programs including bid discounts, Micro-LBE certification applications and technical assistance to all departments.

Outcome: Create and Administer Professional Services Policy

Indicator: Revise the EBO Professional Services Policy and Guidelines

Report: Professional Policy was revised to include Micro-LBEs and Veteran Owned Small Businesses.

Indicator: Begin implementation of EBO Professional Services Policy and Guidelines

Report: Due to competing priorities and a reduction of staff this indicator is still pending.

Outcome: Implement and Administer Micro Local Business Enterprise Certification

Indicator: Maintain a comprehensive directory of Micro Local Business Enterprises

Report: A comprehensive Business Enterprise directory is available.

Workforce Diversity**Outcome: Monitor, track and report all employment data for City employment**

Indicator: Review, analyze and monitor 100% of certifications within 3 business days.

Report: 100% of certifications are reviewed within 24 hours.

Indicator: Prepare and present Annual Report on Workforce Diversity and Equal Opportunity within 60 days of the end of the fiscal year.

Report: Annual report on Equal Opportunity and Workforce Diversity is completed and pending executive and City Commission review.

Outcome: Provide training on various eeo, harassment and diversity issues

Indicator: Prepare and present training regarding the annual report within 60 days of the presentation to 100% of all functional groups.

Report: Training for functional groups and departments will commence after the Annual report is reviewed and submitted to the City Commission.

Indicator: Prepare and present annual training to 100% of new employees regarding sexual/workplace harassment.

FY 2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT

Report: Training was completed for all new hire police and fire employees as well as update training conducted for Police, Wastewater Treatment, Water employees and GREIU Central Safety Committee. Staff is working to present update training to all departments.

Outcome: Evaluate and investigate complaints of harassment and discrimination related to various City policies and procedures

Indicator: Update current complaint database within 15 days of completion of complaint investigation,

Report: Database for complaints is 100% updated.

Indicator: Complete 100% of complaint investigations within 60 days of initial complaint.

Report: 100% of complaints investigated within allotted time frame.

Outcome: Provide Title VI and EEO4 reports to various federal and state agencies

Indicator: Submit Title VI Plan(s) for continuation of and/or receipt of grant funding for 100% of grant applications requiring such documentation.

Report: EEO4 report will be due in June, 2009.

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

To work collaboratively to ensure equal opportunity and non discrimination in all programs, services, activities and facilities sponsored by the City or that impact the Grand Rapids community.

DEPARTMENTAL SERVICES**Community Diversity**

Administers and implements various City sponsored community diversity programs and provides staff support to the Community Relations Commission.

Supplier Diversity

Administers and implements various City sponsored Supplier Diversity programs including EBO Programs and the Micro-LBE Certification program.

Workforce Diversity

Administers and implements various City sponsored Workforce Diversity programs and training.

DEPARTMENTAL OUTCOMES**Office of Community Diversity**

Outcome: Support investment in business and employment growth and increase supplier diversity.

Indicator: Evaluate and report on local workforce statistics for firms doing business with the City through the Equal Opportunity and Non-Discrimination in City Contracting (EONCC) Policy.

Indicator: Monitor and report on tax abatement companies and total local jobs created through tax abatement programs 900-09 and 900-28.

Outcome: Reduce crime and increase public safety support to safe neighborhoods.

Indicator: Establish and support a community response system as outlined by the Michigan Alliance Against Hate Crimes model to engage the community in addressing incidents of hate and bias.

Indicator: Foster positive police community relations by sponsorship of a police/community relations conference.

Outcome: Improve the quality of life for all citizens.

Indicator: Increase access to the arts and cultural experiences through securing support and resources to place a Rosa Parks Sculpture at Rosa Parks Circle.

Outcome: Build on existing community assets to enhance civic engagement and community leadership.

Indicator: Establish and maintain regional partnerships and cooperative relationships by fostering communication and partnerships with underrepresented, immigrant and other diverse communities.

Outcome: Ensure equal access and opportunity for all through a commitment to diversity and inclusion.

Indicator: Assure that 100% of fair housing, ADA, CRC, and other citizen complaints are investigated within their prescribed timelines and resolved in accordance with established criteria.

Indicator: Assure that 100% of city building signage identified by the Process Improvement Team is translated into Spanish.

FY 2010 PERFORMANCE MANAGEMENT PLAN**Office of Supplier Diversity**

Outcome: Improve the quality of water returned to the Grand River.

Indicator: Encourage environmental stewardship of local waterways by working in collaboration with the West Michigan Environmental Action Council to provide two (2) workshops to firms seeking the Environmental Bid Discounts (Adopt a Stream and Other Innovative Programs).

Outcome: Support investment in business and employment growth and increase supplier diversity.

Indicator: On a quarterly and annual basis, monitor and report the dollar volume of Micro-LBE, Veteran Owned Small Business (VOSB), Minority/Women Business Enterprise (M/WBE) contracts.

Indicator: Recruit and certify 30 firms as Micro-LBEs in the EBO Programs.

Outcome: Ensure the financial stability of the City organization.

Indicator: In collaboration with the City Income Tax Department track and report the Income Tax Bid Discount information to ensure compliance with income tax regulations thus increasing income tax received by the City.

Outcome: Increase educational attainment.

Indicator: Track and report the number of firms participating in the FACTS Bid Discount Program and the number of students benefiting there from.

Outcome: Build on existing community assets to enhance civic engagement and community leadership.

Indicator: Provide leadership in diversity issues that increase inter-cultural awareness and interaction by facilitating an internal diversity summit.

Office of Workforce Diversity

Outcome: Ensure that the City organization is well-managed, responsive government entity.

Indicator: Mitigate potential liability for complaints by providing training, professional evaluation and investigation of EO issues brought forward by employees

Indicator: Evaluate and analyze 100% of new hire, promotion, demotion certification within 3 days of receipt.

Outcome: Ensure equal access and opportunity for all through a commitment to diversity and inclusion.

Indicator: Monitor city employment to ensure equal opportunity and non-discrimination in the employment process as it relates to age, height, weight, race, gender, veteran status, disability status, gender orientation and all other protected categories.

Indicator: Provide leadership in diversity issues that increase inter-cultural awareness and interaction by facilitating an internal diversity summit.

Indicator: Assure that 100% of internal discrimination and harassment complaints are investigated within 60 days of their receipt.

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND (Revenue detail in Appendix B)				
600 CHARGES FOR SERVICES	\$ 314	\$ -	\$ -	\$ -
	314	-	-	-
TOTAL REVENUE	\$ 314	\$ -	\$ -	\$ -

EXPENDITURE SUMMARY

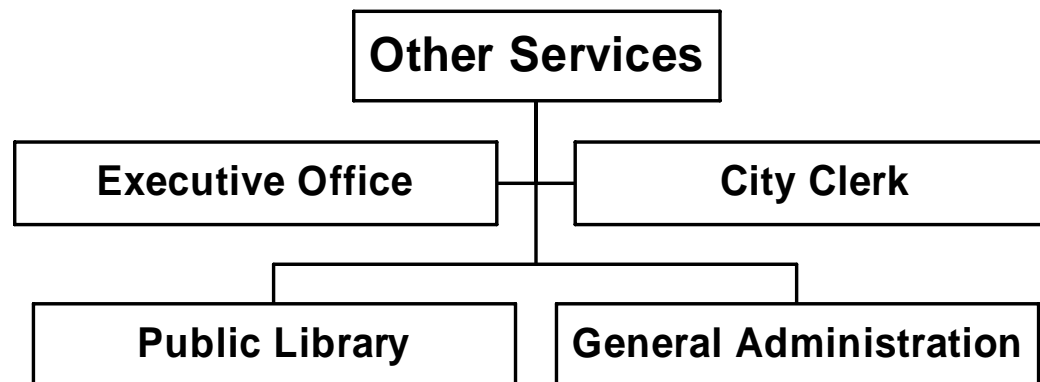
FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y. 10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 723,901	\$ 653,249	\$ 667,004	\$ 580,263
726 SUPPLIES	5,651	6,390	8,140	7,800
800 OTHER SERVICES & CHARGES	179,571	136,287	147,837	146,415
	909,123	795,926	822,981	734,478
TOTAL EXPENDITURES	\$ 909,123	\$ 795,926	\$ 822,981	\$ 734,478

Other Services INTRODUCTION

Group Mission Statement

Improve and maintain the provision of essential services as required by City and State laws.

ORGANIZATIONAL STRUCTURE



OTHER SERVICES

Functional Group Funding:

Fund Type	Other Funding	Fund Type Totals
General Operating Fund	\$ 15,986,667	13.9%
Special Revenue Funds	14,115,690	16.4%
Permanent Funds	-	0.0%
Capital Improvement Funds	7,718,693	67.1%
Enterprise Funds	-	0.0%
Internal Service Funds	-	0.0%
Fiduciary Funds	16,580,639	100.0%
Total Service Group Funding	<u>\$ 54,401,689</u>	11.7%

Departmental Funding:

Page	Department	Fund	F.Y. 10 Appropriation Budget	Fund Statement Page Reference
310	Executive	General Operating	\$ 1,333,332	81
		Other Grants	2,008,000	93
		Capital Improvement	-	103
		Capital Reserve	7,718,693	102
			<u>11,060,025</u>	
314	Clerk	General Operating	<u>1,695,722</u>	81
321	Public Library	Public Library	<u>12,107,690</u>	96
324	Retiree Health Care	Retiree Health Care	<u>16,580,639</u>	121, 122 & 123
325 & 326	General Administration	General Operating	<u>12,957,613</u>	81

OTHER SERVICES

EXECUTIVE / EXECUTIVE OFFICE

GENERAL OPERATING FUND (GF 01APPT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
City Manager	1	1	1
Secretary to the City Manager (9U)	1	1	1
Total	<u>2</u>	<u>2</u>	<u>2</u>

MANAGEMENT SERVICES / ADMINISTRATION

GENERAL OPERATING FUND

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Chief Services Officer (25U)	-	-	0.10
Administrative Secretary (5U)	-	-	0.10
Total	<u>-</u>	<u>-</u>	<u>0.20</u>

EXECUTIVE / CITY COMMISSION & MAYOR

GENERAL OPERATING FUND (GF 01ELECT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
City Mayor	1	1	1
City Commissioner	6	6	6
Secretary to the Mayor (7U)	1	1	1
Total	<u>8</u>	<u>8</u>	<u>8</u>

EXECUTIVE / CABLE TV

GENERAL OPERATING FUND (NEW)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Administrative Analyst II (16)	1	1	1
Total	<u>1</u>	<u>1</u>	<u>1</u>

EXECUTIVE / CUSTOMER SERVICE (CSIC)

GENERAL OPERATING FUND (NEW)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Administrative Aide (4)	1	1	1
Total	<u>1</u>	<u>1</u>	<u>1</u>
EXECUTIVE TOTAL	<u>12</u>	<u>12</u>	<u>12.20</u>

CITY CLERK / ADMINISTRATION

GENERAL OPERATING FUND (GF 09APPT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
City Clerk	1	1	1
Deputy City Clerk (17)	1	1	1
Administrative Analyst I (11)	1	1	1
Administrative Secretary (15A)	1	1	-
Total	<u>4</u>	<u>4</u>	<u>3</u>

CITY CLERK / VOTER REGISTRATION

GENERAL OPERATING FUND (GF 09ASECT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Office Assistant IV (15A)	1	1	1
Office Assistant II (10A)	1	1	1
Total	<u>2</u>	<u>2</u>	<u>2</u>

CITY CLERK / BUSINESS LICENSES
GENERAL OPERATING FUND (GF 09CSECT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Licensing Coordinator (21A)	1	1	1
Office Assistant III (12A)	1	1	0.50
Total	2	2	1.50

CITY CLERK / ARCHIVES AND RECORDS MANAGEMENT
GENERAL OPERATING FUND (GF 09BSECT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Archivist (23A)	1	1	1.0
Administrative Secretary (15A)	-	-	1.0
Office Assistant IV (15A)	1	1	1.0
Office Assistant III (12A)	-	-	0.5
Total	2	2	3.5
CLERK TOTAL	10.0	10.0	10.00

PUBLIC LIBRARY / LIBRARY ADMINISTRATION
PUBLIC LIBRARY OPERATING FUND (SR 28DEPT)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Library Director (9I)	1	1	1
Assistant Library Director (8I)	1	1	1
Library Business Manager (7I)	1	1	1
Library Communications Manager (4I)	1	1	1
Executive Administrative Assistant (3I)	1	1	1
Human Resources Manager (7I)	1	1	1
Total	6	6	6

PUBLIC LIBRARY / BRANCHES

PUBLIC LIBRARY OPERATING FUND (SR 28ADIV)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Librarian III - Supervisor (25L)	3	3	3
Librarian II - Specialist (22G)	2	4	4
Librarian I (21G)	5	3	3
Office Assistant II (9G)	4	4	4
Library Clerk (8G)	1	1	1
Office Assistant I (7G)	2	2	2
Total	17	17	17
Part Time Staff:			
Library Clerk Aide I (0.5 FTE)	8.00	8.00	8.00
Library Clerk Aide II (0.5 FTE)	0.50	0.50	0.50
Page (0.5 FTE)	5.00	5.00	5.00
Total	13.50	13.50	13.50

PUBLIC LIBRARY / BUSINESS OFFICE

PUBLIC LIBRARY OPERATING FUND (SR 28BDIV)

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Office Assistant II (9G)	1	1	1
Total	1	1	1
Part Time Staff:			
Business Office Admin. Asst. (0.75 FTE)	0.75	0.75	0.75
Library Clerk Aide II (0.5 FTE)	0.50	0.50	0.50
Total	1.25	1.25	1.25

PUBLIC LIBRARY / MAINTENANCE**PUBLIC LIBRARY OPERATING FUND (SR 28CDIV)****SR 2811MAIN**

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Library Facilities Manager (21L)	1	1	1
Custodian Crew Leader (12L)	1	-	-
Custodian (10G)	5	5	5
Total	7	6	6
Part Time Staff:			
Maintenance Worker I (0.5 FTE)	1.50	1.00	1.00
Maintenance Worker I (0.75 FTE)	1.50	2.25	2.25
Security Guard (0.75 FTE)	0.00	0.00	0.00
Total	3.00	3.25	3.25

PUBLIC LIBRARY / COMMUNICATIONS**PUBLIC LIBRARY OPERATING FUND (SR 28DDIV)****SR 2811COM**

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Library Communications Assistant (16G)	1	1	1
Total	1	1	1

PUBLIC LIBRARY / CIRCULATION - REGISTRATION**PUBLIC LIBRARY OPERATING FUND****SR 2811CR**

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Library Circulation Services Supervisor (20L)	1	1	1
Office Assistant II (10G)	1	1	1
Office Assistant I (7G)	3	3	3
Total	5	5	5
Part Time Staff:			
Library Clerk Aide II (0.5 FTE)	4.00	4.00	4.00
Library Clerk Aide II (0.75 FTE)	0.75	0.75	0.75
Page (0.5 FTE)	10.50	10.50	10.50
Total	15.25	15.25	15.25

PUBLIC LIBRARY / INFORMATION SYSTEMS**PUBLIC LIBRARY OPERATING FUND****SR 2811IS**

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Library Web Branch Manager (22G)	1	1	1
Library Network Support Technician (11G)	1	1	1
Library Information Systems Manager (26L)	1	1	1
Library Information Systems Assistant (20L)	1	1	1
Total	4	4	4
Part Time Staff:			
Library Technician (0.50 FTE)	0.50	0.50	-
Library Technician (0.75 FTE)	-	-	0.75

PUBLIC LIBRARY / LOCAL HISTORY**PUBLIC LIBRARY OPERATING FUND****SR 2811LH**

	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Librarian III - Supervisor (25L)	1	1	1
Librarian II -Specialist (22G)	1	1	1
Librarian I (21G)	1	1	1
Office Assistant I (7G)	1	1	1
Total	4	4	4
Part Time Staff:			
Library Assistant II (0.5 FTE)	1.50	1.50	1.50
Total	1.50	1.50	1.50

PUBLIC LIBRARY / GENERAL REFERENCE

PUBLIC LIBRARY OPERATING FUND

	2008	2009	2010
SR 2811REF	<u>AUTHORIZED</u>	<u>AUTHORIZED</u>	<u>BUDGET</u>
POSITION (SALARY RANGE)			
Librarian IV (27L)	1	1	1
Librarian III (25L)	2	2	2
Librarian II (22G)	1	1	1
Librarian I (21G)	5	5	5
Office Assistant II (10G)	1	1	1
Total	<u>10</u>	<u>10</u>	<u>10</u>
Part Time Staff:			
Librarian I (0.5 FTE)	1.00	1.00	1.00
Library Clerk Aide I (0.5 FTE)	5.00	5.00	5.00
Library Clerk Aide II (0.50 FTE)	0.50	0.50	0.50
Library Assistant II (0.5 FTE)	3.50	3.00	3.00
Library Assistant II (0.75 FTE)	1.50	1.50	1.50
Page (0.5 FTE)	1.00	1.00	1.00
Total	<u>12.50</u>	<u>12.00</u>	<u>12.00</u>

PUBLIC LIBRARY / TECHNICAL SERVICES

PUBLIC LIBRARY OPERATING FUND

	2008	2009	2010
SR 2811TAS	<u>AUTHORIZED</u>	<u>AUTHORIZED</u>	<u>BUDGET</u>
POSITION (SALARY RANGE)			
Librarian IV - Coordinator (27L)	1	1	1
Librarian II - (22G)	1	1	1
Financial Assistant I (11G)	1	1	1
Office Assistant II (10G)	1	1	1
Office Assistant I (7G)	1	1	1
Total	<u>5</u>	<u>5</u>	<u>5</u>
Part Time Staff:			
Library Assistant II (0.5 FTE)	1.00	1.00	1.00
Library Clerk Aide I (0.5 FTE)	1.50	1.00	1.00
Library Clerk Aide II (0.75 FTE)	2.25	2.25	2.25
Page (0.5 FTE)	2.50	2.50	2.50
Total	<u>7.25</u>	<u>6.75</u>	<u>6.75</u>

PUBLIC LIBRARY / YOUTH SERVICES

PUBLIC LIBRARY OPERATING FUND

	2008	2009	2010
SR 2811YS	<u>AUTHORIZED</u>	<u>AUTHORIZED</u>	<u>BUDGET</u>
POSITION (SALARY RANGE)			
Librarian IV - Coordinator (27L)	1	1	1
Librarian II / Specialist (22G)	1	1	1
Librarian I (21G)	1	1	1
Total	<u>3</u>	<u>3</u>	<u>3</u>
Part Time Staff:			
Library Assistant II (0.5 FTE)	1.50	1.50	1.50
Total	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>
LIBRARY TOTAL (FULL TIME)	<u>63.00</u>	<u>62.00</u>	<u>62.00</u>
LIBRARY (PART TIME)	<u>55.75</u>	<u>55.00</u>	<u>55.75</u>

PERSONNEL PROVIDING SERVICES TO OTHER ORGANIZATIONS

DOWNTOWN DEVELOPMENT AUTHORITY

CU DDA

CU GDA (70)	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
DDA Executive Director	1	1	1.00
Debt and Authority Finance Officer (17)	-	-	0.20
Planner I / II (20A / 23A)	1	1	1.00
Administrative Secretary	1	1	1.00
DDA TOTAL	3	3	3.20

SMARTZONE

BUGSZ (73)	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Economic Development Director (21U)	-	-	0.25
Debt and Authority Finance Officer (17)	-	-	0.20
MWBE Developer (14)	-	-	0.45
Economic Development Coordinator I / II (14 / 17)	-	-	-
Administrative Secretary	-	-	0.15
SMARTZONE TOTAL	-	-	1.05

BROWNFIELD

CU GBR (72)	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Economic Development Director (21U)	-	-	0.40
Debt and Authority Finance Officer (17)	-	-	0.05
MWBE Developer (14)	-	-	0.325
Economic Development Coordinator I / II (14 / 17)	-	-	-
Administrative Secretary	-	-	0.15
BROWNFIELD TOTAL	-	-	0.93

ECONOMIC DEVELOPMENT CORPORATION

SR EDC (47)	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Economic Development Coordinator I / II (14 / 17)	-	-	0.30
Administrative Secretary (15A)	-	-	0.15
EDC TOTAL	-	-	0.45

PENSION OFFICE

FD ARE (75)	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Executive Director Pension Systems	-	-	1.00
Retirement Services Specialist (13)	-	-	1.00
Administrative Analyst (11)	-	-	1.00
Office Assistant III (12A)	-	-	1.00
PENSION OFFICE TOTAL	-	-	4.00

TAX INCREMENT FINANCING AUTHORITY (TIFA)

CU GBR (72)	2008	2009	2010
POSITION (SALARY RANGE)	AUTHORIZED	AUTHORIZED	BUDGET
Debt and Authority Finance Officer (17)	-	-	0.05
TAX INCREMENT FINANCING AUTHORITY TOTAL	-	-	0.05

FY2009 PERFORMANCE MANAGEMENT PLAN - PROGRESS REPORT**MISSION STATEMENT**

The mission of the Executive Office is to provide organizational direction based on policies established by City Commission, communicate to citizens and media, facilitate quality City service delivery, and coordinate interdepartmental cooperation.

DEPARTMENTAL OUTCOMES**Cable Administration Offices**

Outcome: Efficiently perform operational functions in compliance with legal mandates and right of way agreements.

Indicator: Activities concerning the implementation and management of programs associated with State video franchising laws and the development of Federal policy.

Report: New Uniform Video Service Local Franchise Agreements established. Many programs beneficial to City were preserved in State legislation. New policy developments at Federal level may have additional impact.

City Commission and City Manager

Outcome: Efficiently and effectively implement the policies established by City Commission.

Indicator: Efficiently execute the performance of general City management pursuant to the City Charter, City Code, and City Commission policies.

Report: The City Commission and the City Manager fulfilled responsibilities in full compliance with legal mandates.

Customer Service Information Center

Outcome: Improve and maintain the level of satisfaction with service delivery for internal and external customers.

Indicator: Each department that handles external customers completes the City University Customer Service Course, in the School of Service Excellence within 2 years.

Report: Responses were provided to over 40,595 requests for information received via email, telephone, or in person.

Grand Rapids Information Network

Outcome: Increase and maintain the dissemination of information for City residents.

Indicator: Live Broadcast and replay programming occurring for all COW meetings. Support for Fire TV training program, City University, City Departments, and Commission Night Out.

Report: External program featured on GRIN as appropriate, All Committee of the Whole meetings were broadcast (with closed captioning). Many special programs were featured on channel. Fire Training television programming was presented on closed circuit television system. Support was provided for the Commission Night Out meetings.

Public Information

Outcome: Increase and maintain the dissemination of information for City residents.

Indicator: Process press releases, media advisories, press inquiries, internal and external communications documents and media events.

Report: The City's website was updated including information on City events and public notices. Media Releases are sent regularly from the Executive Office and posted on the web site.

Departments are assisted through the Cable Office to put video on web sites.

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

The mission of the Executive Office is to provide organizational direction based on policies established by City Commission, communicate to citizens and media, facilitate quality City service delivery, and coordinate interdepartmental cooperation. Provide coordination of internal and external support services of the City. Facilitate organizational development and oversight of eight departments by reviewing and improving program operations and efficiencies consistent with organizational mission and values.

DEPARTMENTAL SERVICES**City Commission/City Manager**

- Lead the organization and facilitate the achievement of its mission to meet community and organizational needs.
- Develop and execute a fiscal plan that ensures sound stewardship of public funds and reflects the priorities of the City Commission and the citizens.
- Assist City Commission with developing public policy by conducting research, analysis, and evaluation of issues.
- Represent the City in honorary and ceremonial functions celebrating community achievements.
- Increase public, private, and regional metropolitan cooperation.
- Maintain timely information on City's home Webpage (www.grcity.us)
- Communicate press releases electronically to print and broadcast media.

Customer Service Information Center

- Manage the Customer Service Information Center as an access to City services and information and support services to City departments.

GRIN/Cable TV Administration

- Promote citizen awareness of and participation in city government.

DEPARTMENTAL OUTCOMES**City Commission/City Manager**

Outcome: Efficiently and effectively implement the policies established by City Commission.

Indicator: Effectiveness of resource management by departments.

Indicator: Compliance by Department Directors of their adopted budgets.

Outcome: Demonstrate efficiencies in financial and operational management.

Indicator: Increase revenues and decrease expenditures.

Outcome: Maintain electronic public communication.

Indicator: Provide electronic newsletter to citizens via website.

Indicator: Produce media releases as needed/necessary.

Outcome: Conduct analysis of departmental operations to ensure efficiency and consistency with organizational mission and values.

Indicator: Monitor compliance of sustainability goals within each department under this service group.

Indicator: Achievement of budget targets through effective resource management.

Indicator: Increase accountability of departments by providing reporting information in a timely fashion.

FY 2010 PERFORMANCE MANAGEMENT PLAN

Outcome: Improve the quality and effectiveness of City services for neighborhoods.

Indicator: Foster and improve internal and external communications between neighborhoods and City departments through the Community-Oriented Government model.

Customer Service Information Center

Outcome: Maintain and improve access to City information, services and customer care.

Indicator: Compile statistics reporting customer service support and assistance.

Indicator: Engage in monthly public relations activities.

GRIN/Cable TV Administration

Outcome: Maintain and increase the dissemination of information to City Residents.

Indicator: Operate the Grand Rapids Information Network with acquired and locally produced programming.

Indicator: Administer the City's cable television contracts.

Indicator: Produce internet television programming.

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y.10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND (Revenue detail in Appendix B)				
500 INTERGOVERNMENTAL REVENUES	\$ 22,480,426	\$ 22,628,336	\$ 21,807,875	\$ 21,164,361
600 CHARGES FOR SERVICES	9,576	250	250	300
671 OTHER REVENUE	6,326	-	-	-
695 OTHER FINANCING SOURCES	5,792,101	5,922,032	5,922,032	7,199,254
	<u>28,288,429</u>	<u>28,550,618</u>	<u>27,730,157</u>	<u>28,363,915</u>
CAPITAL IMPROVEMENT FUND				
500 INTERGOVERNMENTAL REVENUES	79,741	-	608,236	-
600 CHARGES FOR SERVICES	-	-	850	-
664 INTEREST AND RENTS	57,623	-	17,447	-
671 OTHER REVENUE	18,379	-	163,675	-
695 OTHER FINANCING SOURCES	431,663	-	1,005,000	-
	<u>587,406</u>	<u>-</u>	<u>1,795,208</u>	<u>-</u>
CAPITAL RESERVE FUND				
664 INTEREST AND RENTS	3,785	-	-	-
671 OTHER REVENUE	-	38,000	-	-
695 OTHER FINANCING SOURCES	104,357	164,838	5,909,938	142,403
	<u>108,142</u>	<u>202,838</u>	<u>5,909,938</u>	<u>142,403</u>
OTHER GRANTS FUND				
500 INTERGOVERNMENTAL REVENUES	7,345	400,000	-	1,938,000
600 CHARGES FOR SERVICES	-	-	-	70,000
671 OTHER REVENUE	23,809	-	-	-
TOTAL REVENUE	<u>\$ 29,015,131</u>	<u>\$ 29,153,456</u>	<u>\$ 35,435,303</u>	<u>\$ 30,514,318</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y.10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 943,440	\$ 887,614	\$ 887,610	\$ 980,692
726 SUPPLIES	9,579	7,200	7,057	6,950
800 OTHER SERVICES & CHARGES	460,228	384,593	349,921	345,690
970 CAPITAL OUTLAY	-	10,000	2,400	-
	<u>1,413,247</u>	<u>1,289,407</u>	<u>1,246,988</u>	<u>1,333,332</u>
CAPITAL IMPROVEMENT FUND				
800 OTHER SERVICES & CHARGES	65,541	-	38,335	-
970 CAPITAL OUTLAY	845,315	-	1,782,948	-
	<u>910,856</u>	<u>-</u>	<u>1,821,283</u>	<u>-</u>
CAPITAL RESERVE FUND				
990 DEBT SERVICE	1,355,900	1,661,434	7,335,322	1,568,867
999 TRANSFERS OUT	7,954,399	7,090,738	8,386,546	6,149,826
	<u>9,310,299</u>	<u>8,752,172</u>	<u>15,721,868</u>	<u>7,718,693</u>
OTHER GRANTS FUND				
800 OTHER SERVICES & CHARGES	66,840	400,000	-	2,008,000
TOTAL EXPENDITURES	<u>\$ 11,701,242</u>	<u>\$ 10,441,579</u>	<u>\$ 18,790,139</u>	<u>\$ 11,060,025</u>

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**MISSION STATEMENT**

The mission of the City Clerk's Office is to conduct all elections held in the City; to register voters; facilitate the City Commission's Official Meetings and Board/Commission Appointments; to accept U.S. Passport applications; to manage and preserve the official records of the City; to assist the public in accessing public documents and information; to license businesses that are governed by City Ordinance/State law; and to provide these services in a manner that is high quality, efficient, fair and courteous.

DEPARTMENTAL OUTCOMES**Archives and Records Center**

Outcome: Operation of City Archives and Records Center, including the collection, storage, and retrieval of City records, and preservation of permanent historical documents.

Indicator: Retrieve requested documents for internal and external customers; permanent, historical documents are preserved.

	FY07	FY08	FY09
# of Permanent historical/archive records added	27 cubic ft.	30 cubic ft.	21 cubic ft.
# of Other records added	526 cubic ft.	587 cubic ft.	369 cubic ft.
# of Records destroyed	350 cubic ft.	289 cubic ft.	389 cubic ft.
# of Request for records/internal	778	728	553
# of Request for records/external	686	640	715
# of Records processed	113 cubic ft.	35 cubic ft.	5.8 cubic ft.
# of Bldg plans added		1,187	622
# of Photos processed		1,775	9,804
# of Map pages repaired			5
# of Entries added to Common Council			2,695
# of documents encapsulated with Mylar	30		
# of documents de-acidified	45		
# of bound volumes treated w/leather preservatives	872		

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**Business Licensing**

Outcome: Protection of the health, safety, and welfare of the citizens of the City of Grand Rapids.

Indicator: Businesses will have current licenses; inspections will be completed for license application; complaints will be resolved; and enforcement activities will be performed.

Indicator	FY07*	FY08	FY09
# of Licenses issued	1535	1483	1,418
# of Denied applications		57	51
# Appeal Hearings		13	11
# of Inspections conducted	500+	65	62
# of Solid waste complaints	24	17	8
# of Snowplow complaints	24	49	38

*Administration of several business licenses were moved to the Fire Department.

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**Records Management**

Outcome: Preparation and preservation of permanent City Commission records.

Indicator: Prepare minutes of each Standing Committee and City Commission meeting within one week.

Outcome: City Commission Meeting summaries and public notices are published, City Commission Official Proceedings books are printed, and public meeting notices are posted.

Indicator: State law and City Charter meeting notice requirements are met.

Outcome: City Code reference materials are kept current.

Indicator: Prepare and disseminate, in hard copy and electronically, semi-annual City Code updates.

Outcome: Coordination of processing and maintenance of the files for contracts, deeds, and easements.

Indicator: 500-700 contracts/deeds/easements will be signed, sealed, indexed, delivered, and filed within two days of receipt; records will be retrieved within one hour of a request.

Outcome: City Commission board/commission appointments are facilitated and coordinated.

Indicator: Full membership on boards/commissions.

Outcome: Passport Applications are accepted and mailed to the U.S. Department of State for processing.

Indicator: Receipt of passport application and transmission to U.S. Department of State.

Indicator	FY07	FY08	FY09
# of Commission Meetings	28	24	24
# of Standing Committee Meetings	116	107	143
# of Special Meetings			11
# of E-Packets		24	24
# of CC Summaries printed	28	31	30
# of Official Proceedings printed	28	24	35
# of Public Meeting Notices published	175	170	158
# of Public Meeting Notices posted	150	152	125
# of City Code updates	2	2	1
# of Contracts/Deeds processed	750	610	496
# of Easements processed		149	80
# of applications received for Boards and Commissions	100+	59	76
# of Appointments to Boards and Commissions	90	45	66
# of Re-appointments to Boards and Commissions		68	48
# of Passport applications	620	471	330

FY2009 PERFORMANCE MANAGEMENT PLAN – PROGRESS REPORT**Voter Registration and Elections**

Outcome: Accurate and complete voter registrations file; conduct three (3) elections with efficiency and integrity; and accurately tabulate election results.

Indicator: Process voter registrations within one week of receipt; Absentee Voter (AV) ballots issued same day as application filed; voter casts a ballot within 10 minutes of arrival at precinct; vote returns by 10:00 p.m.

Report: Processed voter registrations within one week of receipt, mailed voter ID card within one week of processing; AV ballots issued same day as filed application; ballots casted by voter within 10 minutes of arrival to precinct; and 100 percent (100%) of the vote returns were received by 10:00 PM for the three (3) elections conducted during FY09 (State Primary, Presidential, and the School Board elections).

Indicator	FY07	FY08	FY09
# of Voter registrations processed	28,000	23,655	10,111
# of Voter ID cards mailed	32,000	28,155	40,119
# of Duplicate applications handled		6,076	11,516
# of Confirmation notices mailed		2,505	2,727
# of A/V applications mailed – bulk		21,000	6,761
# of A/V ballots issued	15,577	15,071	21,581
# of Elections conducted	3	4	3

FY2010 Performance Management Plan**MISSION STATEMENT**

The mission of the City Clerk's Office is to conduct all elections held in the City; to register voters; facilitate the City Commission's Official Meetings and Board/Commission Appointments; to accept U.S. Passport applications; to manage and preserve the official records of the City; to assist the public in accessing public documents and information; to license businesses that are governed by City Ordinance/State law; and to provide these services in a manner that is high quality, efficient, fair and courteous.

DEPARTMENTAL SERVICES**Archives and Records Center**

- Provide off-site storage for inactive City records.
- Provide permanent storage for historical documents.
- Collect, preserve, and retrieve City records.

Business Licensing

- Process and issue business licenses.
- Perform inspections.
- Resolve complaints.
- Hold appeal hearings.
- Update ordinances.

Records Management

- Prepare meeting agendas and minutes of the Standing Committees, official City Commission meetings, and public hearings.
- Organize three City Commission Night Out meetings.
- Maintain contracts, deeds, and easements.
- Update City Code semi-annually.
- Facilitate and coordinate City Commission Board/Commission appointments, including recruitment of members.
- Publish City Commission meeting summaries and public notices.
- Publish City Commission Official Proceeding Books.
- Post meeting notices.
- Accept U.S. Passport applications.

Voter Registration and Elections

- Maintain voter registration file.
- Conduct elections.

FY2010 Performance Management Plan**DEPARTMENTAL OUTCOMES****Archives and Records Center**

Outcome: Operation of City Archives and Records Center, including the collection, storage, and retrieval of City records, and preservation of permanent historical documents.

Indicator: Retrieve requested documents for internal and external customers; permanent, historical documents are preserved.

Business Licensing

Outcome: Protection of the health, safety, and welfare of the citizens of the City of Grand Rapids.

Indicator: Businesses will have current licenses; inspections will be completed for license applications; complaints will be resolved; and enforcement activities will be performed.

Records Management

Outcome: Preparation and preservation of permanent City Commission records.

Indicator: Prepare minutes of each Standing Committee and City Commission meeting.

Outcome: Coordination of the processing and maintenance of files for contracts, deeds, and easements.

Indicator: 500-700 contracts/deeds/easements will be signed, sealed, indexed, delivered, and filed; records will be retrieved upon request.

Outcome: City Code reference materials are kept current.

Indicator: Prepare and disseminate, in hard copy and electronically, semi-annual City Code updates.

Outcome: City Commission Board/Commission appointments are facilitated and coordinated.

Indicator: Maintain Boards/Commission vacancy list; 50-100 applications/PIF received and processed.

Outcome: State law and City Charter meeting notice requirements are met.

Indicator: City Commission Meeting summaries and public notices are published, City Commission Official Proceedings books are printed, and public meeting notices are posted.

Outcome: Receive and transmit passport applications to the U.S. Department of State.

Indicator: Passport applications are accepted and mailed to the U.S. Department of State for processing.

Voter Registration and Elections

Outcome: Adhere to local, state, and federal election laws; accurately tabulate election results.

Indicator: Conduct three (3) elections with efficiency and integrity; maintain accurate and complete voter registration file; process voter registrations within one week of receipt; AV ballots issued same day as application filed; disseminate voter results.

DEPARTMENT / NUMBER:**CITY CLERK / 09****REVENUE SUMMARY**

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y.10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND (Revenue detail in Appendix B)				
450 LICENSES AND PERMITS	\$ 152,194	\$ 162,525	\$ 162,525	\$ 170,000
500 INTERGOVERNMENTAL REVENUES	169,527	157,000	157,000	157,000
600 CHARGES FOR SERVICES	33,094	35,500	17,500	35,500
671 OTHER REVENUE	166,802	85,000	87,128	104,819
	<u>521,617</u>	<u>440,025</u>	<u>424,153</u>	<u>467,319</u>
TOTAL REVENUE	<u>\$ 521,617</u>	<u>\$ 440,025</u>	<u>\$ 424,153</u>	<u>\$ 467,319</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y.10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
GENERAL FUND				
700 PERSONAL SERVICES	\$ 1,143,532	\$ 1,154,264	\$ 1,127,055	\$ 1,149,420
726 SUPPLIES	96,180	103,950	94,000	112,700
800 OTHER SERVICES & CHARGES	343,713	389,586	363,490	415,364
970 CAPITAL OUTLAY	1,927	8,238	8,238	18,238
	<u>1,585,352</u>	<u>1,656,038</u>	<u>1,592,783</u>	<u>1,695,722</u>
TOTAL EXPENDITURES	<u>\$ 1,585,352</u>	<u>\$ 1,656,038</u>	<u>\$ 1,592,783</u>	<u>\$ 1,695,722</u>

FY 2010 PERFORMANCE MANAGEMENT PLAN**MISSION STATEMENT**

Connecting people to the transforming power of knowledge

DEPARTMENTAL SERVICES

Economic Prosperity
Environmental Quality
Social Justice

DEPARTMENTAL OUTCOMES**Environmental Quality**

- Outcome: Collaboration with local partners on Environmental Quality and awareness.
 Indicator: Return of original participants and increase in presenters at the Indoor Farmer's Market
 Indicator: Continue Rain Garden collaboration with Calvin College and other organizations.
- Outcome: Integrate literacy and patron environmental education into library programming and collections.
 Indicator: Increased attendance at Earth Week programs.
 Indicator: Analysis of current collections on environmental topics to determine usage, turnover rates, and impact.
 Indicator: Continue distribution of reusable, recycled material book bags.
- Outcome: Employ vigilant oversight of internal operations to assure low environmental impact.
 Indicator: Rewire electrical and lighting for energy savings during off hours.
 Indicator: Provide staff training through the GRPL Green Team on being greener at work.
 Indicator: Contract with new vendor for reduced-cost/free shredding and recycling of print materials.
 Indicator: Increase recycling efforts and proper disposal or re-use of AV material manufacturer packaging.
 Indicator: Increase recycling and use of recyclable products at public programs.
 Indicator: Increase development and use of online forms and reporting mechanisms to reduce paper use.

Economic Prosperity

- Outcome: Connect residents with regional resources in order to improve their personal lives and economic prosperity.
 Indicator: Increase the number of and participation in economic prosperity related programs.
 Indicator: Provide foreclosure informational packets to the public in all library branches.
 Indicator: Expand GRPLpedia to include information on foreclosure and financial assistance.
 Indicator: Expand GRPLpedia to include information on the Federal Government's economic stimulus package for Grand Rapids residents.
- Outcome: Restructure the current employee health care package.
 Indicator: Savings for library and improved coverage for employees.
 Indicator: Savings for employees in their health care contribution.
 Indicator: Affordable package available for part-time employees.

FY 2010 PERFORMANCE MANAGEMENT PLAN**Social Capital**

Outcome: Cultivate a culture within the library that reflects a value for diversity.

Indicator: Increase the number of minority interviewees by 5%.

Indicator: Increase the number of minority staff by 2%.

Indicator: Increase program participants' diversity to better reflect city residents at programs such as Celebration of the Book.

Indicator: Increase participation in *El día de los niños/El día de los libros* (Children's Day/Book Day).

Indicator: Increase the number of and participation in teen and multi-generational programs.

Outcome: Develop collections that reflect the library's value for diversity.

Indicator: Develop tools and patron self-help resources for better accessing culturally and ethnically diverse materials in the children's collections.

Indicator: Pursue Grand Rapids Public Library Foundation funding for a grant for rejuvenating African-American materials

Outcome: Enhance the diversity of ideas represented at the library.

Indicator: Increase the number of Atrium blog entries addressing diversity and a diversity of ideas.

Indicator: Maintain existing and develop additional pathfinders and GRPLpedia articles addressing diversity and a diversity of ideas.

Indicator: Analyze collections on the top 10 controversial topics and ensure these collections are balanced, retain active materials, and represent various points of view.

DEPARTMENT / NUMBER:

LIBRARY / 28

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y.10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
PUBLIC LIBRARY FUND				
500 INTERGOVERNMENTAL REVENUES	\$ 526,875	\$ 503,000	\$ 563,381	\$ 397,000
600 CHARGES FOR SERVICES	198,218	172,000	207,788	207,900
655 FINES AND FORFEITURES	244,961	225,000	223,277	230,000
671 OTHER REVENUE	363	-	140	-
	<u>970,417</u>	<u>900,000</u>	<u>994,586</u>	<u>834,900</u>
TOTAL REVENUE	\$ 970,417	\$ 900,000	\$ 994,586	\$ 834,900

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y.10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
PUBLIC LIBRARY FUND				
700 PERSONAL SERVICES	\$ 6,460,935	\$ 6,638,073	\$ 6,607,320	\$ 6,739,001
726 SUPPLIES	98,233	107,542	116,042	113,800
800 OTHER SERVICES & CHARGES	1,488,246	1,755,072	1,642,412	1,627,288
970 CAPITAL OUTLAY	1,432,067	2,129,912	1,795,412	1,531,340
990 DEBT SERVICE	300	-	-	-
999 TRANSFERS OUT	1,858,819	1,916,103	1,916,103	2,096,261
	<u>11,338,600</u>	<u>12,546,702</u>	<u>12,077,289</u>	<u>12,107,690</u>
TOTAL EXPENDITURES	\$ 11,338,600	\$ 12,546,702	\$ 12,077,289	\$ 12,107,690

DEPARTMENT / NUMBER:

RETIREE HEALTH / 76

REVENUE SUMMARY

FUND / REVENUE GROUP	F.Y. 08	F.Y. 09		F.Y.10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
RETIREE HEALTH CARE				
600 CHARGES FOR SERVICES	13,917,534	-	11,696,077	16,697,868
664 INTEREST ON INVESTMENTS	273,696	-	244,904	170,000
671 OTHER REVENUE	-	-	-	17,999
	<u>14,191,230</u>	<u>-</u>	<u>11,940,981</u>	<u>16,885,867</u>
TOTAL REVENUE	<u>\$ 14,191,230</u>	<u>\$ -</u>	<u>\$ 11,940,981</u>	<u>\$ 16,885,867</u>

EXPENDITURE SUMMARY

FUND / EXPENDITURE CATEGORY	F.Y. 08	F.Y. 09		F.Y.10
	ACTUAL	AMENDED BUDGET	ESTIMATE	BUDGET
RETIREE HEALTH CARE				
800 OTHER SERVICES & CHARGES	9,519,154	-	19,810,595	16,580,639
	<u>9,519,154</u>	<u>-</u>	<u>19,810,595</u>	<u>16,580,639</u>
TOTAL EXPENDITURES	<u>\$ 9,519,154</u>	<u>\$ -</u>	<u>\$ 19,810,595</u>	<u>\$ 16,580,639</u>

Other / General Operating Fund

General Administration / 13

Revenues

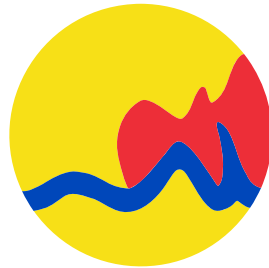
Description	ACTUAL	F.Y. 09	FY09	F.Y. 10 BUDGET	F.Y. 11	F.Y. 12 FORECAST	F.Y. 13	F.Y. 14
		AMENDED BUDGET	ESTIMATE					
Cable Consent Fees	1,536,180	1,569,378	1,569,378	1,623,732	1,656,396	1,672,933	1,689,662	1,748,800
Budget Stabilization Fund	-	1,788,369	1,788,369	500,000	-	-	-	-
Capital Improvement Fund	-	-	2,081,827	-	-	-	-	-
Capital Reserve	-	-	426,242	-	-	-	-	-
Reduction in Policy Level Income Tax	-	-	-	828,295	1,999,662	2,039,655	2,080,448	2,122,057
Reduction in Policy Level Property Tax	-	-	-	-	28,217	139,448	307,103	522,539
DDA Downtown Services	-	-	-	500,000	-	-	-	-
Facilities Reimbursement	-	-	239,680	-	-	-	-	-
One North Division	3,336,734	3,414,494	3,414,494	3,474,636	3,535,098	3,568,389	3,583,268	3,595,246
Sales-Other	2,450	3,200	1,300	1,300	1,300	1,300	1,300	1,300
Tax donations - Veteran flags	10,282	11,000	7,814	10,000	10,000	10,000	10,000	10,000
Kent County - Veteran flags	-	2,729	2,932	3,020	3,111	3,204	3,300	3,399
Property Sale	-	-	-	480,375	-	-	-	-
Miscellaneous	431	79,550	-	320,000	-	-	-	-
TOTAL REVENUES	\$ 4,886,077	\$ 6,868,720	\$ 9,532,036	\$ 7,741,358	\$ 7,233,784	\$ 7,434,929	\$ 7,675,081	\$ 8,003,341

**Other / General Operating Fund
General Administration / 13
Appropriations**

Description	F.Y. 08	F.Y. 09		BUDGET	FORECAST			
	ACTUAL	AMENDED BUDGET	ESTIMATE	F.Y. 10	F.Y. 11	F.Y. 12	F.Y. 13	F.Y. 14
Subsidies:								
61st District Court Fund	\$ 4,250,000	\$ 3,900,000	\$ 3,900,000	\$ 3,362,850	\$ 4,490,100	\$ 4,715,168	\$ 4,837,987	\$ 5,058,491
Grant Match for District Court	20,905	275,000	275,000	250,000	250,000	250,000	250,000	250,000
Cemeteries Operating Fund	672,964	877,802	1,046,878	627,191	665,770	679,380	741,727	767,249
Debt Service - Fulton Cemetery Wall	-	144,839	144,839	142,403	144,230	141,620	143,273	144,751
OCC Matching Fund	-	123,188	123,188	111,084	117,554	118,468	119,393	121,089
General Local Revenue Our Community's Children	30,583	7,719	7,646	-	-	-	-	-
Streets Capital Funds	2,650,000	4,463,369	2,044,923	1,635,000	3,075,000	3,275,000	3,475,000	3,675,000
Major Streets Fund	35,830	325,000	325,000	-	325,000	325,000	325,000	325,000
Other	1,260	-	3,136	-	-	-	-	-
Insurance Payment Fund	1,198,680	1,287,914	1,287,914	-	-	-	-	-
Parks Department Subsidy	-	-	-	5,155,806	-	-	-	-
Local Streets Fund	1,000,000	-	-	-	-	-	-	-
Facilities Management Fund	255,069	239,680	-	-	-	-	-	-
Facilities Management (155 N. Division)	125,000	-	-	-	-	-	-	-
Misc.	5,944	-	-	-	-	-	-	-
Operating Transfer to Capital Improvement Fund	67,000	-	-	-	-	-	-	-
Operating Transfer to Streets Capital Fund	100,000	-	-	-	-	-	-	-
Museum	300,000	-	-	-	-	-	-	-
Settlement Costs	238,579	-	-	-	-	-	-	-
Total:	10,951,814	11,644,511	9,158,524	11,284,334	9,067,654	9,504,636	9,892,380	10,341,580
Contractual Services:								
ACSET - Administrative	104,859	115,900	115,900	115,900	115,900	115,900	115,900	115,900
ACSET - Operating Support	26,041	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Act 425 Agreement / Oakleigh Woods	5,236	8,500	9,000	9,270	9,548	9,835	10,130	10,433
Act 425 Agreement / SteelCase	-	5,630	10,000	10,300	10,609	10,927	11,255	11,593
Area Agency on Aging of Western Michigan	4,673	4,673	4,673	4,673	4,673	4,673	4,673	4,673
Consultant Services - State and Federal	146,356	156,254	169,150	175,070	181,198	187,540	194,104	200,897
Grand Rapids Cable Access Center	476,361	649,638	638,110	494,400	509,232	524,509	540,244	556,452
Grand Valley Metro Council / GRETS	85,054	87,606	85,054	87,606	85,054	85,054	85,054	85,054
Independent Financial Audit	92,450	263,665	74,050	94,475	97,309	100,229	103,235	106,332
Right Place - General Support	30,000	90,000	30,000	33,000	33,000	33,000	33,000	33,000
General Local Revenue - Outside Organizations	305,854	73,640	73,173	-	-	-	-	-
Lean Thinking Implementation	33,327	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Office of Energy & Sustainability	77,004	86,617	83,341	-	-	-	-	-
Assessor - Property Re-appraisal Project	612,880	73,648	10,000	-	-	-	-	-
Promotional and Advertising	50,000	75,000	75,000	50,000	50,000	50,000	50,000	50,000
One North Division	3,070,305	3,190,498	3,185,907	3,230,713	3,284,044	3,312,242	3,315,983	3,322,115
Total:	5,120,400	4,931,269	4,613,358	4,355,407	4,430,567	4,483,908	4,513,578	4,546,449

**Other / General Operating Fund
General Administration / 13
Appropriations**

Description	F.Y. 08	F.Y. 09		BUDGET	FORECAST			
	ACTUAL	AMENDED BUDGET	ESTIMATE	F.Y. 10	F.Y. 11	F.Y. 12	F.Y. 13	F.Y. 14
Other:								
Pension - Supplemental	15,774	16,425	16,425	14,783	13,304	11,974	10,776	9,699
Flags - Memorial Day Grave Decoration	10,282	10,915	10,282	10,590	11,579	11,926	12,284	12,653
Engineering Services	400,000	-	-	-	-	-	-	-
Michigan Municipal League	29,823	30,718	30,509	31,424	32,367	33,338	34,338	35,368
National League of Cities	10,664	10,984	11,091	11,535	11,996	12,476	12,975	13,494
U.S. Conference of Mayors	11,885	12,242	12,242	12,609	12,988	13,377	13,778	14,192
West MI Regional Planning	9,455	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Grand Rapids Sister Cities International	12,500	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Festival Art Purchase	-	-	1,000	-	-	-	-	-
Suggestion Award	200	15,000	5,000	-	-	-	-	-
Printing and Publishing	8,803	1,000	1,000	1,030	1,061	1,093	1,126	1,159
Pension Trustee Fiduciary Insurance	-	350	350	350	350	350	350	350
Equipment Rental - Color Copier	7,520	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Parking Passes - Scribner / North Monroe	72,880	78,857	78,857	81,223	83,659	86,169	88,754	91,417
Vacation of Drukker Street	675	-	-	-	-	-	-	-
Land Purchase/Kroc Community Center	431,663	-	-	-	-	-	-	-
Total Other	1,022,124	202,491	192,756	189,544	193,304	196,703	200,382	204,332
Appropriation Lapse	-	(500,000)	(500,000)	(2,700,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)
Building Rental	-	(146,671)	(146,671)	-	-	-	-	-
Computer Services	-	(464,222)	(464,222)	-	-	-	-	-
Contingent Account	-	662,325	-	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000
Savings from Unspecified Position Eliminations	-	-	-	(684,258)	(953,673)	(995,349)	(1,037,850)	(1,077,911)
Savings from Non-Essential Service Shutdowns	-	-	-	(487,414)	-	-	-	-
Subtotals	-	(448,568)	(1,110,893)	(2,871,672)	(1,953,673)	(1,995,349)	(2,037,850)	(2,077,911)
Grand Total	\$ 17,094,338	\$ 16,329,703	\$ 12,853,745	\$ 12,957,613	\$ 11,737,852	\$ 12,189,898	\$ 12,568,490	\$ 13,014,450



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APPENDICES

<u>APPENDIX</u>	<u>DESCRIPTION</u>	<u>PAGE</u>
A	General Operating Fund Revenues - By Major Sources	330
B	General Operating Fund Revenues - By Department	344
C	Capital Program	357
D	Neighborhood Investment Plan	435
E	Budget Calendar	436
F	Long Term Indebtedness	437
G	General Governmental Revenues - Ten Year History	446
H	Sustainability Plan	447
I	Personnel / Position Summary	461
J	Glossary	479



**City of Grand Rapids, Michigan
General Operating Fund
Statement of Revenues by Source**

Appendix A

Appendix A
General Operating Fund Revenues by Source

Revenue Code / Description	Department	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
INCOME TAX (401438)									
438001 CITY INCOME TAXES	INCOME TAX	63,869,339	62,687,536	55,668,933	53,998,864	53,998,864	55,078,842	56,180,419	57,304,028
438002 CITY INCOME TAX REFUNDS	INCOME TAX	(7,399,841)	(7,535,436)	(6,691,755)	(6,491,002)	(6,491,002)	(6,620,822)	(6,753,239)	(6,888,304)
438003 INTEREST/PENALTIES ON INCOME TAXES	INCOME TAX	646,990	562,005	499,082	484,110	484,110	493,792	503,668	513,741
		<u>57,116,488</u>	<u>55,714,105</u>	<u>49,476,260</u>	<u>47,991,972</u>	<u>47,991,972</u>	<u>48,951,812</u>	<u>49,930,848</u>	<u>50,929,465</u>
STATE GRANTS (500539)									
539101 DEPT. OF JUSTICE	POLICE	165,241	156,203	156,203	156,203	156,203	156,203	156,203	156,203
539701 DEPT. OF ENVIRONMENTAL QUALITY	ENVIRONMENTAL PROTECTION	228,891	247,328	200,763	245,112	253,691	262,570	271,760	281,272
		<u>394,132</u>	<u>403,531</u>	<u>356,966</u>	<u>401,315</u>	<u>409,894</u>	<u>418,773</u>	<u>427,963</u>	<u>437,475</u>
STATE SHARED REVENUES (500574)									
574002 SALES & USE TAX	EXECUTIVE OFFICE	22,444,741	22,628,336	21,772,187	21,128,673	21,128,673	21,128,673	21,128,673	21,128,673
574004 LIQUOR LICENSES	CLERK	169,527	157,000	157,000	157,000	157,000	157,000	157,000	157,000
574006 FIRE PROTECTION - STATE OWNED BLDGS.	FIRE	165,927	263,422	263,422	225,000	236,250	248,063	260,466	273,489
		<u>22,780,195</u>	<u>23,048,758</u>	<u>22,192,609</u>	<u>21,510,673</u>	<u>21,521,923</u>	<u>21,533,736</u>	<u>21,546,139</u>	<u>21,559,162</u>
PROPERTY TAX (401402)									
402001 REAL PROPERTY TAXES	TREASURER	11,143,727	11,378,119	11,403,119	11,293,765	11,246,103	11,445,782	11,879,373	12,231,374
402002 TAXES - ASSESSMENT CANCELED	TREASURER	129	(60,000)	(60,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)
402003 PERSONAL PROPERTY TAXES	TREASURER	966,281	930,186	930,186	990,512	1,023,409	1,053,526	1,105,917	1,139,094
402004 INDUSTRIAL/COMMERCIAL FACILITIES TAX	TREASURER	123,229	77,056	111,236	91,411	92,508	92,508	95,283	98,141
402005 PAYMENT IN LIEU OF TAXES	TREASURER	65,053	65,251	65,251	77,695	77,695	78,472	80,826	83,250
402006 INT/PENALTIES - DELINQUENT PROP. TAX	TREASURER	80,414	80,099	83,867	80,000	80,000	80,000	80,000	80,000
447001 PROPERTY TAX ADMINISTRATION FEE	TREASURER	1,771,552	1,777,018	1,777,018	1,767,635	1,768,642	1,801,679	1,872,047	1,927,994
		<u>14,150,385</u>	<u>14,247,729</u>	<u>14,310,677</u>	<u>14,181,018</u>	<u>14,168,357</u>	<u>14,431,967</u>	<u>14,993,446</u>	<u>15,439,853</u>
FEDERAL GRANTS (500501)									
501101 DEPT. OF JUSTICE	COMMUNITY DEVELOPMENT	257,605	359,654	274,113					
501101 DEPT. OF JUSTICE	POLICE	53,171	647,135	412,290					
501102 DEPT. OF JUSTICE - PASS THRU	POLICE	308,863	336,000	336,000	336,000	336,000	336,000	336,000	336,000
501201 DEPT. OF TRANSPORTATION	POLICE		83,258						

Appendix A

General Operating Fund Revenues by Source

Revenue Code / Description	Department	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
501501 DEPT. OF THE INTERIOR	PARKS RECR., & CEMETERIES	40,000	40,000	40,000					
		659,639	1,466,047	1,062,403	336,000	336,000	336,000	336,000	336,000
CHARGES FOR SERVICES (600)									
607001 MISCELLANEOUS SERVICE FEES	ASSESSOR	28,277	18,000	33,000	20,000	20,000	20,000	20,000	20,000
607001 MISCELLANEOUS SERVICE FEES	ATTORNEY	3,446							
607001 MISCELLANEOUS SERVICE FEES	CLERK	1,983	2,500	2,500	2,500	2,500	2,500	2,500	2,500
607001 MISCELLANEOUS SERVICE FEES	EQUAL OPPORTUNITY	314							
607001 MISCELLANEOUS SERVICE FEES	EXECUTIVE OFFICE	2,501							
607001 MISCELLANEOUS SERVICE FEES	FIRE	204,705	166,220	192,320	252,500	265,125	278,381	292,301	306,915
607001 MISCELLANEOUS SERVICE FEES	GENERAL ADMINISTRATION	3,336,734	3,414,494	3,414,494	3,474,636	3,535,098	3,568,389	3,583,268	3,595,246
607001 MISCELLANEOUS SERVICE FEES	MANAGEMENT SERVICES	5,000							
607001 MISCELLANEOUS SERVICE FEES	PARKS RECR., & CEMETERIES	1,286,261	1,690,922	1,693,787					
607001 MISCELLANEOUS SERVICE FEES	PLANNING		101,300	107,837	110,337	110,000	110,000	110,000	110,000
607001 MISCELLANEOUS SERVICE FEES	POLICE	204,332							
607001 MISCELLANEOUS SERVICE FEES	TRAFFIC SAFETY				45,000	45,000	45,000	45,000	45,000
607001 MISCELLANEOUS SERVICE FEES	TREASURER	42,368	40,000	40,050	42,000	44,000	46,000	48,000	50,000
607006 RESTITUTION FEES - PROBATION	PARKS RECR., & CEMETERIES	690	500	500					
607012 TAX STATEMENT FEES	TREASURER	7,522	6,400	5,400					
607018 PROCESSING FEES	CLERK	31,111	33,000	15,000	33,000	34,000	35,000	35,000	35,000
607018 PROCESSING FEES	ECONOMIC DEVELOPMENT	40,045	13,500	17,586	15,000	15,000	15,000	15,000	15,000
607018 PROCESSING FEES	POLICE	910	590	590	590	590	590	590	590
607020 COURT TRIAL FEES	POLICE	49	100						
607023 TAX COLLECTION FEES	TREASURER	17,191	18,000	12,000	11,000	10,000	10,000	10,000	10,000
607024 PLANNING COMMISSION REVIEW FEES	PLANNING	73,109	75,000	65,000	98,350	101,851	105,381	108,942	112,536
607026 IND/COMM FACILITY EXEMPT FEES	ECONOMIC DEVELOPMENT		4,400	4,594	3,000	3,000	3,000	3,000	3,000
607029 SOIL EROSION FILLING FEES	ENVIRONMENTAL PROTECTION	28,954	125,580	102,763	116,385	120,458	124,675	129,038	133,554
607029 SOIL EROSION FILLING FEES	PLANNING	171	20,000	10,000	31,250	32,828	34,422	36,035	41,666
607033 WITNESS FEES	POLICE	14	30						
607036 ADMINISTRATION SERVICES	NEIGHBORHOOD IMPROV.	97,158	50,000	50,000	142,092	142,092	142,092	142,092	142,092
607036 ADMINISTRATION SERVICES	PLANNING		2,000	3,000	5,750	5,933	6,117	6,305	6,495
607037 ADMINISTRATIVE SRVC - GARNISHMENTS	COMPROLLERS	588	250	400	250	250	250	250	250
607038 SERVICES CHARGES - DATA PROCESSING	ASSESSOR		150	50	50	50	50	50	50

Appendix A

General Operating Fund Revenues by Source

Revenue Code / Description	Department	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
607041 MARRIAGE CEREMONIES	EXECUTIVE OFFICE	100	250	250	300	300	300	300	300
607042 FIRE HYDRANT SERVICE CHGS	FIRE	397,371	417,240	417,240	438,102	460,007	483,007	507,157	532,515
607043 PRELIMINARY CONST - ENGINEERS	TRAFFIC SAFETY				20,000	10,000	10,000	10,000	10,000
607063 PARKS - BILL/OTHER THAN DEPT.S	PARKS RECR., & CEMETERIES	23,123	25,000						
607066 COMMUNITY DEVELOPMENT SERVICES	NEIGHBORHOOD IMPROV.	817,670	766,872	766,872	1,027,909	977,909	977,909	977,909	977,909
607066 COMMUNITY DEVELOPMENT SERVICES	PARKS RECR., & CEMETERIES	117,628	136,162	133,439					
607068 MATERIAL - SERVICES	TRAFFIC SAFETY	566							
607070 BAGS & TAGS SERVICES	POLICE	59,910	50,000	50,000	50,000	50,000	50,000	50,000	50,000
607073 POLICE RECORDS/REPROC FEES	POLICE	82,317	91,680	84,250	110,350	84,250	84,250	84,250	84,250
607076 MANAGEMENT FEE	ASSESSOR			15,600	15,000	15,000	15,000	15,000	15,000
607077 POLICE - VEHICLE STORAGE FACILITY FE	POLICE			5,000	5,000	5,000	5,000	5,000	5,000
607078 TCI CABLEVISION FEE	GENERAL ADMINISTRATION	1,536,180	1,569,378	1,569,378	1,623,732	1,656,396	1,672,933	1,689,662	1,748,800
607081 CDBG - A87	COMMUNITY DEVELOPMENT								
607084 DDA SERVICES	POLICE	94,750	94,750	94,750	94,750	94,750	94,750	94,750	94,750
607085 SPECIAL EVENT BILLINGS LABOR - PARKS	PARKS RECR., & CEMETERIES		3,000	1,500					
607085 SPECIAL EVENT BILLINGS LABOR - PARKS	POLICE	14,920	18,000	20,000	20,000	20,000	20,000	20,000	20,000
607097 PHOTOCOPY FEES	ASSESSOR	830	1,000	500	500	500	500	500	500
607097 PHOTOCOPY FEES	NEIGHBORHOOD IMPROV.	166	200	200	800	800	800	800	800
607098 STREET/EXPRESSWAY LIGHTING MAINT.	TRAFFIC SAFETY	102,061	45,000	45,000	45,000	36,000	36,000	38,000	38,000
607100 STREET LIGHTING SERVICES	TRAFFIC SAFETY	249,648	215,000	145,000	160,000	155,000	155,000	155,000	155,000
607101 STREET LIGHTIN-CATV APPL/POLE RENTAL	TRAFFIC SAFETY	68,050	35,000	35,000	35,000	35,000	35,000	35,000	35,000
607110 INVESTMENTS/CASH MANAGEMENT FEES	TREASURER	102,500	103,000	103,000	104,000	105,000	106,000	107,000	108,000
607111 PROPERTY TAX ADMINISTRATION FEES	TREASURER	(39)							
607113 NEZ APPLICATION FEE	ECONOMIC DEVELOPMENT	1,500	1,100	1,100	750	750	750	750	750
621001 HOUSING - MULTI-FAMILY CERT.	NEIGHBORHOOD IMPROV.	187,945	217,109	217,109	27,000	27,000	27,000	27,000	27,000
621002 HOUSING - CDTA TWO-FAMILY CERT.	NEIGHBORHOOD IMPROV.	80,020	97,807	97,808					
621003 HOUSING-ONE/TWO-FAMILY CERT & RECERT	NEIGHBORHOOD IMPROV.				3,920	3,920	3,920	3,920	3,920
621005 HOUSING - NTR-INITIAL ORDER	NEIGHBORHOOD IMPROV.	148,280	156,256	156,257	50,000	50,000	50,000	50,000	50,000
621007 HOUSING - OTHER HOUSING FEE	NEIGHBORHOOD IMPROV.	310,936	209,602	209,602	690,734	690,734	690,734	690,734	690,734
621008 HOUSING - HOUSING APPEAL FEE	NEIGHBORHOOD IMPROV.	6,285	7,535	7,535	5,017	5,017	5,017	5,017	5,017
621009 HOUSING - VACANT AND ABANDONED FEES	NEIGHBORHOOD IMPROV.	105,424	105,958	105,959					
621104 ZONING,NOISE,PKG - OTHER FEE	PLANNING		2,500	3,000	3,250	3,458	3,565	3,673	3,781

Appendix A

General Operating Fund Revenues by Source

Revenue Code / Description	Department	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
621105 ZONING,NOISE,PKG-APPEAL FEE	PLANNING	16,338	10,000	7,800	14,900	15,607	16,320	17,040	17,766
621204 HISTORIC PRES. - OTHER FEE	PLANNING		500	500	500	600	700	800	1,000
621403 ADDRESSES - OTHER FEE	ENVIRONMENTAL PROTECTION	(15,452)							
621403 ADDRESSES - OTHER FEE	NEIGHBORHOOD IMPROV.	(235,438)							
621501 NUISANCES - RELOCATION REIMB.	NEIGHBORHOOD IMPROV.	1,910	8,000	8,000					
621502 NUISANCES - WEED REMOVAL REIMB.	NEIGHBORHOOD IMPROV.				505,500	505,500	505,500	505,500	505,500
621503 NUISANCES - ABANDONED CAR REIMB.	NEIGHBORHOOD IMPROV.	11,695	3,864	3,864					
621504 NUISANCES - DEMOLITION REIMB.	NEIGHBORHOOD IMPROV.	26,110	35,796	35,796	49,953	49,953	49,953	49,953	49,953
621505 NUISANCES - SECURING REIMB.	NEIGHBORHOOD IMPROV.	67,335	36,000	36,000					
621506 NUISANCES - YARD - REFUSE CHARGE	NEIGHBORHOOD IMPROV.	203,027	269,719	268,671					
621601 LUDS ENFORCEMENT FEES	ENVIRONMENTAL PROTECTION	58,650	68,000	57,850	54,150	56,045	58,007	60,037	62,138
642002 AUCTION SALES	FISCAL SERVICES	26,277	20,000	20,000	20,000	20,000	20,000	20,000	20,000
642003 SALES - OTHER	GENERAL ADMINISTRATION	2,450	3,200	1,300	1,300	1,300	1,300	1,300	1,300
642003 SALES - OTHER	PARKS RECR., & CEMETERIES	14,273		198					
642004 SALE OF MAPS	PARKING	1,362							
642005 POLICE - CONFISCATED GUN/MONEY	POLICE	8,236							
642009 SALE OF SCRAP MATERIAL	PARKS RECR., & CEMETERIES	50		100					
642009 SALE OF SCRAP MATERIAL	TRAFFIC SAFETY	6,335	1,200	1,200	1,200	1,200	1,200	1,200	1,200
642010 ELECTRIC POWER DIST/GAS AGGREGATION	TRAFFIC SAFETY	914,159	775,000	775,000	844,000	795,000	800,000	800,000	800,000
642014 SALE OF CITY LOGO MERCHANDISE	EXECUTIVE OFFICE	106							
642018 CONCESSIONS	PARKS RECR., & CEMETERIES		13,300	13,155					
651001 ADMISSIONS	EXECUTIVE OFFICE	6,870							
651003 SPECIAL EVENT FEES	POLICE	289,676	242,316	240,000	240,000	240,000	240,000	240,000	240,000
651009 RECREATION REGISTRATION FEES	PARKS RECR., & CEMETERIES	312,840	477,269	454,995					
652004 PKG FEES - DAILY	PARKING	472,356	550,000	485,893	497,893	485,893	485,893	485,893	485,893
652005 PKG FEES - MONTHLY	PARKING	984,225	991,800	946,171	944,556	1,003,793	1,033,907	1,064,924	1,096,872
652006 PKG FEES - EVENT	PARKING	412,233	419,200	449,896	449,896	449,896	449,896	449,896	449,896
652006 PKG FEES - EVENT	POLICE	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
		<u>13,587,197</u>	<u>14,157,499</u>	<u>13,942,609</u>	<u>12,638,652</u>	<u>12,679,353</u>	<u>12,816,958</u>	<u>12,935,336</u>	<u>13,098,438</u>
CONTRIBUTIONS FROM OTHER FUNDS (695)									
699001 OPERATING TRANSFERS IN	COMMUNITY DEVELOPMENT		80,000	80,000	80,000	80,000	80,000	80,000	80,000

Appendix A

General Operating Fund Revenues by Source

Revenue Code / Description	Department	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
699001 OPERATING TRANSFERS IN	ECONOMIC DEVELOPMENT	2,556							
699001 OPERATING TRANSFERS IN	EXECUTIVE OFFICE	5,792,101	5,922,032	5,922,032	7,199,254	7,418,032	7,643,472	7,875,776	8,115,154
699001 OPERATING TRANSFERS IN	GENERAL ADMINISTRATION		1,788,369	4,536,118	2,628,670	2,027,879	2,179,103	2,387,551	2,644,596
699001 OPERATING TRANSFERS IN	POLICE	(90,921)	24,788						
		<u>5,703,736</u>	<u>7,815,189</u>	<u>10,538,150</u>	<u>9,907,924</u>	<u>9,525,911</u>	<u>9,902,575</u>	<u>10,343,327</u>	<u>10,839,750</u>
INTEREST ON INVESTMENTS (664665)									
665001 INTEREST ON INVESTMENT	COMMUNITY DEVELOPMENT	(19,520)	10,375						
665001 INTEREST ON INVESTMENT	TREASURER	1,530,243	610,766	638,000	800,000	913,500	1,088,700	1,261,400	1,441,600
665002 OTHER INTEREST INCOME	COMMUNITY DEVELOPMENT	34,155	11,006	2,450					
665002 OTHER INTEREST INCOME	TREASURER	61,859	27,853	39,500	29,380	24,780	25,200	25,400	25,400
		<u>1,606,737</u>	<u>660,000</u>	<u>679,950</u>	<u>829,380</u>	<u>938,280</u>	<u>1,113,900</u>	<u>1,286,800</u>	<u>1,467,000</u>
FINES AND FORFEITURES (655)									
656001 PKG FINES	POLICE	415,304	448,528	445,000	445,000	445,000	445,000	445,000	445,000
656001 PKG FINES	TREASURER	1,313,862	1,418,971	1,418,971	2,180,000	2,211,000	2,242,000	2,248,000	2,255,000
659001 BAD CHECK FEES	TREASURER	16,187	15,000	12,500	15,000	16,000	17,000	18,000	18,500
		<u>1,745,353</u>	<u>1,882,499</u>	<u>1,876,471</u>	<u>2,640,000</u>	<u>2,672,000</u>	<u>2,704,000</u>	<u>2,711,000</u>	<u>2,718,500</u>
LOCAL GOVT CONTRIBUTIONS (500580)									
580001 LOCAL GOVERNMENT REVENUES	EXECUTIVE OFFICE	35,685		35,688	35,688	35,688	35,688	35,688	35,688
580002 KENT COUNTY - MISC. CONTRACTS	POLICE	248,802	250,046	246,650	246,650	246,650	246,650	246,650	246,650
580003 PROGRAM CONTRIBUTIONS	POLICE		203,982	217,419	218,000	218,000	218,000	218,000	218,000
		<u>284,487</u>	<u>454,028</u>	<u>499,757</u>	<u>500,338</u>	<u>500,338</u>	<u>500,338</u>	<u>500,338</u>	<u>500,338</u>
LICENSES AND PERMITS (450)									
451001 MISCELLANEOUS LICENSES	CLERK	152,194	162,525	162,525	170,000	170,000	170,000	170,000	170,000
476006 MISCELLANEOUS PERMITS	PLANNING	127,050	30,000	30,000	41,500	42,430	43,370	43,320	45,281
476006 MISCELLANEOUS PERMITS	POLICE	18,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
476011 TEMPORARY STREET CLOSING PERMITS	TRAFFIC SAFETY	50							
476014 TEMPORARY OCCUPANCY PERMITS	TRAFFIC SAFETY				55,000	55,000	55,000	55,000	55,000
476015 ALCOHOL PERMITS	POLICE	2,575	2,000	1,000	1,000	1,000	1,000	1,000	1,000
476018 ALARM PERMITS	POLICE	12,813	14,000	10,300	10,300	10,300	10,300	10,300	10,300
476024 LUDS PERMITS	ENVIRONMENTAL PROTECTION	107,868	36,990	23,940	28,350	29,342	30,369	31,432	32,532
		<u>420,550</u>	<u>260,515</u>	<u>242,765</u>	<u>321,150</u>	<u>323,072</u>	<u>325,039</u>	<u>326,052</u>	<u>329,113</u>

Appendix A

General Operating Fund Revenues by Source

Revenue Code / Description	Department	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
RENTS AND ROYALTIES (664667)									
667001 RENTALS - EQUIPMENT	PARKS RECR., & CEMETERIES	320							
667001 RENTALS - EQUIPMENT	POLICE	36,093	32,000	38,570	39,000	39,000	39,000	39,000	39,000
667002 RENTALS - OTHER	ATTORNEY	1,000							
667003 RENTALS - FACILITIES	PARKS RECR., & CEMETERIES	10,629	8,550	8,550					
667003 RENTALS - FACILITIES	POLICE	13,705	8,000	13,000	13,000	13,000	13,000	13,000	13,000
667003 RENTALS - FACILITIES	TRAFFIC SAFETY	22,000	22,000	22,000	22,000	22,000	22,000	22,000	24,000
		<u>83,747</u>	<u>70,550</u>	<u>82,120</u>	<u>74,000</u>	<u>74,000</u>	<u>74,000</u>	<u>74,000</u>	<u>76,000</u>
MISCELLANEOUS (671)									
672001 SPECIAL ASSESSMENTS	NEIGHBORHOOD IMPROV.	650							
672002 INT/PENALTIES ON SPEC ASSM/CONTR	TREASURER	69,509	70,000	180,000	185,000	185,000	185,000	185,000	185,000
675001 UNRESTRICTED CONTRIBUTIONS	ECONOMIC DEVELOPMENT	40,000							
675001 UNRESTRICTED CONTRIBUTIONS	PARKS RECR., & CEMETERIES	266,429							
675002 RESTRICTED CONTRIBUTIONS	ECONOMIC DEVELOPMENT	35,032	76,784	76,784	78,623	82,554	86,682	91,016	95,567
675002 RESTRICTED CONTRIBUTIONS	EXECUTIVE OFFICE	6,195							
675002 RESTRICTED CONTRIBUTIONS	GENERAL ADMINISTRATION	10,282	19,000	7,814	10,000	10,000	10,000	10,000	10,000
675002 RESTRICTED CONTRIBUTIONS	MANAGEMENT SERVICES	100,316							
675002 RESTRICTED CONTRIBUTIONS	PARKS RECR., & CEMETERIES	10,050	250,000	250,000					
675002 RESTRICTED CONTRIBUTIONS	POLICE	106,015	4,980						
676001 REFUNDS - EXPENDITURES	ASSESSOR	3,133							
676001 REFUNDS - EXPENDITURES	ATTORNEY	12,956	25,000	25,000	25,000	25,000	25,000	25,000	25,000
676001 REFUNDS - EXPENDITURES	COMPTROLLERS	275							
676001 REFUNDS - EXPENDITURES	FACILITIES MANAGEMENT	25,152							
676001 REFUNDS - EXPENDITURES	FIRE	21							
676001 REFUNDS - EXPENDITURES	GENERAL ADMINISTRATION	432	2,729	2,932	3,020	3,111	3,204	3,300	3,399
676001 REFUNDS - EXPENDITURES	POLICE	288,348	337,644	359,400	325,000	325,000	325,000	325,000	325,000
676001 REFUNDS - EXPENDITURES	TRAFFIC SAFETY	85							
676004 FIRE PROTECTION DISPATCH SERVICE	FIRE	1,250							
676007 REIMB. - MUSEUM CAPITAL CAMPAIGN	COMMUNITY DEVELOPMENT	10,000							
676007 REIMB. - MUSEUM CAPITAL CAMPAIGN	POLICE			1,351					
676014 REIMB. - SPECIAL ELECTIONS - MISC	CLERK	94,310							
676014 REIMB. - SPECIAL ELECTIONS - MISC	FIRE	4							

Appendix A

General Operating Fund Revenues by Source

Revenue Code / Description	Department	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
676016 REIMB. - GR PUBLIC SCHOOLS	CLERK	72,492	85,000	87,128	104,819	107,429	204,811	109,429	108,429
676017 MISCELLANEOUS TELEPHONE RECEIPTS	ASSESSOR	8	20	20	20	20	20	20	20
676017 MISCELLANEOUS TELEPHONE RECEIPTS	ATTORNEY	50							
676017 MISCELLANEOUS TELEPHONE RECEIPTS	COMMUNITY DEVELOPMENT	74							
676017 MISCELLANEOUS TELEPHONE RECEIPTS	COMPTRROLLERS	15							
676017 MISCELLANEOUS TELEPHONE RECEIPTS	ECONOMIC DEVELOPMENT	25							
676017 MISCELLANEOUS TELEPHONE RECEIPTS	EXECUTIVE OFFICE	131							
676017 MISCELLANEOUS TELEPHONE RECEIPTS	FIRE	289							
676017 MISCELLANEOUS TELEPHONE RECEIPTS	FISCAL SERVICES			1	1	1	1	1	1
676017 MISCELLANEOUS TELEPHONE RECEIPTS	HUMAN RESOURCES	59							
676017 MISCELLANEOUS TELEPHONE RECEIPTS	NEIGHBORHOOD IMPROV.	240							
676017 MISCELLANEOUS TELEPHONE RECEIPTS	PARKS RECR., & CEMETERIES	592		524					
676017 MISCELLANEOUS TELEPHONE RECEIPTS	PLANNING	65							
676017 MISCELLANEOUS TELEPHONE RECEIPTS	POLICE	445	600	40					
676017 MISCELLANEOUS TELEPHONE RECEIPTS	TREASURER	86	50	120	120	120	120	120	120
694002 CASH - OVER/UNDER	PARKING	(1,230)							
694002 CASH - OVER/UNDER	TREASURER	(62)							
694003 RECOVERY/DEBTS CHARGED-OFF	TRAFFIC SAFETY	20							
694004 CLAIMS/DAMAGE BILLINGS	COMPTRROLLERS	55							
694004 CLAIMS/DAMAGE BILLINGS	FIRE	220							
694004 CLAIMS/DAMAGE BILLINGS	PARKS RECR., & CEMETERIES			1,800					
694004 CLAIMS/DAMAGE BILLINGS	POLICE	11,498	10,000	7,806	8,000	8,000	8,000	8,000	8,000
694004 CLAIMS/DAMAGE BILLINGS	TRAFFIC SAFETY	19,961	50,000	50,000	40,000	45,000	50,000	50,000	50,000
694008 FLOAT LOAN REPAYMENTS	HUMAN RESOURCES	11,996							
694010 TRAFFIC SIGNALS - ACCIDENT BILLINGS	FIRE		34,100						
694012 NON-SUFFICIENT FUNDS CHECK CHARGE	FIRE	(56)							
694012 NON-SUFFICIENT FUNDS CHECK CHARGE	PARKS RECR., & CEMETERIES	(726)		(55)					
694012 NON-SUFFICIENT FUNDS CHECK CHARGE	POLICE	(312)		(106)					
694012 NON-SUFFICIENT FUNDS CHECK CHARGE	TREASURER	(4,019)	100	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
694014 MISCELLANEOUS OTHER	ASSESSOR	1,703	1,500	1,500	1,500	1,500	1,500	1,500	1,500
694014 MISCELLANEOUS OTHER	ATTORNEY	61							
694014 MISCELLANEOUS OTHER	COMPTRROLLERS	5,794		2,052					

Appendix A

General Operating Fund Revenues by Source

Revenue Code / Description	Department	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
694014 MISCELLANEOUS OTHER	ECONOMIC DEVELOPMENT	360,000							
694014 MISCELLANEOUS OTHER	FIRE	3,991							
694014 MISCELLANEOUS OTHER	GENERAL ADMINISTRATION		71,550						
694014 MISCELLANEOUS OTHER	HUMAN RESOURCES	276							
694014 MISCELLANEOUS OTHER	INCOME TAX	405							
694014 MISCELLANEOUS OTHER	NEIGHBORHOOD IMPROV.	23							
694014 MISCELLANEOUS OTHER	POLICE	2,133	3,000	3,000	3,000	3,000	3,000	3,000	300
694014 MISCELLANEOUS OTHER	TREASURER	253		50	50	50	50	50	50
		<u>1,566,999</u>	<u>1,042,057</u>	<u>1,053,161</u>	<u>780,153</u>	<u>791,785</u>	<u>898,388</u>	<u>807,436</u>	<u>808,386</u>
Grand Total:		<u><u>\$120,099,645</u></u>	<u><u>\$121,222,507</u></u>	<u><u>\$116,313,898</u></u>	<u><u>\$112,112,575</u></u>	<u><u>\$111,932,885</u></u>	<u><u>\$114,007,486</u></u>	<u><u>\$116,218,685</u></u>	<u><u>\$118,539,480</u></u>



**City of Grand Rapids, Michigan
Water Supply System Fund
Statement of Revenues by Source**

Appendix A

Appendix A
General Operating Fund Revenues by Source

Revenue Code / Description	Department	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
CHARGES FOR SERVICES (600)									
607001 MISCELLANEOUS SERVICE FEES	WATER	33,264	10,000	15,000	10,000	10,200	10,404	10,612	10,824
607027 INSPECTION FEES - UTILITIES	WATER	23,559	40,000	35,200	40,000	41,200	42,436	43,709	45,020
607034 MONTHLY STATEMENT SERVICE FEES	WATER	200,527	210,000	210,600	220,000	226,600	233,398	240,400	247,612
607043 PRELIMINARY CONST - ENGINEERS	WATER	77,874	80,000	70,000	70,000	72,000	72,000	75,000	75,000
607048 FIRE HYDRANT BILLINGS	WATER	77,608	77,000	80,000	80,000	82,400	84,872	87,418	90,041
607049 SERVICES FOR CONTRACTORS	WATER	97,319	50,000	50,000	50,000	51,500	53,045	54,636	56,275
607051 WATER FRONT FOOTAGE	WATER	148,006	300,000	157,600	160,000	164,800	169,744	174,836	180,081
607052 METER SETTING FEES	WATER	13,705	25,000	13,900	20,000	20,600	21,218	21,855	22,511
607053 INTEGRATED WATER CONNECTION	WATER	1,036,449	1,200,000	995,000	1,100,000	1,133,000	1,166,990	1,202,000	1,238,060
642008 OTTAWA COUNTY WATER SALES	WATER	1,202,274	1,383,711	1,101,196	1,164,456	1,245,578	1,307,857	1,373,250	1,441,913
642009 SALE OF SCRAP MATERIAL	WATER	76		6,125					
642011 RETAIL METERED WATER SALES	WATER	35,742,669	37,990,782	35,694,059	37,679,747	43,867,903	46,490,283	47,068,564	47,750,759
642012 E GRAND RAPIDS WATER SALES	WATER	856,434	886,048	890,524	980,997	1,046,796	1,099,135	1,154,092	1,211,797
642013 WYOMING WATER SALES	WATER	12,551	10,000	45,000	10,000	10,300	10,609	10,927	11,255
642021 ADA WATER SALES	WATER	1,213,595	1,315,208	1,288,892	1,385,651	1,477,498	1,551,372	1,628,941	1,710,388
642024 UNMETERED WATER SALES	WATER	39,468	55,000	45,300	55,000	57,200	59,488	61,868	64,343
		<u>40,775,378</u>	<u>43,632,749</u>	<u>40,698,396</u>	<u>43,025,851</u>	<u>49,507,575</u>	<u>52,372,851</u>	<u>53,208,108</u>	<u>54,155,879</u>
CONTRIBUTIONS FROM OTHER FUNDS (695)									
698001 BOND PROCEEDS	WATER		20,288,541	16,562,000	8,268,000	5,170,000	6,790,000	13,920,000	375,000
699001 OPERATING TRANSFERS IN	WATER	2,272,606	2,453,122	2,238,623	2,360,075	2,543,970	2,656,322	2,755,023	2,855,974
		<u>2,272,606</u>	<u>22,741,663</u>	<u>18,800,623</u>	<u>10,628,075</u>	<u>7,713,970</u>	<u>9,446,322</u>	<u>16,675,023</u>	<u>3,230,974</u>
INTEREST ON INVESTMENTS (664665)									
665001 INTEREST ON INVESTMENT	TREASURER	1,667,882	890,000	479,500	450,000	522,000	675,000	650,000	640,000
665001 INTEREST ON INVESTMENT	WATER	267,523							
665002 OTHER INTEREST INCOME	TREASURER	2,429							
665002 OTHER INTEREST INCOME	WATER	136,204	7,000	10,000	10,000	10,000	10,000	10,000	10,000
		<u>2,074,038</u>	<u>897,000</u>	<u>489,500</u>	<u>460,000</u>	<u>532,000</u>	<u>685,000</u>	<u>660,000</u>	<u>650,000</u>
FINES AND FORFEITURES (655)									
659002 WATER PENALTIES	WATER	1,094,035	1,130,000	1,179,200	1,190,000	1,225,700	1,262,471	1,300,345	1,339,355
		<u>1,094,035</u>	<u>1,130,000</u>	<u>1,179,200</u>	<u>1,190,000</u>	<u>1,225,700</u>	<u>1,262,471</u>	<u>1,300,345</u>	<u>1,339,355</u>

Appendix A

General Operating Fund Revenues by Source

Revenue Code / Description	Department	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
LICENSES AND PERMITS (450)									
451006 CONTRACTOR UNDERGROUND LICENSE	WATER	8,100	10,000	7,920	10,000	10,200	10,404	10,612	10,824
476010 PKG LOT PAVING PERMITS	WATER	60							
476012 TAPPING PERMITS	WATER	4,040	10,000	4,150	10,000	10,000	10,000	10,000	10,000
		<u>12,200</u>	<u>20,000</u>	<u>12,070</u>	<u>20,000</u>	<u>20,200</u>	<u>20,404</u>	<u>20,612</u>	<u>20,824</u>
RENTS AND ROYALTIES (664667)									
667003 RENTALS - FACILITIES	WATER	509,663	568,665	569,000	639,000	652,000	656,000	666,000	675,000
		<u>509,663</u>	<u>568,665</u>	<u>569,000</u>	<u>639,000</u>	<u>652,000</u>	<u>656,000</u>	<u>666,000</u>	<u>675,000</u>
MISCELLANEOUS (671)									
672002 INT/PENALTIES ON SPEC ASSM/CONTR	WATER	23,900	20,000	47,800	20,000	20,600	21,218	21,855	22,511
673001 PROPERTY SALES	WATER			408,662					
675002 RESTRICTED CONTRIBUTIONS	WATER								
675003 CONTRIBUTED CAPITAL	WATER	1,108,024							
676001 REFUNDS - EXPENDITURES	WATER	6,749		1,000					
676017 MISCELLANEOUS TELEPHONE RECEIPTS	WATER	371	1,000		1,000	1,030	1,061	1,093	1,126
694002 CASH - OVER/UNDER	WATER	(386)	10,000	(386)					
694004 CLAIMS/DAMAGE BILLINGS	WATER	14,461		15,000	15,000	15,300	15,606	15,918	16,236
694012 NON-SUFFICIENT FUNDS CHECK CHARGE	WATER	(39,956)		(30,000)					
694014 MISCELLANEOUS OTHER	WATER	3,867		5,000					
		<u>1,117,030</u>	<u>31,000</u>	<u>447,076</u>	<u>36,000</u>	<u>36,930</u>	<u>37,885</u>	<u>38,866</u>	<u>39,873</u>
Grand Total:		<u>\$47,854,950</u>	<u>\$69,021,077</u>	<u>\$62,195,865</u>	<u>\$55,998,926</u>	<u>\$59,688,375</u>	<u>\$64,480,933</u>	<u>\$72,568,954</u>	<u>\$60,111,905</u>



**City of Grand Rapids, Michigan
Sewage Disposal System Fund
Statement of Revenues by Source**

Appendix A

Appendix A
General Operating Fund Revenues by Source

Revenue Code / Description	Department	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
STATE GRANTS (500539)									
539201 DEPT. OF TRANSPORTATION	ENVIRONMENTAL PROTECTION	245,032							
		245,032							
CHARGES FOR SERVICES (600)									
607001 MISCELLANEOUS SERVICE FEES	ENVIRONMENTAL PROTECTION	4,819	10,000	10,000	10,000	10,000	10,000	10,000	10,000
607043 PRELIMINARY CONST - ENGINEERS	ENVIRONMENTAL PROTECTION	77,874	80,000	70,000	70,000	72,000	72,000	75,000	75,000
607054 ADA SEWAGE SERVICE CHG	ENVIRONMENTAL PROTECTION	516,474	598,349	629,503	704,976	1,229,303	1,251,087	1,412,789	1,435,899
607055 RETAIL SEWAGE SERVICE CHG	ENVIRONMENTAL PROTECTION	35,811,462	44,769,720	41,040,361	48,779,371	50,524,589	52,226,086	53,987,261	55,538,972
607056 WYOMING SEWAGE SERVICE CHG	ENVIRONMENTAL PROTECTION	80,625	85,000	75,000	75,000	77,250	79,568	81,955	84,414
607057 INDUSTRIAL DISCHARGE AUTHORIZATION	ENVIRONMENTAL PROTECTION	35,194	69,000	50,000	50,000	51,000	51,000	51,000	51,000
607058 NORTH KENT SEWAGE SERVICE CHG	ENVIRONMENTAL PROTECTION	1,988,830	694,736	793,755					
607059 SEWAGE CONNECTION FEES	ENVIRONMENTAL PROTECTION	960,323	1,100,000	859,000	900,000	927,000	954,810	983,454	1,012,958
607060 E GRAND RAPIDS SEWAGE SERVICE CHG	ENVIRONMENTAL PROTECTION	539,093	617,956	738,550	827,032	851,843	877,398	903,720	930,832
607061 SEWAGE FRONT FOOTAGE	ENVIRONMENTAL PROTECTION	119,442	200,000	156,000	175,000	180,250	185,658	191,228	196,965
607062 GAINES TWP SEWAGE SERVICE CHG	ENVIRONMENTAL PROTECTION	128,098	141,461	157,111	180,622	186,041	191,622	197,371	203,292
607074 SEWAGE SURCHARGE	ENVIRONMENTAL PROTECTION	1,250,054	901,000	1,200,000	1,236,000	1,273,000	1,311,000	1,350,000	1,390,000
607114 MEIJER - ALGOMA SERVICE	ENVIRONMENTAL PROTECTION	5,460	2,194	1,919					
642009 SALE OF SCRAP MATERIAL	ENVIRONMENTAL PROTECTION	1,611		215					
642019 INVENTORY WITHDRAWALS (SALES)	ENVIRONMENTAL PROTECTION	23,863		12,085					
642030 OTHER PRODUCT SALES	ENVIRONMENTAL PROTECTION	149							
		41,543,371	49,269,416	45,793,499	53,008,001	55,382,276	57,210,229	59,243,778	60,929,332
CONTRIBUTIONS FROM OTHER FUNDS (695)									
698001 BOND PROCEEDS	ENVIRONMENTAL PROTECTION		19,204,482	47,291,019	52,132,000	20,168,007	20,000,000	7,750,000	2,000,000
			19,204,482	47,291,019	52,132,000	20,168,007	20,000,000	7,750,000	2,000,000
INTEREST ON INVESTMENTS (664665)									
665001 INTEREST ON INVESTMENT	ENVIRONMENTAL PROTECTION	213,002							
665001 INTEREST ON INVESTMENT	TREASURER	1,207,878	325,722	395,000	382,500	452,500	600,000	640,000	600,000
665002 OTHER INTEREST INCOME	ENVIRONMENTAL PROTECTION	126,553	6,000	6,000	6,000	6,000	6,000	6,000	6,000
665002 OTHER INTEREST INCOME	TREASURER	2,965	39						
		1,550,398	331,761	401,000	388,500	458,500	606,000	646,000	606,000
LICENSES AND PERMITS (450)									
476009 INDUSTRIAL PRETREATMENT PERMITS	ENVIRONMENTAL PROTECTION	55,426	63,000	58,000	64,000	71,000	71,000	71,000	71,000

Appendix A

General Operating Fund Revenues by Source

Revenue Code / Description	Department	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
		55,426	63,000	58,000	64,000	71,000	71,000	71,000	71,000
MISCELLANEOUS (671)									
672002 INT/PENALTIES ON SPEC ASSM/CONTR	ENVIRONMENTAL PROTECTION	21,653	25,000	20,000	25,000	25,500	26,010	26,530	27,061
673002 SALE OF FIXED ASSETS	ENVIRONMENTAL PROTECTION	8,400							
675002 RESTRICTED CONTRIBUTIONS	ENVIRONMENTAL PROTECTION	16,713	(15,037)						
675003 CONTRIBUTED CAPITAL	ENVIRONMENTAL PROTECTION	949,709							
676001 REFUNDS - EXPENDITURES	ENVIRONMENTAL PROTECTION	21,733	10,000	35,000	10,000				
676007 REIMB. - MUSEUM CAPITAL CAMPAIGN	ENVIRONMENTAL PROTECTION	3,433			378,432	393,569	409,312	425,685	442,712
676017 MISCELLANEOUS TELEPHONE RECEIPTS	ENVIRONMENTAL PROTECTION	299	600	500	600	600	600	600	600
694004 CLAIMS/DAMAGE BILLINGS	ENVIRONMENTAL PROTECTION	10,637							
694012 NON-SUFFICIENT FUNDS CHECK CHARGE	ENVIRONMENTAL PROTECTION	40,214		50,000					
694014 MISCELLANEOUS OTHER	ENVIRONMENTAL PROTECTION	19,020	10,000	15,000	10,000	10,200	10,404	10,612	10,824
		1,091,811	30,563	120,500	424,032	429,869	446,326	463,427	481,197
Grand Total:		\$44,486,038	\$68,899,222	\$93,664,018	\$106,016,533	\$76,509,652	\$78,333,555	\$68,174,205	\$64,087,529



**City of Grand Rapids, Michigan
Auto Parking System Fund
Statement of Revenues by Source**

Appendix A
General Operating Fund Revenues by Source

Revenue Code / Description	Department	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
STATE GRANTS (500539)									
539201 DEPT. OF TRANSPORTATION	PARKING				208,000				
					208,000				
CHARGES FOR SERVICES (600)									
607001 MISCELLANEOUS SERVICE FEES	PARKING	10,382	3,993		1,720,000				
607036 ADMINISTRATION SERVICES	PARKING	842,365	251,292	636,616	890,627	931,046	1,040,902	1,066,049	1,000,814
652001 PKG FEES	PARKING	425	195						
652002 PKG METERS	PARKING	1,290,657	946,063	1,261,970	1,252,000	1,242,000	1,242,000	1,242,000	1,242,000
652003 RENTAL OF HOODED METERS	PARKING	198,154	127,574	150,000	150,000	150,000	150,000	150,000	150,000
652004 PKG FEES - DAILY	PARKING	1,514,655	1,164,765	1,490,962	1,503,483	1,572,393	1,603,757	1,633,463	1,645,938
652005 PKG FEES - MONTHLY	PARKING	5,061,952	3,856,908	4,865,122	4,897,398	5,610,469	5,979,510	6,318,089	6,547,159
652006 PKG FEES - EVENT	PARKING	1,825,117	1,443,108	1,625,375	1,791,000	1,912,503	1,975,417	2,072,887	2,113,821
652007 PKG FEES - DDA ARENA OPERATIONS	PARKING	3,811	358						
652008 IN CAR METER PROGRAM	PARKING	13,982	16,756	20,300	20,300	30,450	40,600	40,600	40,600
652009 PARKING METERS - OFF STREET	PARKING	41,757	29,374	39,475	39,475	39,475	39,475	39,475	39,475
652010 PARKING FEES - TRANSFER TO OWNER	PARKING	(725,969)	(533,489)	(789,285)	(784,018)	(883,713)	(898,139)	(888,553)	(904,179)
		10,077,288	7,306,897	9,300,535	11,480,265	10,604,623	11,173,522	11,674,010	11,875,628
CONTRIBUTIONS FROM OTHER FUNDS (695)									
698001 BOND PROCEEDS	PARKING			8,980,000	9,305,000				
				8,980,000	9,305,000				
INTEREST ON INVESTMENTS (664665)									
665001 INTEREST ON INVESTMENT	PARKING		29						
665001 INTEREST ON INVESTMENT	TREASURER	692,611	289,150	355,000	350,000	350,000	350,000	350,000	350,000
665002 OTHER INTEREST INCOME	TREASURER	638	15						
		693,249	289,194	355,000	350,000	350,000	350,000	350,000	350,000
RENTS AND ROYALTIES (664667)									
667001 RENTALS - EQUIPMENT	PARKING		1,225						
667003 RENTALS - FACILITIES	PARKING	107,088	76,256	95,000	110,644	114,328	117,846	121,475	125,217
		107,088	77,481	95,000	110,644	114,328	117,846	121,475	125,217
MISCELLANEOUS (671)									
673001 PROPERTY SALES	PARKING	634,933							
673002 SALE OF FIXED ASSETS	PARKING	108,170							

Appendix A

General Operating Fund Revenues by Source

Revenue Code / Description	Department	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
676017 MISCELLANEOUS TELEPHONE RECEIPTS	PARKING	319	498						
694002 CASH - OVER/UNDER	PARKING	(772)	(648)						
694003 RECOVERY/DEBTS CHARGED-OFF	PARKING		1,076						
694004 CLAIMS/DAMAGE BILLINGS	PARKING	292	1,385						
694012 NON-SUFFICIENT FUNDS CHECK CHARGE	PARKING	(3,837)	(307)						
694014 MISCELLANEOUS OTHER	PARKING	9	2,463						
		<u>739,114</u>	<u>4,467</u>						
Grand Total:		<u>\$11,616,739</u>	<u>\$7,678,039</u>	<u>\$18,730,535</u>	<u>\$21,453,909</u>	<u>\$11,068,951</u>	<u>\$11,641,368</u>	<u>\$12,145,485</u>	<u>\$12,350,845</u>



**City of Grand Rapids, Michigan
General Operating Fund
Statement of Revenues by Department**

Appendix B

Appendix B

General Operating Fund Revenues by Department

Revenue Code / Description	Revenue Group	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
ASSESSOR									
607001 MISCELLANEOUS SERVICE FEES	CHARGES FOR SERVICES (600)	28,277	18,000	33,000	20,000	20,000	20,000	20,000	20,000
607038 SERVICES CHARGES - DATA PROCESSING	CHARGES FOR SERVICES (600)								
607067 EMPLOYEE DEVELOPMENT SERVICE	CHARGES FOR SERVICES (600)								
607076 MANAGEMENT FEE	CHARGES FOR SERVICES (600)								
607097 PHOTOCOPY FEES	CHARGES FOR SERVICES (600)								
621403 ADDRESSES - OTHER FEE	CHARGES FOR SERVICES (600)								
676001 REFUNDS - EXPENDITURES	MISCELLANEOUS (671)								
676017 MISCELLANEOUS TELEPHONE RECEIPTS	MISCELLANEOUS (671)								
694014 MISCELLANEOUS OTHER	MISCELLANEOUS (671)								
		<u>33,951</u>	<u>20,670</u>	<u>50,670</u>	<u>37,070</u>	<u>37,070</u>	<u>37,070</u>	<u>37,070</u>	<u>37,070</u>
ATTORNEY									
607001 MISCELLANEOUS SERVICE FEES	CHARGES FOR SERVICES (600)	3,446							
667002 RENTALS - OTHER	RENTS AND ROYALTIES (664667)								
676001 REFUNDS - EXPENDITURES	MISCELLANEOUS (671)								
676017 MISCELLANEOUS TELEPHONE RECEIPTS	MISCELLANEOUS (671)								
694014 MISCELLANEOUS OTHER	MISCELLANEOUS (671)								
		<u>17,513</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
CLERK									
451001 MISCELLANEOUS LICENSES	LICENSES AND PERMITS (450)	152,194	162,525	162,525	170,000	170,000	170,000	170,000	170,000
574004 LIQUOR LICENSES	STATE SHARED REVENUES (500574)								
607001 MISCELLANEOUS SERVICE FEES	CHARGES FOR SERVICES (600)								
607018 PROCESSING FEES	CHARGES FOR SERVICES (600)								
676001 REFUNDS - EXPENDITURES	MISCELLANEOUS (671)								
676014 REIMB. - SPECIAL ELECTIONS - MISC	MISCELLANEOUS (671)								
676016 REIMB. - GR PUBLIC SCHOOLS	MISCELLANEOUS (671)								
		<u>521,617</u>	<u>440,025</u>	<u>424,153</u>	<u>467,319</u>	<u>470,929</u>	<u>569,311</u>	<u>473,929</u>	<u>472,929</u>
COMMUNITY DEVELOPMENT									
501101 DEPT. OF JUSTICE	FEDERAL GRANTS (500501)	257,605	359,654	274,113					
607081 CDBG - A87	CHARGES FOR SERVICES (600)								
665001 INTEREST ON INVESTMENT	INTEREST ON INVESTMENTS (664665)								
665002 OTHER INTEREST INCOME	INTEREST ON INVESTMENTS (664665)								
676007 REIMB. - MUSEUM CAPITAL CAMPAIGN	MISCELLANEOUS (671)								
676017 MISCELLANEOUS TELEPHONE RECEIPTS	MISCELLANEOUS (671)								
699001 OPERATING TRANSFERS IN	CONTRIBUTIONS FROM OTHER FUND								

Appendix B

General Operating Fund Revenues by Department

Revenue Code / Description	Revenue Group	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
		282,314	461,035	356,563	80,000	80,000	80,000	80,000	80,000
COMPROLLERS		588	250	400	250	250	250	250	250
607037 ADMINISTRATIVE SRVC - GARNISHMENTS	CHARGES FOR SERVICES (600)								
676001 REFUNDS - EXPENDITURES	MISCELLANEOUS (671)								
676017 MISCELLANEOUS TELEPHONE RECEIPTS	MISCELLANEOUS (671)								
694002 CASH - OVER/UNDER	MISCELLANEOUS (671)								
694004 CLAIMS/DAMAGE BILLINGS	MISCELLANEOUS (671)								
694014 MISCELLANEOUS OTHER	MISCELLANEOUS (671)								
		6,727	250	2,452	250	250	250	250	250
ECONOMIC DEVELOPMENT		40,045	13,500	17,586	15,000	15,000	15,000	15,000	15,000
607018 PROCESSING FEES	CHARGES FOR SERVICES (600)								
607026 IND/COMM FACILITY EXEMPT FEES	CHARGES FOR SERVICES (600)								
607097 PHOTOCOPY FEES	CHARGES FOR SERVICES (600)								
607113 NEZ APPLICATION FEE	CHARGES FOR SERVICES (600)								
675001 UNRESTRICTED CONTRIBUTIONS	MISCELLANEOUS (671)								
675002 RESTRICTED CONTRIBUTIONS	MISCELLANEOUS (671)								
676017 MISCELLANEOUS TELEPHONE RECEIPTS	MISCELLANEOUS (671)								
694014 MISCELLANEOUS OTHER	MISCELLANEOUS (671)								
699001 OPERATING TRANSFERS IN	CONTRIBUTIONS FROM OTHER FUND								
		479,158	95,784	100,064	97,373	101,304	105,432	109,766	114,317
ENVIRONMENTAL PROTECTION		107,868	36,990	23,940	28,350	29,342	30,369	31,432	32,532
476024 LUDS PERMITS	LICENSES AND PERMITS (450)								
539501 DEPT. OF NATURAL RESOURCES	STATE GRANTS (500539)								
539701 DEPT. OF ENVIRONMENTAL QUALITY	STATE GRANTS (500539)								
607029 SOIL EROSION FILLING FEES	CHARGES FOR SERVICES (600)								
621403 ADDRESSES - OTHER FEE	CHARGES FOR SERVICES (600)								
621601 LUDS ENFORCEMENT FEES	CHARGES FOR SERVICES (600)								
		408,911	477,898	385,316	443,997	459,536	475,621	492,267	509,496
EQUAL OPPORTUNITY		314							
607001 MISCELLANEOUS SERVICE FEES	CHARGES FOR SERVICES (600)								
		314							
EXECUTIVE OFFICE		22,444,741	22,628,336	21,772,187	21,128,673	21,128,673	21,128,673	21,128,673	21,128,673
574002 SALES & USE TAX	STATE SHARED REVENUES (500574)								
580001 LOCAL GOVERNMENT REVENUES	LOCAL GOVT CONTRIBUTIONS (5005)								
607001 MISCELLANEOUS SERVICE FEES	CHARGES FOR SERVICES (600)								
607041 MARRIAGE CEREMONIES	CHARGES FOR SERVICES (600)								
642014 SALE OF CITY LOGO MERCHANDISE	CHARGES FOR SERVICES (600)								
651001 ADMISSIONS	CHARGES FOR SERVICES (600)								

Appendix B

General Operating Fund Revenues by Department

Revenue Code / Description	Revenue Group	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
675002 RESTRICTED CONTRIBUTIONS	MISCELLANEOUS (671)								
676017 MISCELLANEOUS TELEPHONE RECEIPTS	MISCELLANEOUS (671)								
699001 OPERATING TRANSFERS IN	CONTRIBUTIONS FROM OTHER FUND								
		<u>28,288,430</u>	<u>28,550,618</u>	<u>27,730,157</u>	<u>28,363,915</u>	<u>28,582,693</u>	<u>28,808,133</u>	<u>29,040,437</u>	<u>29,279,815</u>
FACILITIES MANAGEMENT									
676001 REFUNDS - EXPENDITURES	MISCELLANEOUS (671)	25,152							
		<u>25,152</u>							
FIRE									
501202 DEPT. OF TRANSPORTATION - PASS THRU	FEDERAL GRANTS (500501)								
574006 FIRE PROTECTION - STATE OWNED BLDGS.	STATE SHARED REVENUES (500574)								
607001 MISCELLANEOUS SERVICE FEES	CHARGES FOR SERVICES (600)								
607042 FIRE HYDRANT SERVICE CHGS	CHARGES FOR SERVICES (600)								
621403 ADDRESSES - OTHER FEE	CHARGES FOR SERVICES (600)								
665001 INTEREST ON INVESTMENT	INTEREST ON INVESTMENTS (664665)								
676001 REFUNDS - EXPENDITURES	MISCELLANEOUS (671)								
676004 FIRE PROTECTION DISPATCH SERVICE	MISCELLANEOUS (671)								
676014 REIMB. - SPECIAL ELECTIONS - MISC	MISCELLANEOUS (671)								
676017 MISCELLANEOUS TELEPHONE RECEIPTS	MISCELLANEOUS (671)								
694004 CLAIMS/DAMAGE BILLINGS	MISCELLANEOUS (671)								
694010 TRAFFIC SIGNALS - ACCIDENT BILLINGS	MISCELLANEOUS (671)								
694012 NON-SUFFICIENT FUNDS CHECK CHARGE	MISCELLANEOUS (671)								
694014 MISCELLANEOUS OTHER	MISCELLANEOUS (671)								
		<u>773,722</u>	<u>880,982</u>	<u>872,982</u>	<u>915,602</u>	<u>961,382</u>	<u>1,009,451</u>	<u>1,059,924</u>	<u>1,112,919</u>
FISCAL SERVICES									
607001 MISCELLANEOUS SERVICE FEES	CHARGES FOR SERVICES (600)								
642002 AUCTION SALES	CHARGES FOR SERVICES (600)								
676017 MISCELLANEOUS TELEPHONE RECEIPTS	MISCELLANEOUS (671)								
		<u>26,277</u>	<u>20,000</u>	<u>20,001</u>	<u>20,001</u>	<u>20,001</u>	<u>20,001</u>	<u>20,001</u>	<u>20,001</u>
GENERAL ADMINISTRATION									
607001 MISCELLANEOUS SERVICE FEES	CHARGES FOR SERVICES (600)								
607078 TCI CABLEVISION FEE	CHARGES FOR SERVICES (600)								
642003 SALES - OTHER	CHARGES FOR SERVICES (600)								
675002 RESTRICTED CONTRIBUTIONS	MISCELLANEOUS (671)								
676001 REFUNDS - EXPENDITURES	MISCELLANEOUS (671)								
694014 MISCELLANEOUS OTHER	MISCELLANEOUS (671)								
699001 OPERATING TRANSFERS IN	CONTRIBUTIONS FROM OTHER FUND								
		<u>3,336,734</u>	<u>3,414,494</u>	<u>3,414,494</u>	<u>3,474,636</u>	<u>3,535,098</u>	<u>3,568,389</u>	<u>3,583,268</u>	<u>3,595,246</u>
		<u>4,886,078</u>	<u>6,868,720</u>	<u>9,532,036</u>	<u>7,741,358</u>	<u>7,233,784</u>	<u>7,434,929</u>	<u>7,675,081</u>	<u>8,003,341</u>

Appendix B

General Operating Fund Revenues by Department

Revenue Code / Description	Revenue Group	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
HUMAN RESOURCES		59							
676017	MISCELLANEOUS TELEPHONE RECEIPTS								
694008	FLOAT LOAN REPAYMENTS								
694014	MISCELLANEOUS OTHER								
694015	GRANT REVENUE - YEAR END ADJUSTMENT								
		<u>12,331</u>							
INCOME TAX		63,869,339	62,687,536	55,668,933	53,998,864	53,998,864	55,078,842	56,180,419	57,304,028
438001	CITY INCOME TAXES								
438002	CITY INCOME TAX REFUNDS								
438003	INTEREST/PENALTIES ON INCOME TAXES								
694002	CASH - OVER/UNDER								
694014	MISCELLANEOUS OTHER								
		<u>57,116,893</u>	<u>55,714,105</u>	<u>49,476,260</u>	<u>47,991,972</u>	<u>47,991,972</u>	<u>48,951,812</u>	<u>49,930,848</u>	<u>50,929,465</u>
MANAGEMENT SERVICES		5,000							
607001	MISCELLANEOUS SERVICE FEES								
675002	RESTRICTED CONTRIBUTIONS								
		<u>105,316</u>							
NEIGHBORHOOD IMPROV.		97,158	50,000	50,000	142,092	142,092	142,092	142,092	142,092
607036	ADMINISTRATION SERVICES								
607066	COMMUNITY DEVELOPMENT SERVICES								
607097	PHOTOCOPY FEES								
621001	HOUSING - MULTI-FAMILY CERT.								
621002	HOUSING - CDTA TWO-FAMILY CERT.								
621003	HOUSING-ONE/TWO-FAMILY CERT & RECERT								
621005	HOUSING - NTR-INITIAL ORDER								
621007	HOUSING - OTHER HOUSING FEE								
621008	HOUSING - HOUSING APPEAL FEE								
621009	HOUSING - VACANT AND ABANDONED FEES								
621403	ADDRESSES - OTHER FEE								
621501	NUISANCES - RELOCATION REIMB.								
621502	NUISANCES - WEED REMOVAL REIMB.								
621503	NUISANCES - ABANDONED CAR REIMB.								
621504	NUISANCES - DEMOLITION REIMB.								
621505	NUISANCES - SECURING REIMB.								
621506	NUISANCES - YARD - REFUSE CHARGE								
672001	SPECIAL ASSESSMENTS								
676001	REFUNDS - EXPENDITURES								
676017	MISCELLANEOUS TELEPHONE RECEIPTS								
694014	MISCELLANEOUS OTHER								

Appendix B

General Operating Fund Revenues by Department

Revenue Code / Description	Revenue Group	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
		<u>1,829,436</u>	<u>1,964,718</u>	<u>1,963,673</u>	<u>2,502,925</u>	<u>2,452,925</u>	<u>2,452,925</u>	<u>2,452,925</u>	<u>2,452,925</u>
PARKING		1,362							
642004 SALE OF MAPS	CHARGES FOR SERVICES (600)								
652004 PKG FEES - DAILY	CHARGES FOR SERVICES (600)								
652005 PKG FEES - MONTHLY	CHARGES FOR SERVICES (600)								
652006 PKG FEES - EVENT	CHARGES FOR SERVICES (600)								
694002 CASH - OVER/UNDER	MISCELLANEOUS (671)								
		<u>1,868,946</u>	<u>1,961,000</u>	<u>1,881,960</u>	<u>1,892,345</u>	<u>1,939,582</u>	<u>1,969,696</u>	<u>2,000,713</u>	<u>2,032,661</u>
PARKS RECR., & CEMETERIES		40,000	40,000	40,000					
501501 DEPT. OF THE INTERIOR	FEDERAL GRANTS (500501)								
607001 MISCELLANEOUS SERVICE FEES	CHARGES FOR SERVICES (600)								
607006 RESTITUTION FEES - PROBATION	CHARGES FOR SERVICES (600)								
607063 PARKS - BILL/OTHER THAN DEPT.S	CHARGES FOR SERVICES (600)								
607066 COMMUNITY DEVELOPMENT SERVICES	CHARGES FOR SERVICES (600)								
607085 SPECIAL EVENT BILLINGS LABOR - PARKS	CHARGES FOR SERVICES (600)								
642003 SALES - OTHER	CHARGES FOR SERVICES (600)								
642009 SALE OF SCRAP MATERIAL	CHARGES FOR SERVICES (600)								
642018 CONCESSIONS	CHARGES FOR SERVICES (600)								
651009 RECREATION REGISTRATION FEES	CHARGES FOR SERVICES (600)								
667001 RENTALS - EQUIPMENT	RENTS AND ROYALTIES (664667)								
667003 RENTALS - FACILITIES	RENTS AND ROYALTIES (664667)								
675001 UNRESTRICTED CONTRIBUTIONS	MISCELLANEOUS (671)								
675002 RESTRICTED CONTRIBUTIONS	MISCELLANEOUS (671)								
676001 REFUNDS - EXPENDITURES	MISCELLANEOUS (671)								
676007 REIMB. - MUSEUM CAPITAL CAMPAIGN	MISCELLANEOUS (671)								
676017 MISCELLANEOUS TELEPHONE RECEIPTS	MISCELLANEOUS (671)								
694004 CLAIMS/DAMAGE BILLINGS	MISCELLANEOUS (671)								
694012 NON-SUFFICIENT FUNDS CHECK CHARGE	MISCELLANEOUS (671)								
		<u>2,082,159</u>	<u>2,644,703</u>	<u>2,598,493</u>					
PLANNING		127,050	30,000	30,000	41,500	42,430	43,370	43,320	45,281
476006 MISCELLANEOUS PERMITS	LICENSES AND PERMITS (450)								
607001 MISCELLANEOUS SERVICE FEES	CHARGES FOR SERVICES (600)								
607024 PLANNING COMMISSION REVIEW FEES	CHARGES FOR SERVICES (600)								
607029 SOIL EROSION FILLING FEES	CHARGES FOR SERVICES (600)								
607036 ADMINISTRATION SERVICES	CHARGES FOR SERVICES (600)								
621104 ZONING,NOISE,PKG - OTHER FEE	CHARGES FOR SERVICES (600)								
621105 ZONING,NOISE,PKG-APPEAL FEE	CHARGES FOR SERVICES (600)								
621204 HISTORIC PRES. - OTHER FEE	CHARGES FOR SERVICES (600)								
621403 ADDRESSES - OTHER FEE	CHARGES FOR SERVICES (600)								

Appendix B

General Operating Fund Revenues by Department

Revenue Code / Description	Revenue Group	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
676017 MISCELLANEOUS TELEPHONE RECEIPTS	MISCELLANEOUS (671)	216,733	241,300	227,137	305,837	312,707	319,875	326,115	338,525
POLICE		18,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
476006 MISCELLANEOUS PERMITS	LICENSES AND PERMITS (450)								
476015 ALCOHOL PERMITS	LICENSES AND PERMITS (450)								
476018 ALARM PERMITS	LICENSES AND PERMITS (450)								
501101 DEPT. OF JUSTICE	FEDERAL GRANTS (500501)								
501102 DEPT. OF JUSTICE - PASS THRU	FEDERAL GRANTS (500501)								
501201 DEPT. OF TRANSPORTATION	FEDERAL GRANTS (500501)								
539101 DEPT. OF JUSTICE	STATE GRANTS (500539)								
580002 KENT COUNTY - MISC. CONTRACTS	LOCAL GOVT CONTRIBUTIONS (5005)								
580003 PROGRAM CONTRIBUTIONS	LOCAL GOVT CONTRIBUTIONS (5005)								
607001 MISCELLANEOUS SERVICE FEES	CHARGES FOR SERVICES (600)								
607018 PROCESSING FEES	CHARGES FOR SERVICES (600)								
607020 COURT TRIAL FEES	CHARGES FOR SERVICES (600)								
607033 WITNESS FEES	CHARGES FOR SERVICES (600)								
607070 BAGS & TAGS SERVICES	CHARGES FOR SERVICES (600)								
607071 IMPOUND FINES - CIVIL/DISTRICT COURT	CHARGES FOR SERVICES (600)								
607073 POLICE RECORDS/REPROC FEES	CHARGES FOR SERVICES (600)								
607077 POLICE - VEHICLE STORAGE FACILITY FE	CHARGES FOR SERVICES (600)								
607084 DDA SERVICES	CHARGES FOR SERVICES (600)								
607085 SPECIAL EVENT BILLINGS LABOR - PARKS	CHARGES FOR SERVICES (600)								
642005 POLICE - CONFISCATED GUN/MONEY	CHARGES FOR SERVICES (600)								
651003 SPECIAL EVENT FEES	CHARGES FOR SERVICES (600)								
652006 PKG FEES - EVENT	CHARGES FOR SERVICES (600)								
656001 PKG FINES	FINES AND FORFEITURES (655)								
667001 RENTALS - EQUIPMENT	RENTS AND ROYALTIES (664667)								
667003 RENTALS - FACILITIES	RENTS AND ROYALTIES (664667)								
675002 RESTRICTED CONTRIBUTIONS	MISCELLANEOUS (671)								
676001 REFUNDS - EXPENDITURES	MISCELLANEOUS (671)								
676007 REIMB. - MUSEUM CAPITAL CAMPAIGN	MISCELLANEOUS (671)								
676017 MISCELLANEOUS TELEPHONE RECEIPTS	MISCELLANEOUS (671)								
694004 CLAIMS/DAMAGE BILLINGS	MISCELLANEOUS (671)								
694012 NON-SUFFICIENT FUNDS CHECK CHARGE	MISCELLANEOUS (671)								
694014 MISCELLANEOUS OTHER	MISCELLANEOUS (671)								
699001 OPERATING TRANSFERS IN	CONTRIBUTIONS FROM OTHER FUND								
		<u>2,426,887</u>	<u>3,154,630</u>	<u>2,837,513</u>	<u>2,416,843</u>	<u>2,390,743</u>	<u>2,390,743</u>	<u>2,390,743</u>	<u>2,388,043</u>
TRAFFIC SAFETY		50							
476011 TEMPORARY STREET CLOSING PERMITS	LICENSES AND PERMITS (450)								
476014 TEMPORARY OCCUPANCY PERMITS	LICENSES AND PERMITS (450)								

Appendix B

General Operating Fund Revenues by Department

Revenue Code / Description	Revenue Group	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
607001 MISCELLANEOUS SERVICE FEES	CHARGES FOR SERVICES (600)								
607043 PRELIMINARY CONST - ENGINEERS	CHARGES FOR SERVICES (600)								
607068 MATERIAL - SERVICES	CHARGES FOR SERVICES (600)								
607098 STREET/EXPRESSWAY LIGHTING MAINT.	CHARGES FOR SERVICES (600)								
607100 STREET LIGHTING SERVICES	CHARGES FOR SERVICES (600)								
607101 STREET LIGHTIN-CATV APPL/POLE RENTAL	CHARGES FOR SERVICES (600)								
642009 SALE OF SCRAP MATERIAL	CHARGES FOR SERVICES (600)								
642010 ELECTRIC POWER DIST/GAS AGGREGATION	CHARGES FOR SERVICES (600)								
667003 RENTALS - FACILITIES	RENTS AND ROYALTIES (664667)								
676001 REFUNDS - EXPENDITURES	MISCELLANEOUS (671)								
694003 RECOVERY/DEBTS CHARGED-OFF	MISCELLANEOUS (671)								
694004 CLAIMS/DAMAGE BILLINGS	MISCELLANEOUS (671)								
		<u>1,382,935</u>	<u>1,143,200</u>	<u>1,073,200</u>	<u>1,267,200</u>	<u>1,199,200</u>	<u>1,209,200</u>	<u>1,211,200</u>	<u>1,213,200</u>
TREASURER		11,143,727	11,378,119	11,403,119	11,293,765	11,246,103	11,445,782	11,879,373	12,231,374
402001 REAL PROPERTY TAXES	PROPERTY TAX (401402)								
402002 TAXES - ASSESSMENT CANCELED	PROPERTY TAX (401402)								
402003 PERSONAL PROPERTY TAXES	PROPERTY TAX (401402)								
402004 INDUSTRIAL/COMMERCIAL FACILITIES TAX	PROPERTY TAX (401402)								
402005 PAYMENT IN LIEU OF TAXES	PROPERTY TAX (401402)								
402006 INT/PENALTIES - DELINQUENT PROP. TAX	PROPERTY TAX (401402)								
447001 PROPERTY TAX ADMINISTRATION FEE	PROPERTY TAX (401402)								
607001 MISCELLANEOUS SERVICE FEES	CHARGES FOR SERVICES (600)								
607012 TAX STATEMENT FEES	CHARGES FOR SERVICES (600)								
607023 TAX COLLECTION FEES	CHARGES FOR SERVICES (600)								
607110 INVESTMENTS/CASH MANAGEMENT FEES	CHARGES FOR SERVICES (600)								
607111 PROPERTY TAX ADMINISTRATION FEES	CHARGES FOR SERVICES (600)								
656001 PKG FINES	FINES AND FORFEITURES (655)								
656002 PARKING FINES - COLLECTION AGENCY	FINES AND FORFEITURES (655)								
659001 BAD CHECK FEES	FINES AND FORFEITURES (655)								
665001 INTEREST ON INVESTMENT	INTEREST ON INVESTMENTS (664665)								
665002 OTHER INTEREST INCOME	INTEREST ON INVESTMENTS (664665)								
672001 SPECIAL ASSESSMENTS	MISCELLANEOUS (671)								
672002 INT/PENALTIES ON SPEC ASSM/CONTR	MISCELLANEOUS (671)								
676017 MISCELLANEOUS TELEPHONE RECEIPTS	MISCELLANEOUS (671)								
694002 CASH - OVER/UNDER	MISCELLANEOUS (671)								
694012 NON-SUFFICIENT FUNDS CHECK CHARGE	MISCELLANEOUS (671)								
694014 MISCELLANEOUS OTHER	MISCELLANEOUS (671)								
		<u>17,307,845</u>	<u>16,557,869</u>	<u>16,756,268</u>	<u>17,543,568</u>	<u>17,673,807</u>	<u>18,148,037</u>	<u>18,892,416</u>	<u>19,529,523</u>
Grand Total:		<u>\$120,099,645</u>	<u>\$121,222,507</u>	<u>\$116,313,898</u>	<u>\$112,112,575</u>	<u>\$111,932,885</u>	<u>\$114,007,486</u>	<u>\$116,218,685</u>	<u>\$118,539,480</u>



**City of Grand Rapids, Michigan
Water Supply System Fund
Statement of Revenues by Department**

Appendix B

Appendix B

General Operating Fund Revenues by Department

Revenue Code / Description	Revenue Group	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14	
		Actual	Amended Budget	Estimate	Budget	Forecast				
TREASURER										
665001	INTEREST ON INVESTMENT	INTEREST ON INVESTMENTS (664665)	1,667,882	890,000	479,500	450,000	522,000	675,000	650,000	640,000
665002	OTHER INTEREST INCOME	INTEREST ON INVESTMENTS (664665)	2,429							
			<u>1,670,311</u>	<u>890,000</u>	<u>479,500</u>	<u>450,000</u>	<u>522,000</u>	<u>675,000</u>	<u>650,000</u>	<u>640,000</u>
WATER										
451006	CONTRACTOR UNDERGROUND LICENSE	LICENSES AND PERMITS (450)	8,100	10,000	7,920	10,000	10,200	10,404	10,612	10,824
476010	PKG LOT PAVING PERMITS	LICENSES AND PERMITS (450)	60							
476012	TAPPING PERMITS	LICENSES AND PERMITS (450)	4,040	10,000	4,150	10,000	10,000	10,000	10,000	10,000
607001	MISCELLANEOUS SERVICE FEES	CHARGES FOR SERVICES (600)	33,264	10,000	15,000	10,000	10,200	10,404	10,612	10,824
607027	INSPECTION FEES - UTILITIES	CHARGES FOR SERVICES (600)	23,559	40,000	35,200	40,000	41,200	42,436	43,709	45,020
607034	MONTHLY STATEMENT SERVICE FEES	CHARGES FOR SERVICES (600)	200,527	210,000	210,600	220,000	226,600	233,398	240,400	247,612
607043	PRELIMINARY CONST - ENGINEERS	CHARGES FOR SERVICES (600)	77,874	80,000	70,000	70,000	72,000	72,000	75,000	75,000
607048	FIRE HYDRANT BILLINGS	CHARGES FOR SERVICES (600)	77,608	77,000	80,000	80,000	82,400	84,872	87,418	90,041
607049	SERVICES FOR CONTRACTORS	CHARGES FOR SERVICES (600)	97,319	50,000	50,000	50,000	51,500	53,045	54,636	56,275
607051	WATER FRONT FOOTAGE	CHARGES FOR SERVICES (600)	148,006	300,000	157,600	160,000	164,800	169,744	174,836	180,081
607052	METER SETTING FEES	CHARGES FOR SERVICES (600)	13,705	25,000	13,900	20,000	20,600	21,218	21,855	22,511
607053	INTEGRATED WATER CONNECTION	CHARGES FOR SERVICES (600)	1,036,449	1,200,000	995,000	1,100,000	1,133,000	1,166,990	1,202,000	1,238,060
642008	OTTAWA COUNTY WATER SALES	CHARGES FOR SERVICES (600)	1,202,274	1,383,711	1,101,196	1,164,456	1,245,578	1,307,857	1,373,250	1,441,913
642009	SALE OF SCRAP MATERIAL	CHARGES FOR SERVICES (600)	76		6,125					
642011	RETAIL METERED WATER SALES	CHARGES FOR SERVICES (600)	35,742,669	37,990,782	35,694,059	37,679,747	43,867,903	46,490,283	47,068,564	47,750,759
642012	E GRAND RAPIDS WATER SALES	CHARGES FOR SERVICES (600)	856,434	886,048	890,524	980,997	1,046,796	1,099,135	1,154,092	1,211,797
642013	WYOMING WATER SALES	CHARGES FOR SERVICES (600)	12,551	10,000	45,000	10,000	10,300	10,609	10,927	11,255
642021	ADA WATER SALES	CHARGES FOR SERVICES (600)	1,213,595	1,315,208	1,288,892	1,385,651	1,477,498	1,551,372	1,628,941	1,710,388
642024	UNMETERED WATER SALES	CHARGES FOR SERVICES (600)	39,468	55,000	45,300	55,000	57,200	59,488	61,868	64,343
659002	WATER PENALTIES	FINES AND FORFEITURES (655)	1,094,035	1,130,000	1,179,200	1,190,000	1,225,700	1,262,471	1,300,345	1,339,355
665001	INTEREST ON INVESTMENT	INTEREST ON INVESTMENTS (664665)	267,523							
665002	OTHER INTEREST INCOME	INTEREST ON INVESTMENTS (664665)	136,204	7,000	10,000	10,000	10,000	10,000	10,000	10,000
667003	RENTALS - FACILITIES	RENTS AND ROYALTIES (664667)	509,663	568,665	569,000	639,000	652,000	656,000	666,000	675,000
672002	INT/PENALTIES ON SPEC ASSM/CONTR	MISCELLANEOUS (671)	23,900	20,000	47,800	20,000	20,600	21,218	21,855	22,511
673001	PROPERTY SALES	MISCELLANEOUS (671)			408,662					
675002	RESTRICTED CONTRIBUTIONS	MISCELLANEOUS (671)								
675003	CONTRIBUTED CAPITAL	MISCELLANEOUS (671)	1,108,024							
676001	REFUNDS - EXPENDITURES	MISCELLANEOUS (671)	6,749		1,000					
676017	MISCELLANEOUS TELEPHONE RECEIPTS	MISCELLANEOUS (671)	371	1,000		1,000	1,030	1,061	1,093	1,126

Water Supply System Fund

Appendix B

General Operating Fund Revenues by Department

Revenue Code / Description	Revenue Group	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
694002 CASH - OVER/UNDER	MISCELLANEOUS (671)	(386)	10,000	(386)					
694004 CLAIMS/DAMAGE BILLINGS	MISCELLANEOUS (671)	14,461		15,000	15,000	15,300	15,606	15,918	16,236
694012 NON-SUFFICIENT FUNDS CHECK CHARGE	MISCELLANEOUS (671)	(39,956)		(30,000)					
694014 MISCELLANEOUS OTHER	MISCELLANEOUS (671)	3,867		5,000					
698001 BOND PROCEEDS	CONTRIBUTIONS FROM OTHER FUN		20,288,541	16,562,000	8,268,000	5,170,000	6,790,000	13,920,000	375,000
699001 OPERATING TRANSFERS IN	CONTRIBUTIONS FROM OTHER FUN	2,272,606	2,453,122	2,238,623	2,360,075	2,543,970	2,656,322	2,755,023	2,855,974
		<u>46,184,639</u>	<u>68,131,077</u>	<u>61,716,365</u>	<u>55,548,926</u>	<u>59,166,375</u>	<u>63,805,933</u>	<u>71,918,954</u>	<u>59,471,905</u>
	Grand Total:	<u>\$47,854,950</u>	<u>\$69,021,077</u>	<u>\$62,195,865</u>	<u>\$55,998,926</u>	<u>\$59,688,375</u>	<u>\$64,480,933</u>	<u>\$72,568,954</u>	<u>\$60,111,905</u>



**City of Grand Rapids, Michigan
Sewage Disposal System Fund
Statement of Revenues by Department**

Appendix B

Appendix B

General Operating Fund Revenues by Department

Revenue Code / Description	Revenue Group	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14	
		Actual	Amended Budget	Estimate	Budget	Forecast				
ENVIRONMENTAL PROTECTION										
476009	INDUSTRIAL PRETREATMENT PERMITS	LICENSES AND PERMITS (450)	55,426	63,000	58,000	64,000	71,000	71,000	71,000	71,000
539201	DEPT. OF TRANSPORTATION	STATE GRANTS (500539)	245,032							
607001	MISCELLANEOUS SERVICE FEES	CHARGES FOR SERVICES (600)	4,819	10,000	10,000	10,000	10,000	10,000	10,000	10,000
607043	PRELIMINARY CONST - ENGINEERS	CHARGES FOR SERVICES (600)	77,874	80,000	70,000	70,000	72,000	72,000	75,000	75,000
607054	ADA SEWAGE SERVICE CHG	CHARGES FOR SERVICES (600)	516,474	598,349	629,503	704,976	1,229,303	1,251,087	1,412,789	1,435,899
607055	RETAIL SEWAGE SERVICE CHG	CHARGES FOR SERVICES (600)	35,811,462	44,769,720	41,040,361	48,779,371	50,524,589	52,226,086	53,987,261	55,538,972
607056	WYOMING SEWAGE SERVICE CHG	CHARGES FOR SERVICES (600)	80,625	85,000	75,000	75,000	77,250	79,568	81,955	84,414
607057	INDUSTRIAL DISCHARGE AUTHORIZATION	CHARGES FOR SERVICES (600)	35,194	69,000	50,000	50,000	51,000	51,000	51,000	51,000
607058	NORTH KENT SEWAGE SERVICE CHG	CHARGES FOR SERVICES (600)	1,988,830	694,736	793,755					
607059	SEWAGE CONNECTION FEES	CHARGES FOR SERVICES (600)	960,323	1,100,000	859,000	900,000	927,000	954,810	983,454	1,012,958
607060	E GRAND RAPIDS SEWAGE SERVICE CHG	CHARGES FOR SERVICES (600)	539,093	617,956	738,550	827,032	851,843	877,398	903,720	930,832
607061	SEWAGE FRONT FOOTAGE	CHARGES FOR SERVICES (600)	119,442	200,000	156,000	175,000	180,250	185,658	191,228	196,965
607062	GAINES TWP SEWAGE SERVICE CHG	CHARGES FOR SERVICES (600)	128,098	141,461	157,111	180,622	186,041	191,622	197,371	203,292
607074	SEWAGE SURCHARGE	CHARGES FOR SERVICES (600)	1,250,054	901,000	1,200,000	1,236,000	1,273,000	1,311,000	1,350,000	1,390,000
607114	MEIJER - ALGOMA SERVICE	CHARGES FOR SERVICES (600)	5,460	2,194	1,919					
642009	SALE OF SCRAP MATERIAL	CHARGES FOR SERVICES (600)	1,611		215					
642019	INVENTORY WITHDRAWALS (SALES)	CHARGES FOR SERVICES (600)	23,863		12,085					
642030	OTHER PRODUCT SALES	CHARGES FOR SERVICES (600)	149							
665001	INTEREST ON INVESTMENT	INTEREST ON INVESTMENTS (664665)	213,002							
665002	OTHER INTEREST INCOME	INTEREST ON INVESTMENTS (664665)	126,553	6,000	6,000	6,000	6,000	6,000	6,000	6,000
672002	INT/PENALTIES ON SPEC ASSM/CONTR	MISCELLANEOUS (671)	21,653	25,000	20,000	25,000	25,500	26,010	26,530	27,061
673002	SALE OF FIXED ASSETS	MISCELLANEOUS (671)	8,400							
675002	RESTRICTED CONTRIBUTIONS	MISCELLANEOUS (671)	16,713	(15,037)						
675003	CONTRIBUTED CAPITAL	MISCELLANEOUS (671)	949,709							
676001	REFUNDS - EXPENDITURES	MISCELLANEOUS (671)	21,733	10,000	35,000	10,000				
676007	REIMB. - MUSEUM CAPITAL CAMPAIGN	MISCELLANEOUS (671)	3,433			378,432	393,569	409,312	425,685	442,712
676017	MISCELLANEOUS TELEPHONE RECEIPTS	MISCELLANEOUS (671)	299	600	500	600	600	600	600	600
694004	CLAIMS/DAMAGE BILLINGS	MISCELLANEOUS (671)	10,637							
694012	NON-SUFFICIENT FUNDS CHECK CHARGE	MISCELLANEOUS (671)	40,214		50,000					
694014	MISCELLANEOUS OTHER	MISCELLANEOUS (671)	19,020	10,000	15,000	10,000	10,200	10,404	10,612	10,824
698001	BOND PROCEEDS	CONTRIBUTIONS FROM OTHER FUN		19,204,482	47,291,019	52,132,000	20,168,007	20,000,000	7,750,000	2,000,000
			<u>43,275,195</u>	<u>68,573,461</u>	<u>93,269,018</u>	<u>105,634,033</u>	<u>76,057,152</u>	<u>77,733,555</u>	<u>67,534,205</u>	<u>63,487,529</u>

Appendix B

General Operating Fund Revenues by Department

Revenue Code / Description	Revenue Group	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
TREASURER									
665001 INTEREST ON INVESTMENT	INTEREST ON INVESTMENTS (664665)	1,207,878	325,722	395,000	382,500	452,500	600,000	640,000	600,000
665002 OTHER INTEREST INCOME	INTEREST ON INVESTMENTS (664665)	2,965	39						
		<u>1,210,843</u>	<u>325,761</u>	<u>395,000</u>	<u>382,500</u>	<u>452,500</u>	<u>600,000</u>	<u>640,000</u>	<u>600,000</u>
	Grand Total:	<u>\$44,486,038</u>	<u>\$68,899,222</u>	<u>\$93,664,018</u>	<u>\$106,016,533</u>	<u>\$76,509,652</u>	<u>\$78,333,555</u>	<u>\$68,174,205</u>	<u>\$64,087,529</u>



**City of Grand Rapids, Michigan
Auto Parking System Fund
Statement of Revenues by Department**

Appendix B

Appendix B

General Operating Fund Revenues by Department

Revenue Code / Description	Revenue Group	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
PARKING									
539201	DEPT. OF TRANSPORTATION				208,000				
607001	MISCELLANEOUS SERVICE FEES				1,720,000				
607036	ADMINISTRATION SERVICES	842,365	251,292	636,616	890,627	931,046	1,040,902	1,066,049	1,000,814
652001	PKG FEES	425	195						
652002	PKG METERS	1,290,657	946,063	1,261,970	1,252,000	1,242,000	1,242,000	1,242,000	1,242,000
652003	RENTAL OF HOODED METERS	198,154	127,574	150,000	150,000	150,000	150,000	150,000	150,000
652004	PKG FEES - DAILY	1,514,655	1,164,765	1,490,962	1,503,483	1,572,393	1,603,757	1,633,463	1,645,938
652005	PKG FEES - MONTHLY	5,061,952	3,856,908	4,865,122	4,897,398	5,610,469	5,979,510	6,318,089	6,547,159
652006	PKG FEES - EVENT	1,825,117	1,443,108	1,625,375	1,791,000	1,912,503	1,975,417	2,072,887	2,113,821
652007	PKG FEES - DDA ARENA OPERATIONS	3,811	358						
652008	IN CAR METER PROGRAM	13,982	16,756	20,300	20,300	30,450	40,600	40,600	40,600
652009	PARKING METERS - OFF STREET	41,757	29,374	39,475	39,475	39,475	39,475	39,475	39,475
652010	PARKING FEES - TRANSFER TO OWNER	(725,969)	(533,489)	(789,285)	(784,018)	(883,713)	(898,139)	(888,553)	(904,179)
665001	INTEREST ON INVESTMENT			29					
667001	RENTALS - EQUIPMENT		1,225						
667003	RENTALS - FACILITIES	107,088	76,256	95,000	110,644	114,328	117,846	121,475	125,217
673001	PROPERTY SALES	634,933							
673002	SALE OF FIXED ASSETS	108,170							
676017	MISCELLANEOUS TELEPHONE RECEIPTS	319	498						
694002	CASH - OVER/UNDER	(772)	(648)						
694003	RECOVERY/DEBTS CHARGED-OFF		1,076						
694004	CLAIMS/DAMAGE BILLINGS	292	1,385						
694012	NON-SUFFICIENT FUNDS CHECK CHARGE	(3,837)	(307)						
694014	MISCELLANEOUS OTHER	9	2,463						
698001	BOND PROCEEDS			8,980,000	9,305,000				
		<u>10,923,490</u>	<u>7,388,874</u>	<u>18,375,535</u>	<u>21,103,909</u>	<u>10,718,951</u>	<u>11,291,368</u>	<u>11,795,485</u>	<u>12,000,845</u>
TREASURER									
665001	INTEREST ON INVESTMENT	692,611	289,150	355,000	350,000	350,000	350,000	350,000	350,000
665002	OTHER INTEREST INCOME	638	15						
		<u>693,249</u>	<u>289,165</u>	<u>355,000</u>	<u>350,000</u>	<u>350,000</u>	<u>350,000</u>	<u>350,000</u>	<u>350,000</u>

Appendix B

General Operating Fund Revenues by Department

Revenue Code / Description	Revenue Group	FY 08	FY 09		FY 10	FY 11	FY 12	FY 13	FY 14
		Actual	Amended Budget	Estimate	Budget	Forecast			
	Grand Total:	\$11,616,739	\$7,678,039	\$18,730,535	\$21,453,909	\$11,068,951	\$11,641,368	\$12,145,485	\$12,350,845

APPENDIX C CAPITAL BUDGETS

	<u>PAGE</u>					
Five Year Capital Program Summary Info						
By Funding Source	358					
By Department	359					
By Expenditure Type	360					
By Project Type	360					
Cash and Carry versus Outside Funding Sources	361					
FY10 Projects by Funding Source						
Capital Improvement Fund/Capital Reserve	362					
Motor Equipment	363					
Major and Local Streets	364					
Parking Services	365					
Sewage Disposal System	366					
Water Supply System	367					
		<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>
Project Detail FY2010 -FY2014						
Engineering	368	-	-	-	-	
Environmental Protection - Sewage	368	395	407	418	428	
Environmental Protection - Stormwater	376	-	-	-	-	
Fire	377	-	-	-	-	
Fleet Management	378	-	-	-	-	
Parking Services	382	398	409	420	429	
Parks and Recreation	383	-	-	-	-	
Police	384	-	-	-	-	
Streets and Sanitation	384	399	411	421	430	
Traffic Safety	387	402	413	424	432	
Water	389	403	414	424	433	

City of Grand Rapids Five Year Capital Program

Summary of Capital Projects by Funding Source

	FY10	FY11	FY12	FY13	FY14	Totals
Bonds - Parking	9,305,000	0	0	0	0	9,305,000
Bonds - Sewer	52,132,000	20,168,007	20,000,000	7,750,000	2,000,000	102,050,007
Bonds - Water	8,268,000	5,170,000	6,790,000	13,920,000	375,000	34,523,000
Capital Improvement Fund	936,000	0	0	0	0	936,000
Downtown Development Auth.	865,000	978,000	493,000	375,000	620,000	3,331,000
General Operating Fund	1,510,000	3,075,000	3,275,000	3,475,000	3,675,000	15,010,000
Motor Equipment System	5,603,375	0	0	0	0	5,603,375
Parking Services Fund	952,000	635,000	865,000	685,000	660,000	3,797,000
Sewage Disposal System	3,900,000	4,450,000	2,950,000	4,185,000	4,425,000	19,910,000
SmartZone	600,000	0	0	635,000	0	1,235,000
State Grants	208,000	0	0	0	0	208,000
State Grants - External	27,011,820	10,764,000	5,076,000	13,347,705	10,127,705	66,327,230
Streets Capital Fund	0	670,100	262,500	267,500	240,000	1,440,100
Water Supply System Fund	5,212,000	6,015,000	4,960,000	4,420,000	4,180,000	24,787,000
Total Capital Projects	\$116,503,195	\$51,925,107	\$44,671,500	\$49,060,205	\$26,302,705	\$288,462,712

City of Grand Rapids Five Year Capital Program

Summary of Capital Projects by Department

	FY10	FY11	FY12	FY13	FY14	Total Project Cost
Engineering	120,000					120,000
Environmental Services - Sewage	56,032,000	24,618,007	22,950,000	11,935,000	6,425,000	121,960,007
Environmental Services - Stormwater	100,000					100,000
Fire	78,000					78,000
Fleet Management	5,603,375					5,603,375
Parking Services	10,465,000	635,000	865,000	685,000	660,000	13,310,000
Parks and Recreation	75,000					75,000
Police	158,000					158,000
Streets & Sanitation	29,836,820	14,669,100	8,338,500	17,450,205	14,387,705	84,682,330
Traffic Safety	555,000	818,000	768,000	650,000	275,000	3,066,000
Water	13,480,000	11,185,000	11,750,000	18,340,000	4,555,000	59,310,000
Total Capital Projects	\$116,503,195	\$51,925,107	\$44,671,500	\$49,060,205	\$26,302,705	\$288,462,712

CITY OF GRAND RAPIDS
SUMMARY OF CAPITAL EXPENDITURES BY TYPE
FY2010 - FY2014

EXPENDITURE TYPE	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL
Architecture/Engineering	\$ 5,715,000	\$ 443,075	\$ 125,000	\$ 210,000	\$ -	\$ 6,493,075
Construction/Acquisition	92,068,820	50,522,032	41,581,500	45,390,205	26,142,705	255,705,262
Equipment	9,414,375	460,000	2,965,000	3,460,000	160,000	16,459,375
Land Acquisition	9,305,000	500,000	-	-	-	9,805,000
	<u>\$ 116,503,195</u>	<u>\$ 51,925,107</u>	<u>\$44,671,500</u>	<u>\$ 49,060,205</u>	<u>\$ 26,302,705</u>	<u>\$ 288,462,712</u>

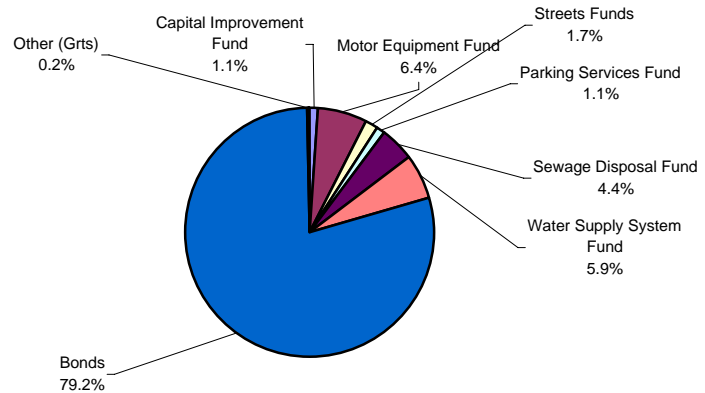
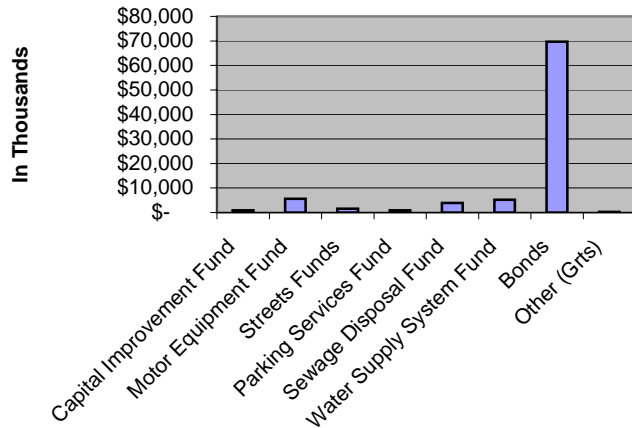
CITY OF GRAND RAPIDS
SUMMARY OF CAPITAL PROJECTS BY TYPE
FY2010 - FY2014

PROJECT TYPE	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL
Routine Replacement	\$ 138,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 638,000
Rehabilitation or Enhancement	28,690,000	20,792,447	800,000	13,695,000	2,300,000	66,277,447
Efficiency Project	77,938,820	27,542,660	40,536,500	30,820,205	23,877,705	200,715,890
New/Expansion	9,736,375	3,465,000	3,210,000	4,420,000	-	20,831,375
	<u>\$ 116,503,195</u>	<u>\$ 51,925,107</u>	<u>\$44,671,500</u>	<u>\$ 49,060,205</u>	<u>\$ 26,302,705</u>	<u>\$ 288,462,712</u>

FISCAL YEAR 2010 MAJOR CAPITAL PROGRAM

FUND	FY2010 PROJECTS -CITY COSTS-	FY2010 PROJECTS OUTSIDE FUNDING
Capital Improvement Fund	\$ 936,000	\$ -
Other Funding (Federal and State Grants)	-	-
Motor Equipment Fund	5,603,375	-
Streets Funds		
General Operating Fund-Streets Projects	1,510,000	-
Parking Services Fund	952,000	-
Other Funding (Federal and State Grants)	208,000	-
Sewage Disposal Fund	3,900,000	-
Water Supply System Fund	5,212,000	-
Water & Sewer Bond Issues	60,400,000	-
Parking Bond Issues	9,305,000	-
Subtotal Cash & Carry Projects	88,026,375	
State Grants	-	27,011,820
SmartZone	-	600,000
DDA	-	865,000
TOTAL Capital Projects	\$ 88,026,375	\$ 28,476,820

CASH & CARRY CITY FUNDED CAPITAL PROJECTS



**CAPITAL IMPROVEMENT FUND - CAPITAL RESERVE
SUMMARY OF CAPITAL PROJECTS FISCAL YEAR 2010**

Discussion:

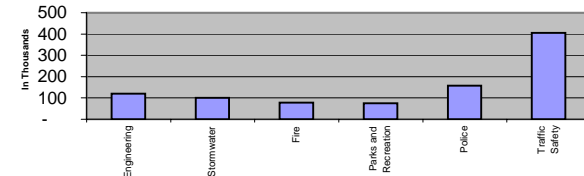
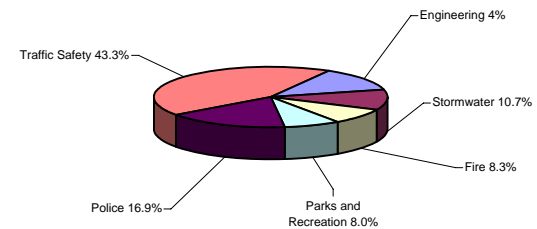
The Capital Improvement Fund – General Capital Program was established to fund capital projects for departments that have no specific revenue for such capital projects. The program is supported by a transfer of general tax dollars from the General Operating Fund to the Capital Reserve Fund. The type of projects funded in this manner varies from department to department.

Engineering Department	\$ 120,000	Parks & Recreation	\$ 75,000
Removal and replacement of non-compliant handicap curb ramps, which will adhere with a mandate issued by Federal Government under the Americans with Disabilities Act; Restoration of the Bradford Stairs.		Repair pool basin at Campau Swimming pool; rehabilitation of Garfield Sewer Line Connection.	
Environmental Protection-Stormwater	\$ 100,000	Police Department	\$ 158,000
Funding to re-establish, renovate and conduct emergency repairs of drainage structures and systems outside of the street right-of-way utilizing current Best Management Practices (BMP's) or methods to enhance water quality.		Phase II to replace approximately 20 mobile VHF radios; Phase II to replace in car video camera.	
Fire Department	\$ 78,000	Traffic Safety	\$ 405,000
Replacement and upgrade of the "Tough Book" laptop computers mounted in each piece of fire apparatus; retrofit all eleven fire stations with an automatic fire suppression system as a proactive approach to loss prevention; purchase of an oxygen compressor and cylinder fill station.		Electric work in CSO #10: Hall-Jefferson to Madison; electrical improvements in CSO #14: Lagrave and Jefferson; critical safety improvements to UG system.	

CAPITAL IMPROVEMENT FUND - CAPITAL RESERVE (Cont.)

Department	Project No.	Project Name	Total	City Funding	Other Funding	Operating Costs (Savings)
<u>Engineering</u>						
	21001	Bradford Stair Restoration (North - Prospect)	\$ 70,000	\$ 70,000	\$ -	\$ 1,000
	21002	Sidewalk Ramps - ADA	50,000	50,000	-	(5,000)
<u>Environmental Protection - Stormwater</u>						
	44242	Drainage Improvement/Emergency Repairs	100,000	100,000	-	-
<u>Fire</u>						
	18001	Apparatus Laptop Replacement	25,000	25,000	-	-
	18002	Automatic Sprinkler Supression System	25,000	25,000	-	-
	18003	Oxygen Compressor and Cylinder Fill Station	28,000	28,000	-	(2,500)
<u>Parks and Recreation</u>						
	26001	Swimming Pool Repairs	50,000	50,000	-	-
	26004	Garfield Sewer Line Connection	25,000	25,000	-	(1,000)
<u>Police</u>						
	17001	Mobile VHF Radios	58,000	58,000	-	-
	17002	In Car Video Camera replacement	100,000	100,000	-	-
<u>Traffic Safety</u>						
	19001	Elec in CSO#10: Hall & Jefferson to Madison	275,000	275,000	-	-
	19002	Elec. Improvements in CSO #14	80,000	80,000	-	(5,000)
	19007	Critical Safety Improvements to UG System	50,000	50,000	-	(2,000)
			\$ 936,000	\$ 936,000	\$ -	\$ (14,500)

FY2010 Capital Improvement Fund Projects



**MOTOR EQUIPMENT SYSTEM FUND
SUMMARY OF CAPITAL PROJECTS FISCAL YEAR 2010**

Discussion:

The Motor Equipment System Fund is used to purchase City car pool vehicles. Older vehicles are rotated out and sent to auction and new vehicles are purchased to replace them. It is in this manner the City is able to retain a pool of vehicles that are reliable, well maintained and readily available for user departments. The Motor Equipment System Fund "owns" the vehicles and the user departments "lease" them from the motor pool for a set lease rate that is then budgeted in each department's operating budget, based upon the department's need for the vehicles. The vehicles are stored, fueled and maintained at the cost of the Motor Equipment Fund. These costs are recouped through the leasing rates charged to departments.

FY2010 Projects = \$5,603,375

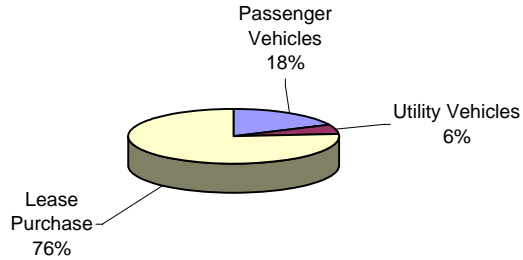
EQUIPMENT DESCRIPTION

Fleet Automobiles (14); (C095-13, C210-1)	\$	199,828
Parking Security Car (1)		13,628
Fleet Exec Sedan (1)		30,001
Police Patrol Cars (31);(C200-21, C205-10)		704,479
Mini Vans (3)		61,485
Utility Vans (3)		73,573
Van - Special, Public Works (2)		67,315
Van - Special, Refuse (1)		58,201
Salt Spreader, 6yd (5)		58,365
Miscellaneous Equipment		51,500
		<u><u>\$ 1,318,375</u></u>

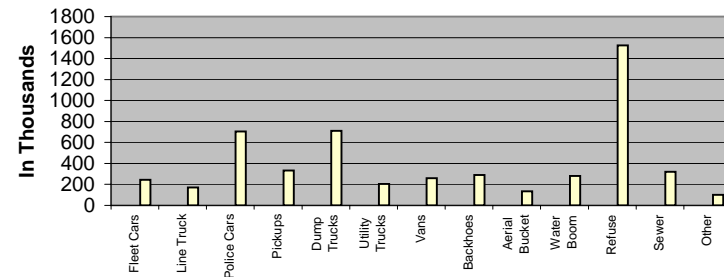
LEASE PURCHASE

Aerial Bucket Truck (1)	\$	133,900
Water Boom Truck (2)		281,359
1-Ton Dumps (2)		74,032
Dump Truck, 40-64,000 GVWR (5)		710,700
Line Truck (1)		171,755
Pickup Truck, Crew Cab (1)		23,690
Pickup Truck, Standard (6)		111,240
Pickup Truck, 4x4 W/Plow (8)		196,834
Packer, 33-yd Side Loading (2)		494,400
Recycler, 33-Yd Side Loading (4)	\$	1,030,000
Sewer Jet/Vacuum Basin Cleaner, Combination (1)		319,300
Utility Truck up to 15,000 GVWR (2)		70,930
Backhoe, Heavy (2)		288,400
Street Sweeper, Broom-Type (2)		329,600
Tractor, Mower		48,860
		<u><u>\$ 4,285,000</u></u>

MOTOR EQUIPMENT SYSTEM FUND PROJECTS



VEHICLES BY TYPE



**MAJOR / LOCAL STREETS FUNDS
SUMMARY OF CAPITAL PROJECTS FISCAL YEAR 2010**

Discussion:

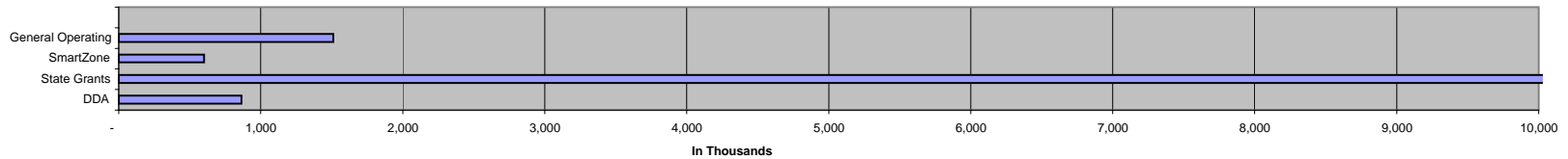
The projects that are funded from the Major / Local Streets Fund include repaving projects on sections of road that are in need of preventive maintenance. Michigan is subject to the freeze/thaw cycle that is prevalent in northern states; this cycle requires strict attention to road quality. By keeping ahead of problem areas, the roads are maintained at a level that will prevent major, costly problems in the future. Preliminary engineering funds are budgeted for larger projects.

Streets Projects = \$32,046,820 with \$2,750,000 from City Funds

Project No.	Project Name	Total Project Cost	Operating Costs* (Savings)	Other Funding Sources				City Funds		
				DDA	State Grants	Smart Zone	Total Outside Funding	General Operating	Streets & Sanitation	Total City Project Cost
22002	Breton Ave - Burton St to NCL	\$ 345,000	\$ -	\$ -	\$ 300,000	\$ -	\$ 300,000	\$ 45,000	\$ -	\$ 45,000
22003	Breton Ave - 28th Street to Burton St	25,000	-	-	-	-	-	25,000	-	25,000
22004	Bridge Repairs - Various locations	155,000	-	-	-	-	-	155,000	-	155,000
22010	Concrete Street Repair	75,000	-	-	-	-	-	75,000	-	75,000
22011	ESCSO Contract No. 12A:Madison Avenue	20,000	-	-	-	-	-	20,000	-	20,000
22014	ESCSO Contract No. 15:Madison Avenue	200,000	-	-	-	-	-	200,000	-	200,000
22022	Fuller Avenue - Knapp Street to Plainfield Ave	1,345,000	-	-	1,170,000	-	1,170,000	175,000	-	175,000
22023	Fulton Street - Plymouth Ave. to Maryland Ave	810,000	-	-	700,000	-	700,000	110,000	-	110,000
22024	Hall Street - Grandville Ave. to US131	175,000	-	-	150,000	-	150,000	25,000	-	25,000
22030	Leonard St. - Nixon Ave. to Collindale Ave.	1,635,000	-	-	1,460,000	-	1,460,000	175,000	-	175,000
22035	MDOT - Truckline Projects	23,116,820	-	-	22,426,820	600,000	23,026,820	90,000	-	90,000
22038	Pearl Street Bridge over the Grand River	565,000	-	100,000	315,000	-	415,000	150,000	-	150,000
22044	Safety Projects - Various Locations	300,000	-	-	250,000	-	250,000	50,000	-	50,000
22045	Scribner Ave. - US131 Ramp to Webster St.	155,000	-	-	130,000	-	130,000	25,000	-	25,000
22050	Turner Ave. - 6th Street to Leonard st.	175,000	-	-	110,000	-	110,000	65,000	-	65,000
22051	Turner Ave. - Bridge Street to First Street	740,000	-	665,000	-	-	665,000	75,000	-	75,000
19016	Conduit and Lighting Replacement on Pearl St. Bridge	100,000	(15,000)	100,000	-	-	100,000	-	-	-
19028	Traffic Signal Improvements	50,000	(1,000)	-	-	-	-	50,000	-	50,000
		\$ 29,986,820	\$ (16,000)	\$ 865,000	\$ 27,011,820	\$ 600,000	\$ 28,476,820	\$ 1,510,000	\$ -	\$ 1,510,000

*Operating Costs are not included in total project costs

FUNDING SOURCES FOR STREETS PROJECTS



**PARKING SERVICES FUND
SUMMARY OF CAPITAL PROJECTS FISCAL YEAR 2010**

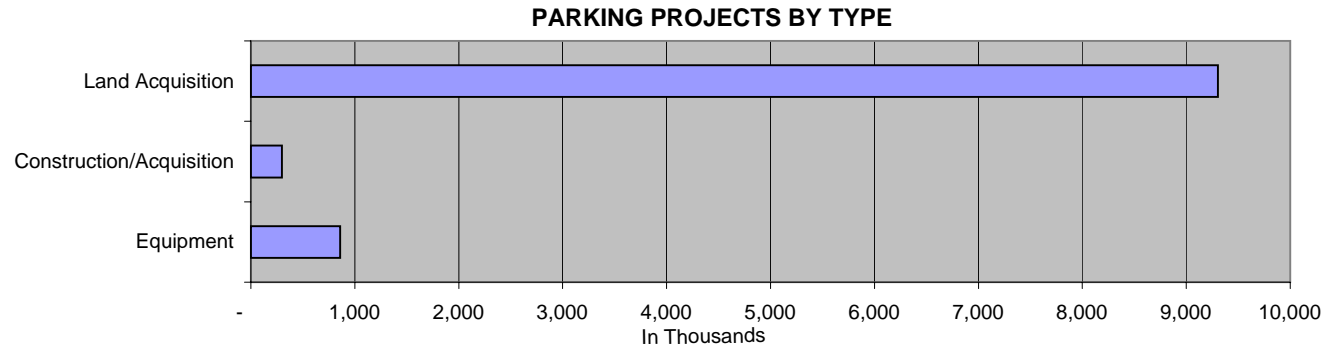
Discussion:

The Parking Services Fund is used to account for the various Parking Ramps and services provided by the City. In FY10, Parking Services is planning to expand public parking options to meet customer demand; purchase a "snow dragon" to melt snow from the roof tops of parking ramps; and replace one DASH bus and replace another.

Parking Services Projects = \$10,365,000

Project Number	Project Name	Parking Services Funding	State Grants	Bonds	TOTAL Project Cost	Operating Costs (Savings)
46002	Parking expansion	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -
46004	Purchase of Snow Dragon	110,000	-	-	110,000	(5,000)
46005	DASH bus replacements	542,000	208,000	-	750,000	-
46029	Gallery on Fulton	-	-	7,235,000	7,235,000	337,731
46030	Ottawa and Mason land purchase	-	-	2,070,000	2,070,000	185,700
		<u>\$ 952,000</u>	<u>\$ 208,000</u>	<u>\$ 9,305,000</u>	<u>\$ 10,465,000</u>	<u>\$ 518,431</u>

PARKING PROJECTS BY TYPE



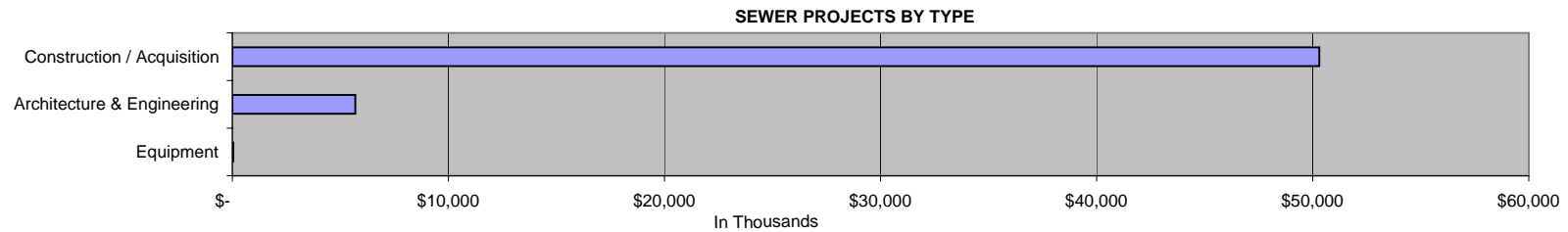
**SEWAGE DISPOSAL SYSTEM FUND
SUMMARY OF CAPITAL PROJECTS FISCAL YEAR 2010**

Discussion:

The Sewage Disposal System Fund is an enterprise fund supported mainly by user fees. In order to maintain the sewage disposal system in an environmentally safe and effective manner it is necessary for the fund to budget for regular maintenance and upgrade projects. In addition to the continuing maintenance on this large system, technological advances in the industry make it beneficial, if not necessary, for new technologies to be implemented. Therefore, new equipment and improvements to existing equipment will be made. Replacement of worn shop equipment is an ongoing need and various pieces are included in the 2010 capital budget.

Sewage Disposal System Projects = \$56,032,000

PROJECTS FROM SEWAGE DISPOSAL FUND				BOND-FUNDED PROJECTS			
Project No.	Project Name	Project Cost	Operating Cost (Savings)	Project No.	Project Name	Project Cost	Operating Cost (Savings)
44001	CIPP Rehab of Sanitary Sewers - Various Sites	\$ 600,000	\$ -	44002	Joe Taylor Park Improvements	\$ 2,950,000	\$ -
44011	Demolition of Obsolete Equipment and Structures	500,000	(18,000)	44003	WWTP - Groundwater Wells	500,000	(25,000)
44019	Collindale/Valentine Lift Station Generator	200,000	2,500	44004	Coldbrook Creek Sanitary Trunk Sewer Improvements	5,750,000	-
44021	Kingsbury Lift Station Replacement	450,000	-	44005	North Final Clarifier Improvements & BioP	3,050,000	(250,000)
44229	Automatic Titration System	40,000	-	44006	Fulton/Fuller Sanitary Trunk Sewer Improvements	500,000	-
44232	Comprehensive Master Plan Update	250,000	-	44007	Silver Creek Sanitary Trunk Sewer Improvements	500,000	-
44233	East Leonard Heights - SSES	250,000	-	44009	ESCSO - Contract #10	2,970,000	-
44234	South Walker Sanitary Lift Station	400,000	-	44018	Saddleback Relief Sewer	5,790,000	-
44236	Maryland Estates Neighborhood SSES	250,000	-	44020	MAPS Generator Replacement	500,000	-
44238	Replacement of Blowers (Grit)	200,000	45,000	44022	Sewer Collection System Rehabilitation	1,000,000	-
44239	MAPS ventilation improvements	50,000	-	44023	Wstewater Tunnel Rehabilitation	500,000	-
44240	Convert final effluent reareation blowers to autom	100,000	(35,000)	44024	MARB Wetwell Dewatering System Improvements	300,000	-
44241	South Areation Blower Bldg Ventilation modif.	50,000	-	44234	Springbrook Gravity Sewer Replacement	1,500,000	-
44243	Front Ave - Leonard St to Webster St.	100,000	-	44248	Lafayette Avenue - Wealthy St. to State Street	300,000	-
44244	Grandville Ave.	270,000	-	44249	ESCSO - Contract #25	3,525,000	-
44247	Leonard St. - Nixon Ave. to Barber Ave	100,000	-	44255	ESCSO - Contract #15	7,300,000	-
44259	Breton Ave. - Burton to North City Limits	50,000	-	44256	ESCSO - Contract #14	8,750,000	-
44260	Master Trend Data Acquisition	40,000	-	44257	ESCSO - Contract #12	1,657,000	-
				44261	ESCSO - Contract #20	1,600,000	-
				44262	ESCSO - Contract #12	3,190,000	-
		<u>\$ 3,900,000</u>	<u>\$ (5,500)</u>			<u>\$ 52,132,000</u>	<u>\$ (275,000)</u>



**WATER SUPPLY SYSTEM FUND
SUMMARY OF CAPITAL PROJECTS FISCAL YEAR 2010**

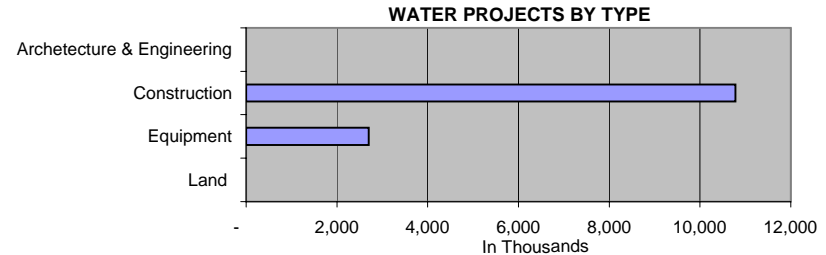
Discussion:

The Water Supply System Fund is an enterprise fund supported by user fees. In order to maintain the City water supply system in an environmentally safe and effective manner, it is necessary for the fund to budget for regular maintenance and upgrade projects. These projects include the replacement of various water mains that are worn and/or old. The Department also assists neighboring cities with water main installation / replacement at their request. In addition to maintaining and replacing portions of the water supply system as the need arises, technological advances in the industry make it beneficial, if not necessary, for these technologies to be implemented. The new equipment and technologies being requested are part of an on-going effort to keep the water supply system as modern and state-of-the-art as possible.

Water Supply System Projects = \$13,480,000

PROJECTS FROM WATER SUPPLY SYSTEM FUND			
Project No.	Project Name	Project Cost	Operating Cost (Savings)
43006	ESCSO - Contract #12A	\$ 30,000	\$ -
43008	ESCSO - Contract #12B	162,000	-
43011	Internet bill pay system	75,000	-
43016	Turner/Bridge Trunk Sewer	175,000	-
43020	Remodel (2) lunch rooms - Coldbrook	50,000	-
43021	Watermain oversizing	50,000	-
43028	Breton Avenue - Burton to North City limit	710,000	-
43030	South Walker Water System	1,100,000	-
43032	Oakes St - Grandville to Ottawa	420,000	-
43041	Leonard St.- Nixon to Barber	350,000	-
43068	Van Auken - Fuller to Kalamazoo	520,000	(14,000)
43071	Lafayette NE - Wealthy to State	320,000	-
43078	LMFP high lift No 2 discharge valves	500,000	-
43093	LMFP low lift valves	75,000	-
43101	Generator for 1900 Oak Ind.	125,000	-
43102	Sandblaster for machine shop	25,000	-
43108	Coldbrook - air handling on Business side	300,000	(5,000)
43112	Hake St. - Houseman to Emerald	50,000	-
43113	Hastings St. - Lafayette to Clancy	175,000	-
		\$ 5,212,000	\$ (19,000)

BOND-FUNDED PROJECTS			
Project No.	Project Name	Project Cost	Operating Cost (Savings)
43026	LMFP - concrete repairs	\$ 690,000	\$ -
43058	ESCSO - Contract #10	308,000	-
43063	ESCSO - Contract #14	600,000	-
43064	ESCSO - Contract #20	600,000	-
43079	ESCSO - Contract #15	1,075,000	-
43086	Dean Lake station improvements	1,600,000	-
43090	LMFP - accelator concrete restoration	170,000	-
43107	LMFP - plant water feed and phosphate modification	675,000	-
43111	MDOT I-196 watermain crossings	500,000	-
43128	ESCSO - Contract #25	2,050,000	-
		\$ 8,268,000	\$ -



Fiscal Year 2010

Engineering	21001 Bradford Stair Restoration from North Ave. to Prospect Ave. Description: Repair/restoration of curb and concrete steps and installation of handrail to replace missing handrail along existing concrete steps from North to Prospect	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : \$1,000 Type of Cost/Savings : Other	Capital Improvement Fund	70,000
	<u>If deferred:</u> Stairs will remain closed to pedestrians until stairs are repaired. Some pedestrians ignore the fence blocking the stairs and still use the steps exposing the City to liability.		Total Project Cost	70,000
	<u>Operating Impact:</u> Pedestrians will not have to travel four blocks to the north or south to detour around the closed steps. Citizens in the area have complained to City Commission about the closure of the steps. Snow removal operating costs anticipated: \$1000.			
<hr/>				
	21002 Sidewalk Ramps - ADA Description: Removal and replacement of non-compliant handicap curb ramps, which will adhere with a mandate issued by Federal Government under the Americans with Disabilities Act.	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$5,000) Type of Cost/Savings : Other	Capital Improvement Fund	50,000
	<u>If deferred:</u> Delaying replacement of ADA handicap curb ramps exposes the City to lawsuit brought forward by special interest groups for non-compliance.		Total Project Cost	50,000
	<u>Operating Impact:</u> Replacement of existing non-compliant ramps improves safety for pedestrians and removes impediment for disabled pedestrians to cross at intersections.			
			Total for Engineering	\$120,000
<hr/>				
Environmental Services - Sewage	44001 CIPP Rehab of Sanitary Sewers - Various Sites Description: Installation of Cured-in-Place Pipe (CIPP) liner system in lieu of traditional open cut construction at various locations as needed to upgrade sewer pipe that has experienced significant deterioration.	Expenditure Type : Construction/Acquisition	Sewage Disposal System	600,000
	<u>If deferred:</u> Risk sewer breaks due to deterioration. Completing project may reduce I&I problems.		Total Project Cost	600,000
	<u>Operating Impact:</u> Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements			
<hr/>				
	44002 Joe Taylor Park Improvements Description: CSO Separation project.	Expenditure Type : Construction/Acquisition	Bonds - Sewer	2,950,000
	<u>If deferred:</u> Regulatory Noncompliance - Completion of the Eastside CSO project is detailed in the City's NPDES Permit No. MI0026069.		Total Project Cost	2,950,000
	<u>Operating Impact:</u> No Impact.			

Fiscal Year 2010

Environmental Services - Sewage	44003 WWTP - Groundwater Wells at	Expenditure Type : Construction/Acquisition	Bonds - Sewer	500,000
	Description: Replace non-functional groundwater wells. Design in FY09. Construct in FY10	Operating Cost/(Savings) : (\$25,000)		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> Risk impacting project schedules due to inability to meet dewatering requirements. Impact ability to perform maintenance on plant equipment.		Total Project Cost	500,000
	<u>Operating Impact:</u> Improved ability to maintain ground water levels during tank maintenance activities. Reduce electricity to run dewatering pumps.			
<hr/>				
	44004 Coldbrook Creek Sanitary Trunk Sewer Improvements	Expenditure Type : Construction/Acquisition	Bonds - Sewer	5,750,000
	Description: Repairs identified as part of the Comprehensive Master Plan (CMP)and Long Term Wet Weather Flow Control Program (LTWWFCP). A Combined Sewer Overflow (CSO) point was discovered in this are in December 2008.			
	<u>If deferred:</u> The unauthorized CSO point will remain.		Total Project Cost	5,750,000
	<u>Operating Impact:</u> No Impact.			
<hr/>				
	44005 North Final Clarifier Improvements & BioP	Expenditure Type : Architecture/Engineering	Bonds - Sewer	3,050,000
	Description: Conversion of the North Activated Sludge System to Biological Phosphorus Removal.	Operating Cost/(Savings) : (\$250,000)		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> Will not realize savings associated with reduction in ferrous chloride usage.		Total Project Cost	3,050,000
	<u>Operating Impact:</u> No Impact.			
<hr/>				
	44006 Fulton/Fuller Sanitary Trunk Sewer Improvements	Expenditure Type : Architecture/Engineering	Bonds - Sewer	500,000
	Description: Repairs identified as part of the CMP LTWWFCP			
	<u>If deferred:</u> The sewer will remain surcharged during wet weather.		Total Project Cost	500,000
	<u>Operating Impact:</u> No Impact.			
<hr/>				
	44007 Silver Creek Sanitary Trunk Sewer Improvements	Expenditure Type : Architecture/Engineering	Bonds - Sewer	500,000
	Description: Repairs identified as part of the CMP LTWWFCP			
	<u>If deferred:</u> The sewer will remain surcharged during wet weather.		Total Project Cost	500,000
	<u>Operating Impact:</u> No Impact.			

Fiscal Year 2010

Environmental Services - Sewage	44009 Eastside Combined Sewer Overflow - Contract No. 10: Description: Hall Street - Jefferson Avenue to Madison Avenue	Expenditure Type : Construction/Acquisition	Bonds - Sewer	2,970,000
	<u>If deferred:</u> Regulatory Noncompliance - Completion of the Eastside CSO project is detailed in the City's NPDES Permit No. MI0026069.		Total Project Cost	2,970,000
	<u>Operating Impact:</u> Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements			
	44011 Demolition of Obsolete Equipment and Structures Description: Following implementation of GVRBA project abandoned SST, BOD digesters, Zimpro, and domed thickeners will be demolished and land space reclaimed for plant expansion.	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$18,000)	Sewage Disposal System	500,000
		Type of Cost/Savings : Utilities		
	<u>If deferred:</u> Abandoned buildings and equipment will receive limited maintenance, heating, and ventilation until project moves forward or plant expansion.		Total Project Cost	500,000
	<u>Operating Impact:</u> Savings by eliminating electrical, heating, ventilation, maintenance costs.			
	44018 Saddleback Relief Sewer Description: Replacement of Saddleback Sanitary Trunk Sewer	Expenditure Type : Construction/Acquisition	Bonds - Sewer	5,790,000
	<u>If deferred:</u> Sewer will remain surcharged and additional connections will not be allowed by the DEQ.		Total Project Cost	5,790,000
	<u>Operating Impact:</u> No Impact.			
	44019 Collindale/Valentine Lift Station Generator Description: Install emergency power generator at sewage lift station.	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : \$2,500	Sewage Disposal System	200,000
		Type of Cost/Savings : Contractual Services		
	<u>If deferred:</u> Risk sewage backups due to power failure		Total Project Cost	200,000
	<u>Operating Impact:</u> Generator maintenance			
	44020 MAPS Generator Replacement Description: Replace 20+ year old generator at the the high flow sewage pump station.	Expenditure Type : Construction/Acquisition	Bonds - Sewer	500,000
	<u>If deferred:</u> Risk equipment failure resulting in possible sewage overflows.		Total Project Cost	500,000
	<u>Operating Impact:</u> Reduce maintenance costs			

Fiscal Year 2010

Environmental Services - Sewage	44021 Kingsbury Lift Station Replacement (Design and Gravity)	Expenditure Type : Architecture/Engineering	Sewage Disposal System	450,000
	Description: Replace deteriorated and over capacity lift station, including generator and odor control systems			
	<u>If deferred:</u> Growth in this area of Walker will need to be deferred.		Total Project Cost	450,000
	<u>Operating Impact:</u> Odor control, generator maint.			
	44022 Sewer Collection System Rehabilitation	Expenditure Type : Construction/Acquisition	Bonds - Sewer	1,000,000
	Description: Comprehensive condition assessment to include system rehabilitation and I&I elimination.			
	<u>If deferred:</u> Increase in sewer failures and backups due to them over time.		Total Project Cost	1,000,000
	<u>Operating Impact:</u> Condition assessment will help target system weaknesses before major failures.			
	44023 Wastewater Tunnel Rehabilitation	Expenditure Type : Construction/Acquisition	Bonds - Sewer	500,000
	Description: Tunnel restoration work to include condition assessment and facilities rehabilitation			
	<u>If deferred:</u> Continued equipment deterioration.		Total Project Cost	500,000
	<u>Operating Impact:</u> Reduced equipment deterioration in tunnels due to water infiltration.			
	44024 MARB Wetwell Dewatering System Improvements	Expenditure Type : Construction/Acquisition	Bonds - Sewer	300,000
	Description: Replacement of wet well dewatering pumps at MARB.			
	<u>If deferred:</u> Funds will continue to be expended to maintain the current pumps, and will likely exceed the cost of new pumps.		Total Project Cost	300,000
	<u>Operating Impact:</u> No Impact.			
	44229 Automatic Titration System	Expenditure Type : Equipment	Sewage Disposal System	40,000
	Description: For daily determination of ammonia concentration on plant and industrial samples. To replace current equipment which was designed, programmed and built inhouse.			
	<u>If deferred:</u> The current system is failing and analysis required by MDEQ would be ran by hand resulting in overtime.		Total Project Cost	40,000
	<u>Operating Impact:</u> No Impact.			

Fiscal Year 2010

Environmental Services - Sewage	44232 Comprehensive Master Plan Update	Expenditure Type : Architecture/Engineering	Sewage Disposal System	250,000
	Description: Five (5) year update of the Comprehensive Master Plan (CMP) completed in 2004. A greater focus on the Long Term Wet Weather Flow Control Program (LTWWFCP) will occur during this update.			
	<u>If deferred:</u> Plant for LTWWFCP will be delayed.		Total Project Cost	250,000
	<u>Operating Impact:</u> No Impact.			
	44233 East Leonard Heights - SSES	Expenditure Type : Architecture/Engineering	Sewage Disposal System	250,000
	Description: To evaluate the the basement flooding in the East Leonard Height Neighborhood and identify solutions.			
	<u>If deferred:</u> The issues in this area will continue.		Total Project Cost	250,000
	<u>Operating Impact:</u> Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements			
	44234 South Walker Sanitary Lift Station	Expenditure Type : Architecture/Engineering	Sewage Disposal System	400,000
	Description: New lift station for growth for Millenium Commerce Park in the Walker Service area. Developer is providing some funding also.			
	<u>If deferred:</u> Growth in Walker will not occur.		Total Project Cost	400,000
	<u>Operating Impact:</u> No Impact			
	44236 Maryland Estates Neighborhood SSES	Expenditure Type : Architecture/Engineering	Sewage Disposal System	250,000
	Description: Engineering evaluation of the sewer capacities, conditions and backups in the Maryland Estate subdivision.			
	<u>If deferred:</u> Continued sewer backups in this area resulting in payment of claims.		Total Project Cost	250,000
	<u>Operating Impact:</u> No Impact			
	44237 Springbrook Gravity Sewer Replacement	Expenditure Type : Construction/Acquisition	Bonds - Sewer	1,500,000
	Description: Replacement of gravity sewer in Springbrook from end of Kingsbury Forcemain to West River Drive (Walker)			
	<u>If deferred:</u> One section of this asbestos pipe has already failed and the rest could fail.		Total Project Cost	1,500,000
	<u>Operating Impact:</u> No Impact			

Fiscal Year 2010

Environmental Services - Sewage	44238 Replacement of Blowers (Grit)	Expenditure Type : Construction/Acquisition	Sewage Disposal System	200,000
	Description: Grit blowers are now oversized based on current needs due to process changes.	Operating Cost/(Savings) : \$45,000		
		Type of Cost/Savings : Utilities		
	<u>If deferred:</u> No reduced costs and increased chance of motor failure.		Total Project Cost	200,000
	<u>Operating Impact:</u> Reduced electrical cost and chance of equipment failures.			
	44239 MAPS ventilation improvements.	Expenditure Type : Construction/Acquisition	Sewage Disposal System	50,000
	Description: MAPS ambient temperature are quite high and cause overheating of the VFD Panels in the station.			
	<u>If deferred:</u> Failure of motors and/or drives are the highest flow lift station in the system. There have been 3 motor failures (250 HP electrical motors).		Total Project Cost	50,000
	<u>Operating Impact:</u> No Impact.			
	44240 Convert final effluent reareation blowers to automatic control DO control.	Expenditure Type : Construction/Acquisition	Sewage Disposal System	100,000
	Description: Reconfigure the final effluent reareation system to control based on Dissolved Oxygen.	Operating Cost/(Savings) : (\$35,000)		
		Type of Cost/Savings : Utilities		
	<u>If deferred:</u> Excessive energy usage.		Total Project Cost	100,000
	<u>Operating Impact:</u> Electrical cost reduction.			
	44241 South Areation Blower Building Ventilation modifications.	Expenditure Type : Construction/Acquisition	Sewage Disposal System	50,000
	Description: South Areation Blower Building (SABB) temperature exceed 110 degrees farinhit during the summer. The temperature is in the very high range for the 1000 HP electric motors used to provide oxygen to the activated sludge system.			
	<u>If deferred:</u> Motors and blowers will continue to operate in a high temperature area.		Total Project Cost	50,000
	<u>Operating Impact:</u> Lower cooling water usage.			
	44243 Front Avenue - Leonard St to Webster St and Webster - Front to Scribner	Expenditure Type : Construction/Acquisition	Sewage Disposal System	100,000
	Description: Sanitary sewer replacement in conjunction with street improvements.			
	<u>If deferred:</u>		Total Project Cost	100,000
	<u>Operating Impact:</u> No Impact.			

Fiscal Year 2010

<p>Environmental Services - Sewage</p>	<p>44244 Grandville Avenue Description: Weston Street to Oakes Street and Oakes Street from Grandville Avenue to Ottawa Avenue Alley. Sanitary sewer replacement in conjunction with street improvements.</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Sewage Disposal System</p>	<p>270,000</p>
	<p><u>If deferred:</u></p>		Total Project Cost	270,000
	<p><u>Operating Impact:</u> No Impact.</p>			
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	<p>44247 Leonard Street - Nixon Avenue to Barber Avenue Description: STPU FY2011 - Sanitary sewer replacement in conjunction with street improvements.</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Sewage Disposal System</p>	<p>100,000</p>
	<p><u>If deferred:</u></p>		Total Project Cost	100,000
	<p><u>Operating Impact:</u> No Impact.</p>			
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	<p>44248 Lafayette Avenue - Wealthy Street to State Street Description: STPU FY2011. Minor Arterial Corridor PCI = 35 - Sanitary sewer replacement in conjunction with street improvements.</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Bonds - Sewer</p>	<p>300,000</p>
	<p><u>If deferred:</u></p>		Total Project Cost	300,000
	<p><u>Operating Impact:</u> No Impact.</p>			
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	<p>44249 Eastside Combined Sewer Overflow - Contract No. 25: (W-19) Description: Curtis Street - College Avenue to Ashland Avenue; Page Street - Plainfield Avenue to Maude Avenue; Union Avenue - Spencer Street to 250'South; Union Avenue Alley - Spencer Street to 250'South; Columbia A</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Bonds - Sewer</p>	<p>3,525,000</p>
	<p><u>If deferred:</u> Regulatory Noncompliance - Completion of the Eastside CSO project is detailed in the City's NPDES Permit No. MI0026069.</p>		Total Project Cost	3,525,000
	<p><u>Operating Impact:</u> Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements</p>			

Fiscal Year 2010

<p>Environmental Services - Sewage</p>	<p>44255 Eastside Combined Sewer Overflow - Contract No. 15: Description: Pleasant Street - Morris Avenue to Henry Avenue; Paris Avenue - Thomas Street to 350' North; Union Avenue - Thomas Street to Logan Street; College Avenue - Thomas Street to Pleasant Street and James Aven</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Bonds - Sewer</p>	<p>7,300,000</p>
	<p><u>If deferred:</u> Regulatory Noncompliance - Completion of the Eastside CSO project is detailed in the City's NPDES Permit No. MI0026069.</p>		<p>Total Project Cost</p>	<p>7,300,000</p>
	<p><u>Operating Impact:</u> Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements</p>			
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	<p>44256 Eastside Combined Sewer Overflow - Contract No. 14: Description: Pleasant Street - Sheldon Avenue to Morris Avenue; Sheldon Avenue - Pleasant Street to Buckley Street; Thompson Court - Pleasant St to 300'North; Sheldon Avenue - Haifley Street to Pleasant Street; Sycam</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Bonds - Sewer</p>	<p>8,750,000</p>
	<p><u>If deferred:</u> Regulatory Noncompliance - Completion of the Eastside CSO project is detailed in the City's NPDES Permit No. MI0026069.</p>		<p>Total Project Cost</p>	<p>8,750,000</p>
	<p><u>Operating Impact:</u> Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements</p>			
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	<p>44257 Eastside Combined Sewer Overflow - Contract No. 12A: Description: CSO - Potential Grants Madison Avenue - Adams Street to Hall Street</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Bonds - Sewer</p>	<p>1,657,000</p>
	<p><u>If deferred:</u> Regulatory Noncompliance - Completion of the Eastside CSO project is detailed in the City's NPDES Permit No. MI0026069.</p>		<p>Total Project Cost</p>	<p>1,657,000</p>
	<p><u>Operating Impact:</u> Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements</p>			
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	<p>44259 Breton Avenue - Burton Street to North City Limits Description: STPU FY2011. Rotomill/resurface. - Sanitary sewer replacement in conjunction with street improvements.</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Sewage Disposal System</p>	<p>50,000</p>
	<p><u>If deferred:</u></p>		<p>Total Project Cost</p>	<p>50,000</p>
	<p><u>Operating Impact:</u> No Impact.</p>			

Fiscal Year 2010

Environmental Services - Sewage	44260 Master Trend Data Acquisition	Expenditure Type : Architecture/Engineering	Sewage Disposal System	40,000
	Description: Replacement of predictive maintenance data collection hardware.			
	<u>If deferred:</u>	Current unit is obsolete, any failure would disrupt the predictive maintenance program at the plant.	Total Project Cost	40,000
	<u>Operating Impact:</u>	No Impact		
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	44261 Eastside Combined Sewer Overflow - Contract No. 20:	Expenditure Type : Construction/Acquisition	Bonds - Sewer	1,600,000
	Description: Partner with MHSDA and CDBG in Wealthy Heights area. Donald Place, Robey Place, Freyling Place, Calkins Avenue, Visser Place, McKinley Court, Fairmont Street (Wealthy Heights)			
	<u>If deferred:</u>	Regulatory Noncompliance - Completion of the Eastside CSO project is detailed in the City's NPDES Permit No. MI0026069.	Total Project Cost	1,600,000
	<u>Operating Impact:</u>	Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements		
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	44262 Eastside Combined Sewer Overflow - Contract No. 12B:	Expenditure Type : Construction/Acquisition	Bonds - Sewer	3,190,000
	Description: Madison Avenue - Hall Street to Franklin Street			
	<u>If deferred:</u>	Regulatory Noncompliance - Completion of the Eastside CSO project is detailed in the City's NPDES Permit No. MI0026069.	Total Project Cost	3,190,000
	<u>Operating Impact:</u>	Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements		
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			Total for Environmental Services - Sewage	\$56,032,000
Environmental Services - Stormwater	44242 Drainage Improvements and Emergency Repairs (Stormwater)	Expenditure Type : Construction/Acquisition	Capital Improvement Fund	100,000
	Description: Funding to re-establish, renovate and conduct emergency repairs of drainage structures and systems outside of the street right-of-way utilizing current Best Management Practices (BMP's) or methods to enhance water quality.			
	<u>If deferred:</u>		Total Project Cost	100,000
	<u>Operating Impact:</u>	No Impact		
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			Total for Environmental Services - Stormwater	\$100,000

Fiscal Year 2010

<p>Fire</p>	<p>18001 Apparatus Laptop Replacement</p> <p>Description: This will provide funds to continue the replacement and upgrade of our Tough Book laptop computers. These computers are mounted in each piece of fire apparatus and provide electronic communication and records management with the CAD system in the dispatch center. This communication avenue provides a valuable and sometime critical link for information transmission between dispatch and the fire companies. As well this system records components of the overall response times for each emergency response.</p> <p><u>If deferred:</u> Considering the age of the current laptops the need for repairs will continue to increase while the dependability decreases.</p> <p><u>Operating Impact:</u> This will increase reliability, enhance operability, and reduce our ongoing repair costs.</p>	<p>Expenditure Type : Equipment</p>	<p>Capital Improvement Fund</p>	<p>25,000</p>
			Total Project Cost	25,000
	<p>18002 Automatic Sprinkler Suppression System</p> <p>Description: This project will continue our commitment to retrofit all eleven fire stations with an automatic fire suppression system. Internationally the fire service continues to place an ever increasing emphasis on the value of this proactive approach to loss prevention. As well, with each update of the building codes, they continue to take a more stringent approach in requiring these systems. We as the fire department are; as we should be, the focal point in demonstrating the importance of fire suppression systems in the protection of life and property.</p> <p><u>If deferred:</u> Ongoing exposure to excessive loss in the event of a fire.</p> <p><u>Operating Impact:</u> This will provide each station an added measure of protection against excessive loss in the event of a fire along with a favorable reflection on the City's risk liability.</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Capital Improvement Fund</p>	<p>25,000</p>
			Total Project Cost	25,000
	<p>18003 Oxygen Compressor and Cylinder Fill Station</p> <p>Description: Currently we purchase our compressed medical oxygen (CMO) from a local vendor at a cost of \$3,000 annually. There are a number of reasons to consider the economies of this practice. First, the cost of the product continues to increase, our demand is increasing along with our response to medical alarms, and the inability to take full advantage of the product we buy because of pressure differentials. With the purchase of this equipment our personnel will be able to fill these cylinders as we have for many years with our firefighting S.C.B.A.</p> <p style="text-align: right;">Type of Cost/Savings : Supplies</p> <p><u>If deferred:</u> We will continue to pay for a product we can produce with current personnel.</p> <p><u>Operating Impact:</u> This will eliminate our need to purchase O2 from an outside vendor, offering a net reduction in budget expenditures of approximately \$2,500.</p>	<p>Expenditure Type : Equipment</p> <p>Operating Cost/(Savings) : (\$2,500)</p>	<p>Capital Improvement Fund</p>	<p>28,000</p>
			Total Project Cost	28,000
			Total for Fire	\$78,000

Fiscal Year 2010

Fleet Management	42001 Purchase Fleet Automobiles (14)	Expenditure Type : Equipment	Motor Equipment System	199,828
	Description:			
	<u>If deferred:</u>		Total Project Cost	199,828
	<u>Operating Impact:</u>			
	42002 Purchase Parking Security Car (1)	Expenditure Type : Equipment	Motor Equipment System	13,628
	Description:			
	<u>If deferred:</u>		Total Project Cost	13,628
	<u>Operating Impact:</u>			
	42003 Purchase Fleet Exec Sedan (1)	Expenditure Type : Equipment	Motor Equipment System	30,001
	Description:			
	<u>If deferred:</u>		Total Project Cost	30,001
	<u>Operating Impact:</u>			
	42004 Purchase Police Patrol Cars (31)	Expenditure Type : Equipment	Motor Equipment System	704,479
	Description:			
	<u>If deferred:</u>		Total Project Cost	704,479
	<u>Operating Impact:</u>			
	42005 Purchase Mini Van (3)	Expenditure Type : Equipment	Motor Equipment System	61,485
	Description:			
	<u>If deferred:</u>		Total Project Cost	61,485
	<u>Operating Impact:</u>			
	42006 Purchase Utility Van (3)	Expenditure Type : Equipment	Motor Equipment System	73,573
	Description:			
	<u>If deferred:</u>		Total Project Cost	73,573
	<u>Operating Impact:</u>			

Fiscal Year 2010

Fleet Management	42007 Purchase Van - Special, Public Works (2) Description:	Expenditure Type : Equipment	Motor Equipment System	67,315
	<u>If deferred:</u>		Total Project Cost	67,315
	<u>Operating Impact:</u>			
	42008 Purchase Van - Special, Refuse (1) Description:	Expenditure Type : Equipment	Motor Equipment System	58,201
	<u>If deferred:</u>		Total Project Cost	58,201
	<u>Operating Impact:</u>			
	42009 Purchase Salt Spreader, 6yd (5) Description:	Expenditure Type : Equipment	Motor Equipment System	58,365
	<u>If deferred:</u>		Total Project Cost	58,365
	<u>Operating Impact:</u>			
	42010 Purchase Miscellaneous Equipment Description:	Expenditure Type : Equipment	Motor Equipment System	51,500
	<u>If deferred:</u>		Total Project Cost	51,500
	<u>Operating Impact:</u>			
	42011 Lease/Purchase Aerial Bucket Truck (1) Description:	Expenditure Type : Equipment	Motor Equipment System	133,900
	<u>If deferred:</u>		Total Project Cost	133,900
	<u>Operating Impact:</u>			
	42012 Lease/Purchase Water Boom Truck (2) Description:	Expenditure Type : Equipment	Motor Equipment System	281,359
	<u>If deferred:</u>		Total Project Cost	281,359
	<u>Operating Impact:</u>			

Fiscal Year 2010

Fleet Management	42013 Lease/Purchase 1-Ton Dumps (2)	Expenditure Type : Equipment	Motor Equipment System	74,032
	Description:			
	<u>If deferred:</u>		Total Project Cost	74,032
	<u>Operating Impact:</u>			
	42014 Lease/Purchase Dump Truck (5)	Expenditure Type : Equipment	Motor Equipment System	710,700
	Description:			
	<u>If deferred:</u>		Total Project Cost	710,700
	<u>Operating Impact:</u>			
	42015 Lease/Purchase Line Truck (1)	Expenditure Type : Equipment	Motor Equipment System	171,755
	Description:			
	<u>If deferred:</u>		Total Project Cost	171,755
	<u>Operating Impact:</u>			
	42016 Lease/Purchase Pickup Truck, Crew Cab (1)	Expenditure Type : Equipment	Motor Equipment System	23,690
	Description:			
	<u>If deferred:</u>		Total Project Cost	23,690
	<u>Operating Impact:</u>			
	42017 Lease/Purchase Pickup Truck, Standard (6)	Expenditure Type : Equipment	Motor Equipment System	111,240
	Description:			
	<u>If deferred:</u>		Total Project Cost	111,240
	<u>Operating Impact:</u>			
	42018 Lease/Purchase Pickup Truck, 4X4 W/Plow (8)	Expenditure Type : Equipment	Motor Equipment System	196,834
	Description:			
	<u>If deferred:</u>		Total Project Cost	196,834
	<u>Operating Impact:</u>			

Fiscal Year 2010

Fleet Management	42019 Lease/Purchase Packer, 33-yd Side Loading (2)	Expenditure Type : Equipment	Motor Equipment System	494,400
	Description:			
	<u>If deferred:</u>		Total Project Cost	494,400
	<u>Operating Impact:</u>			
	42020 Lease/Purchase Recycler, 33-Yd Side Loading (4)	Expenditure Type : Equipment	Motor Equipment System	1,030,000
	Description:			
	<u>If deferred:</u>		Total Project Cost	1,030,000
	<u>Operating Impact:</u>			
	42021 Lease/Purchase Sewer Jet / Vacuum Basin Cleaner, Combination (1)	Expenditure Type : Equipment	Motor Equipment System	319,300
	Description:			
	<u>If deferred:</u>		Total Project Cost	319,300
	<u>Operating Impact:</u>			
	42022 Lease/Purchase Utility Truck up to 15,000 GVWR (2)	Expenditure Type : Equipment	Motor Equipment System	70,930
	Description:			
	<u>If deferred:</u>		Total Project Cost	70,930
	<u>Operating Impact:</u>			
	42023 Lease/Purchase Backhoe, Heavy (2)	Expenditure Type : Equipment	Motor Equipment System	288,400
	Description:			
	<u>If deferred:</u>		Total Project Cost	288,400
	<u>Operating Impact:</u>			
	42024 Lease/Purchase Street Sweeper, Broom-Type (2)	Expenditure Type : Equipment	Motor Equipment System	329,600
	Description:			
	<u>If deferred:</u>		Total Project Cost	329,600
	<u>Operating Impact:</u>			

Fiscal Year 2010

Fleet Management	42025 Lease/Purchase Tractor, Mower Description:	Expenditure Type : Equipment	Motor Equipment System	48,860
	<u>If deferred:</u>		Total Project Cost	48,860
	<u>Operating Impact:</u>			
			Total for Fleet Management	\$5,603,375
Parking Services	46002 Parking Expansion Description: Parking expansion to meet demand from customers. Will look to the DDA to assist with funding.	Expenditure Type : Construction/Acquisition	Parking Services Fund	300,000
	<u>If deferred:</u> Lack of parking for downtown employees and visitors.		Total Project Cost	300,000
	<u>Operating Impact:</u> Impact will include repairs and maintenance, utilities, and traffic and safety equipment costs. Revenue will cover the costs.			
	46004 Snow Dragon Description: Machine to melt snow from the roof tops of parking ramps. By melting the snow instead of removing it by dumping it off the roofs and trucking it away, the snow will be removed quicker and at less cost using the snow dragon. When snow is dumped from the roof, parking spaces are required to be hooded when the snow lands. Hooding these meters takes them out of the parking supply for day and night visitors.	Expenditure Type : Equipment Operating Cost/(Savings) : (\$5,000)	Parking Services Fund	110,000
		Type of Cost/Savings : Contractual Services		
	<u>If deferred:</u> Continuing to pay for snow dumping and snow removal. When the snow is removed - on street (free after 5 pm) spaces must be removed from the parking supply. Snow is pushed off the roof - creating possible issues for pedestrians below as well.		Total Project Cost	110,000
	<u>Operating Impact:</u> Amount of funds expended for snow removal from the parking ramps will cease. Plowing will be required - but dumping of the snow off the roof and having it hauled away will no longer occur. This will save energy as well as funds.			
	46005 DASH Bus Replacement Description: Replace one and purchase another dash bus. Total cost for the buses is estimated to be \$750,000 with CMAQ grant of \$208,000 the balance to be paid by the parking system.	Expenditure Type : Equipment	Parking Services Fund State Grants	542,000 208,000
	<u>If deferred:</u> Increasing repair and maintenance budget for these buses. Decreased customer satisfaction when buses are delayed because of breakdowns.		Total Project Cost	750,000
	<u>Operating Impact:</u> Cost of hourly operations. These costs are not expected to increase with new buses.			

Fiscal Year 2010

Parking Services	46029 Gallery on Fulton Description: Purchase public parking spaces located in the Gallery in Fulton project	Expenditure Type : Land Acquisition Operating Cost/(Savings) : \$337,731 Type of Cost/Savings : Other	Bonds - Parking	7,235,000
	<u>If deferred:</u>		Total Project Cost	7,235,000
	<u>Operating Impact:</u> parking will be automated for daily parkers. Monthly parking will be absorbed into current operations			
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	46030 Ottawa and Mason Description: Purchase land and develop parking on Ottawa and Mason	Expenditure Type : Land Acquisition Operating Cost/(Savings) : \$185,700 Type of Cost/Savings : Other	Bonds - Parking	2,070,000
	<u>If deferred:</u>		Total Project Cost	2,070,000
	<u>Operating Impact:</u> Parking will be automated for daily parkers. Monthly parking will be absorbed into current operations			
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Total for Parking Services				\$10,465,000

Parks and Recreation	26001 Swimming Pool Repairs Description: Pool basin repairs at Campau swimming pool. The plaster like coating of the concrete pool basins provides the "smooth and cleanable" surface required by the Health department to deter bacterial growth in swimming pools. This surfacing material is subject to failure after years of freeze-thaw conditions. There are three pools which were built in the same timeframe – Campau, Lincoln and Highland - and recent efforts to continue to patch the problem areas have met with marginal success. This project would allow the complete removal and replacement of the basin surface and should provide another ten years of operation. The other pools are included in subsequent years of this plan.	Expenditure Type : Construction/Acquisition	Capital Improvement Fund	50,000
	<u>If deferred:</u>			Total Project Cost
	The severity of the failed areas has resulted in annual patching of increasingly larger surface areas. Repair deferrals have been the case for the past three years due to fiscal constraints. Mid-season failures could result in pool closure(s) and draining for repair work. Total replacement of the basin surfaces would lessen annual repair needs and insure continued pool operations.			50,000
	<u>Operating Impact:</u> There would be a minimal impact on the operating costs of this pool as a result of these repairs. Time and materials spent each Spring in repair efforts would be eliminated for a period of years. The avoidance of pool closure due to unhealthy or unacceptable conditions is the payoff for this activity.			
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Fiscal Year 2010

Parks and Recreation	26004 Garfield Sewer Line Connection	Expenditure Type : Construction/Acquisition	Capital Improvement Fund	25,000
	Description: Two buildings at Garfield Park are connected to an outdated sewer line that feeds to Madison Ave. and backs up after high use in the summer. A new and more direct connection to Burton St. would solve the problem but requires a dig up of Burton.		Operating Cost/(Savings) : (\$1,000)	
			Type of Cost/Savings : Other	
	<u>If deferred:</u>	This project has been deferred for five years and the frequency of problems experienced is growing annually.	Total Project Cost	25,000
	<u>Operating Impact:</u>	Cost saving would be minimal but the big impact is on health conditions. The sewer backup dumps sewage into the park area and prohibits the use of bathroom facilities in the park for an extended period. Estimated yearly savings: \$1,000.		
			Total for Parks and Recreation	\$75,000
Police	17001 Mobile VHF Radios	Expenditure Type : Equipment	Capital Improvement Fund	58,000
	Description: Phase II to replace approximately 20 old and outdated portable radios.			
		<u>If deferred:</u>	Inability to repair inoperable radios will critically affect the departments mission of public safety and law enforcement. As this is a multi-year project, deferral could result in inability to purchase same model radio which creates inconsistency in patrol vehicles which becomes an officer safety issue.	Total Project Cost
	<u>Operating Impact:</u>	Current radios are not repairable. Because these radios are so outdated, replacement parts are no longer available.		
	17002 In Car Video Camera	Expenditure Type : Equipment	Capital Improvement Fund	100,000
Description: Phase II to move our department into digital technology. The new in car video systems has many advantages including enhanced technology, better storage ability, improved compatibility and easier access.				
	<u>If deferred:</u>	Deferral may result in inability to purchase same models as purchased in FY09 creating inconsistencies with in the fleet. Deferral will result in increased maintenance costs due to aging systems.	Total Project Cost	100,000
	<u>Operating Impact:</u>	Replacement will eliminate high repair costs and increase technological abilities.		
			Total for Police	\$158,000
Streets & Sanitation	22002 Breton Avenue - Burton Street to NCL	Expenditure Type : Construction/Acquisition	General Operating Fund	45,000
	Description: Economic Stimulus STPU FY2009. Rotomill/resurface and watermain replacement.		State Grants - External	300,000
		<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be 5 - 7 times as much.	Total Project Cost
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		

Fiscal Year 2010

Streets & Sanitation	22003 Breton Avenue - 28th Street to Burton Street Description: Potential Grant (STPU FY2011). PCI = 56. Rotomill/resurface.	Expenditure Type : Architecture/Engineering	General Operating Fund	25,000
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	25,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
	22004 Bridge Repairs - Various Locations Description: Bridge repairs at various locations as recommended in the bridge asset management plan.	Expenditure Type : Construction/Acquisition	General Operating Fund	155,000
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be significantly more.		Total Project Cost	155,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
	22010 Concrete Street Repair Description: Various Locations	Expenditure Type : Construction/Acquisition	General Operating Fund	75,000
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be significantly more.		Total Project Cost	75,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
	22011 Eastside Combined Sewer Overflow - Contract No. 12A: Madison Avenue - Adams Street to Hall Street Description: Reconstruct street within limits shown.	Expenditure Type : Construction/Acquisition	General Operating Fund	20,000
	<u>If deferred:</u>		Total Project Cost	20,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs.			
	22014 Eastside Combined Sewer Overflow, Contract No. 15: Pleasant St - Morris Ave to Union Ave; Paris Ave Description: Reconstruct streets within limits shown.	Expenditure Type : Construction/Acquisition	General Operating Fund	200,000
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be significantly more.		Total Project Cost	200,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs.			
	22022 Fuller Avenue - Knapp Street to Plainfield Avenue Description: Principle Arterial. PCI = 54. Stimulus Grant (STPU FY2009). Rotomill/resurface.	Expenditure Type : Construction/Acquisition	General Operating Fund State Grants - External	175,000 1,170,000
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	1,345,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			

Fiscal Year 2010

Streets & Sanitation	22023 Fulton Street - Plymouth Avenue to Maryland Avenue	Expenditure Type : Construction/Acquisition	General Operating Fund	110,000
	Description: Principle Arterial. PCI = 56. Stimulus Grant (STPU FY2009). Rotomill/resurface.		State Grants - External	700,000
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	810,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
	22024 Hall Street - Grandville Avenue to US131	Expenditure Type : Construction/Acquisition	General Operating Fund	25,000
	Description: Principle Arterial. PCI = 62. Stimulus Grant (STPU FY2009). Rotomill/resurface.		State Grants - External	150,000
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	175,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
	22030 Leonard Street - Nixon Avenue to Collindale Avenue	Expenditure Type : Construction/Acquisition	General Operating Fund	175,000
	Description: Minor Arterial. Stimulus grant (STPU FY2009). Reconstruction		State Grants - External	1,460,000
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	1,635,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
	22035 MDOT - Trunkline Projects	Expenditure Type : Construction/Acquisition	General Operating Fund	90,000
	Description: City's share of MDOT projects as required by Act 51		State Grants - External	22,426,820
			SmartZone	600,000
	<u>If deferred:</u>		Total Project Cost	23,116,820
	<u>Operating Impact:</u>			
	22038 Pearl Street Bridge over the Grand River	Expenditure Type : Construction/Acquisition	General Operating Fund	150,000
	Description: LBP Grant FY2009.		State Grants - External	315,000
			Downtown Development Auth.	100,000
	<u>If deferred:</u> Investment will be lost and cost to significantly more.		Total Project Cost	565,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
	22044 Safety Projects - Various Locations	Expenditure Type : Construction/Acquisition	General Operating Fund	50,000
	Description:		State Grants - External	250,000
	<u>If deferred:</u>		Total Project Cost	300,000
	<u>Operating Impact:</u>			

Fiscal Year 2010

Streets & Sanitation	22045 Scribner Avenue - US131 Ramp to Webster Street	Expenditure Type : Construction/Acquisition	General Operating Fund	25,000
	Description: Minor Arterial. Stimulus grant (STPU FY2009). Rotomill/resurface.		State Grants - External	130,000
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be 5 - 7 times as much.	Total Project Cost	155,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		
	22050 Turner Avenue - 6th Street to Leonard Street	Expenditure Type : Construction/Acquisition	General Operating Fund	65,000
	Description: Collector. STPU FY2010. Rotomill/resurface.		State Grants - External	110,000
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be 5 - 7 times as much.	Total Project Cost	175,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		
	22051 Turner Avenue - Bridge Street to First Street; Bridge Street - Summer Avenue to Grand River; 1st Str	Expenditure Type : Construction/Acquisition	General Operating Fund	75,000
	Description:		Downtown Development Auth.	665,000
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be 5 - 7 times as much.	Total Project Cost	740,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		
	Total for Streets & Sanitation			\$29,836,820
Traffic Safety	19001 Electric Work in CSO #10: Hall-Jefferson 2 Madison	Expenditure Type : Construction/Acquisition	Capital Improvement Fund	275,000
	Description: Leverage CSO project to reduce restoration costs associated with construction of duct which would improve reliability of the City's main distribution loop and allow for the construction of decorative lighting in the NBD by providing a place to relocate OH lines which are in the way of the lighting project.			
	<u>If deferred:</u>	Failure to complete this work in conjunction with the scheduled sewer project will result in significantly greater cost for and/or cancelation of the decorative lighting project sought by the citizens.	Total Project Cost	275,000
	<u>Operating Impact:</u>	There will be a reduction in maintenance cost due to the better protection of the distribution circuit. However, that savings will be partially offset by the slight increase in cost to maintain the decorative lighting sought by the neighborhood association.		

Fiscal Year 2010

Traffic Safety	<p>19002 Electrical Improvements in CSO #14: Lagrave & Jefferson Description: Leverage CSO project to reduce restoration costs associated with construction of duct planned to fill gaps in the existing UG system. This work will involve placement of UG system through two interesections where the propose sewer and duct will cross.</p> <p><u>If deferred:</u> Increase cost to complete route at a later time do to addition restoration costs.</p> <p><u>Operating Impact:</u> When complete the UG route will provide an oppportunity for additional revenue from tenants, provide the ability to supply enhanced communications services to area development and provide an alternate path so as to increase reliability of City systems.</p>	<p>Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$5,000) Type of Cost/Savings : Other</p>	<p>Capital Improvement Fund</p> <hr/> <p>Total Project Cost</p>	<p>80,000</p> <hr/> <p>80,000</p>
	<p>19007 Critical Safety Improvements to UG System Description: Improve the UG electrical system to reduce worker and public exposure to dangerous situations.</p> <p><u>If deferred:</u> Possibility of serious injury to City workers and/or members of the public if hazards cannot be controlled.</p> <p><u>Operating Impact:</u> Reduced exposure to WC claims, liability claims and MiOSHA fines by controlling hazards as they are identified.</p>	<p>Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$2,000) Type of Cost/Savings : Other</p>	<p>Capital Improvement Fund</p> <hr/> <p>Total Project Cost</p>	<p>50,000</p> <hr/> <p>50,000</p>
	<p>19016 Conduit and Lighting Replacement on Pearl St Bridge over River Description: Leverage scheduled bridge repair project to replace conduit and manhole on the bridge.</p> <p><u>If deferred:</u> Heavy maintenance cost transferred to operating budget.</p> <p><u>Operating Impact:</u> Existing facilities are in need of heavy maintenance. Upgraded facilities would provide an oppportunity for additional revenue.</p>	<p>Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$15,000) Type of Cost/Savings : Other</p>	<p>General Operating Fund Downtown Development Auth.</p> <hr/> <p>Total Project Cost</p>	<p>0 100,000</p> <hr/> <p>100,000</p>
	<p>19028 Traffic Signal Improvements Description: Replace traffic signals which are no longer functional.</p> <p><u>If deferred:</u> Pay for repeated service calls to locations with aging equipment.</p> <p><u>Operating Impact:</u> Reduce maintenance costs by removing most problematic equipment from service.</p>	<p>Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$10,000) Type of Cost/Savings : Other</p>	<p>General Operating Fund</p> <hr/> <p>Total Project Cost</p>	<p>50,000</p> <hr/> <p>50,000</p>
Total for Traffic Safety				\$555,000

Fiscal Year 2010

Water	43006 ES CSO #12A	Expenditure Type : Construction/Acquisition	Water Supply System Fund	30,000
	Description: Madison-Adams to Hall; replace main and lead services as part of sewer project.			
	<u>If deferred:</u>	Risk of main breaks after street is reconstructed	Total Project Cost	30,000
	<u>Operating Impact:</u>	Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs		
	43008 ES CSO #12B	Expenditure Type : Construction/Acquisition	Water Supply System Fund	162,000
	Description: Madison-Hall to Franklin; replace main and lead services as part of sewer project.			
	<u>If deferred:</u>	Risk of main breaks after street is reconstructed	Total Project Cost	162,000
	<u>Operating Impact:</u>	Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs		
	43011 Internet bill pay system	Expenditure Type : Equipment	Water Supply System Fund	75,000
	Description: Enable water/sewer customers to view their account online and make payments via internet.			
	<u>If deferred:</u>	No Impact	Total Project Cost	75,000
	<u>Operating Impact:</u>	No Impact		
	43016 Turner/Bridge Trunk Sewer	Expenditure Type : Construction/Acquisition	Water Supply System Fund	175,000
	Description: Additional funding for current project for expanded watermain replacement limits.			
	<u>If deferred:</u>	Risk of main breaks after street is reconstructed	Total Project Cost	175,000
	<u>Operating Impact:</u>	Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs		
	43020 Remodel (2) lunch rooms - Coldbrook	Expenditure Type : Construction/Acquisition	Water Supply System Fund	50,000
	Description: Install sink (1st floor lunch room), cabinets, oven/stove, etc.			
	<u>If deferred:</u>	No Impact	Total Project Cost	50,000
	<u>Operating Impact:</u>	No Impact		

Fiscal Year 2010

Water	43021 Watermain oversizing Description: To fund oversizing requests from communities/developers.	Expenditure Type : Construction/Acquisition	Water Supply System Fund	50,000
	<u>If deferred:</u> No Impact		Total Project Cost	50,000
	<u>Operating Impact:</u> No Impact			
	43026 LMFP - concrete repairs Description: Install concrete coatings and repairs in the basins (additional funds for project in job bank).	Expenditure Type : Construction/Acquisition	Bonds - Water	690,000
	<u>If deferred:</u> Continued deterioration of concrete facilities and as well as leaking of water between structures; more maintenance as well		Total Project Cost	690,000
	<u>Operating Impact:</u> Extends the structure's useful life and provides for more efficient and reduced maintenance of structures			
	43028 Breton Ave - Burton to north city limit Description: Coordinate replacement of existing 12" watermain (with a 16" watermain) with street reconstruction project.	Expenditure Type : Construction/Acquisition	Water Supply System Fund	710,000
	<u>If deferred:</u> Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints		Total Project Cost	710,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			
	43030 South Walker Water System (Walker request) Description: Wilson Ave improvements - Riverbend to Burton. (Master Plan)	Expenditure Type : Construction/Acquisition	Water Supply System Fund	1,100,000
	<u>If deferred:</u> No impact		Total Project Cost	1,100,000
	<u>Operating Impact:</u> Expansion of system to bring in new customers			
	43032 Oakes St - Grandville Ave to Ottawa Ave and Grandville Ave - Weston St to Oakes St Description: Coordinate replacement of existing 10" & 12" watermain (with a 12" watermain) with street reconstruction project.	Expenditure Type : Construction/Acquisition	Water Supply System Fund	420,000
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	420,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			

Fiscal Year 2010

Water	43041 Leonard St - Nixon to Barber	Expenditure Type : Construction/Acquisition	Water Supply System Fund	350,000
	Description: Replace 12" WM with history of breaks as part of street project.			
	<u>If deferred:</u>	Risk of main breaks after street is reconstructed	Total Project Cost	350,000
	<u>Operating Impact:</u>	Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs		
	43058 ES CSO #10	Expenditure Type : Construction/Acquisition	Bonds - Water	308,000
	Description: Replace various mains with sewer and street project.			
	<u>If deferred:</u>	Risk of main breaks after street is reconstructed	Total Project Cost	308,000
	<u>Operating Impact:</u>	Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs		
	43063 ES CSO #14	Expenditure Type : Construction/Acquisition	Bonds - Water	600,000
	Description: Replace various mains with sewer and street project.			
	<u>If deferred:</u>	Risk of main breaks after street is reconstructed	Total Project Cost	600,000
	<u>Operating Impact:</u>	Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs		
	43064 ES CSO #20	Expenditure Type : Construction/Acquisition	Bonds - Water	600,000
	Description: Replace various mains with sewer and street project.			
	<u>If deferred:</u>	Risk of main breaks after street is reconstructed	Total Project Cost	600,000
	<u>Operating Impact:</u>	Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs		
	43068 Van Auken - Fuller to Kalamazoo	Expenditure Type : Construction/Acquisition	Water Supply System Fund	520,000
	Description: Replace 6" and 8" watermain with history of breaks.		Operating Cost/(Savings) : (\$14,000)	
		Type of Cost/Savings : Other		
	<u>If deferred:</u>	Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints	Total Project Cost	520,000
	<u>Operating Impact:</u>	Savings from cost of Field Ops crew overtime, excavation, backfill, equipment, pipe and asphalt repair needed to repair watermain breaks.		

Fiscal Year 2010

Water	43071 Lafayette NE - Wealthy to State Description: Replace 4" and 12" watermains and lead services as part of street reconstruction.	Expenditure Type : Construction/Acquisition	Water Supply System Fund	320,000
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	320,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			
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	43078 LMFP high lift - No 2 discharge valves Description: Replace aging valves nearing end of useful life due to wear.	Expenditure Type : Equipment	Water Supply System Fund	500,000
	<u>If deferred:</u> Current valves are extremely old and will require significant maintenance if not replaced soon.		Total Project Cost	500,000
	<u>Operating Impact:</u> No Impact			
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	43079 ES CSO #15 Description: Replace various mains with sewer and street project.	Expenditure Type : Construction/Acquisition	Bonds - Water	1,075,000
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	1,075,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			
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	43086 Dean Lake station improvements Description: Add station inlet piping and resize pumps to match growing water demand in northeast area. (Master Plan)	Expenditure Type : Equipment	Bonds - Water	1,600,000
	<u>If deferred:</u> Additional costs related to pumping and distribution to meet increasing demand		Total Project Cost	1,600,000
	<u>Operating Impact:</u> Improve pumping efficiency and capacity to serve the northeast part of the system			
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	43090 LMFP - accelator concrete restoration Description: Concrete coatings & repairs needed in the accelators for reliability.	Expenditure Type : Construction/Acquisition	Bonds - Water	170,000
	<u>If deferred:</u> Continued deterioration of concrete facilities and as well as leaking of water between structures; more maintenance as well		Total Project Cost	170,000
	<u>Operating Impact:</u> Extends the structure's useful life and provides for more efficient and reduced maintenance of structures			
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Fiscal Year 2010

Water	43093 LMFP - low lift valves	Expenditure Type : Equipment	Water Supply System Fund	75,000
	Description: Replace 1943 valves that are reaching end of useful life.			
	<u>If deferred:</u>	Current valves are extremely old and will require significant maintenance if not replaced soon.	Total Project Cost	75,000
	<u>Operating Impact:</u>	No Impact		
	43101 Generator for 1900 Oak Ind	Expenditure Type : Equipment	Water Supply System Fund	125,000
	Description: Replace current unit with larger one to meet needs of system.			
	<u>If deferred:</u>	In the event of an emergency, we would not have ability to power all necessary functions with current generator	Total Project Cost	125,000
	<u>Operating Impact:</u>	Replace current equipment not sized to match full needs of an emergency outfit like the Water System		
	43102 Sandblaster for machine shop	Expenditure Type : Equipment	Water Supply System Fund	25,000
	Description: Replace aging equipment nearing end of useful like.			
	<u>If deferred:</u>	No Impact	Total Project Cost	25,000
	<u>Operating Impact:</u>	Replace old equipment that has required maintenance		
	43107 LMFP - plant water feed and phosphate modification	Expenditure Type : Construction/Acquisition	Bonds - Water	675,000
	Description: Reconfigure/relocate phosphate treatment location to reduce effect of phosphate on capacity in system.			
	<u>If deferred:</u>	Continued reduced capacity due to phosphate build up in transmission mains	Total Project Cost	675,000
	<u>Operating Impact:</u>	Will allow us to improve capacity of water supply to City from lake plant. May reduce cost of phosphate addition by requiring less total phosphate		
	43108 Coldbrook - air handling on Business Side	Expenditure Type : Equipment	Water Supply System Fund	300,000
	Description: Replace aging unit with more efficient equipment that will result in less maintenance.			
		Operating Cost/(Savings) : (\$5,000)		
		Type of Cost/Savings : Other		
	<u>If deferred:</u>	Additional maintenance costs and higher energy costs for operation.	Total Project Cost	300,000
	<u>Operating Impact:</u>	Replace aging unit with more efficient equipment that will result in less maintenance.		

Fiscal Year 2010

Water	43111 MDOT I-196 watermain crossings Description: Replace,abandon or relocate watermains as part of MDOT project.	Expenditure Type : Construction/Acquisition	Bonds - Water	500,000
	<u>If deferred:</u> No Impact		Total Project Cost	500,000
	<u>Operating Impact:</u> Must be relocated as part of MDOT work. MDOT to assist in financing of work.			
	43112 Hake St - Houseman to Emerald Description: Eliminate dead end and improve water quality, related to MDOT I-196 project.	Expenditure Type : Construction/Acquisition	Water Supply System Fund	50,000
	<u>If deferred:</u> No Impact		Total Project Cost	50,000
	<u>Operating Impact:</u> Will maintain reliability to area after highway crossing of watermain is eliminated			
	43113 Hastings St - Lafayette to Clancy Description: Replace 6" main with 16" and eliminate main crossing I-196.	Expenditure Type : Construction/Acquisition	Water Supply System Fund	175,000
	<u>If deferred:</u> No Impact		Total Project Cost	175,000
	<u>Operating Impact:</u> Must be upsized to allow for other crossing at Clancy to be eliminated and to maintain large volume 16" watermain crossing of highway			
	43128 ES CSO #25 Description: Replace various mains with sewer and street project.	Expenditure Type : Construction/Acquisition	Bonds - Water	2,050,000
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	2,050,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			
			Total for Water	\$13,480,000
			Total for Fiscal Year 2010	\$116,503,195

Fiscal Year 2011

Environmental Services - Sewage	44001 CIPP Rehab of Sanitary Sewers - Various Sites	Expenditure Type : Construction/Acquisition	Sewage Disposal System	600,000
	Description: Installation of Cured-in-Place Pipe (CIPP) liner system in lieu of traditional open cut construction at various locations as needed to upgrade sewer pipe that has experienced significant deterioration.			
	<u>If deferred:</u>	Risk sewer breaks due to deterioration. Completing project may reduce I&I problems.	Total Project Cost	600,000
	<u>Operating Impact:</u>	Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements		
	44006 Fulton/Fuller Sanitary Trunk Sewer Improvements	Expenditure Type : Construction/Acquisition	Bonds - Sewer	4,500,000
	Description: Repairs identified as part of the CMP LTWWFCP			
	<u>If deferred:</u>	The sewer will remain surcharged during wet weather.	Total Project Cost	4,500,000
	<u>Operating Impact:</u>	No Impact.		
	44007 Silver Creek Sanitary Trunk Sewer Improvements	Expenditure Type : Construction/Acquisition	Bonds - Sewer	5,250,000
	Description: Repairs identified as part of the CMP LTWWFCP			
	<u>If deferred:</u>	The sewer will remain surcharged during wet weather.	Total Project Cost	5,250,000
	<u>Operating Impact:</u>	No Impact.		
	44011 Demolition of Obsolete Equipment and Structures	Expenditure Type : Construction/Acquisition	Sewage Disposal System	500,000
	Description: Following implementation of GVRBA project abandoned SST, BOD digesters, Zimpro, and domed thickeners will be demolished and land space reclaimed for plant expansion.			
		Operating Cost/(Savings) : \$18,000		
		Type of Cost/Savings :		
	<u>If deferred:</u>	Abandoned buildings and equipment will receive limited maintenance, heating, and ventilation until project moves forward or plant expansion.	Total Project Cost	500,000
	<u>Operating Impact:</u>	Savings by eliminating electrical, heating, ventilation, maintenance costs.		
	44012 Metals Analysis Instrumentation	Expenditure Type : Equipment	Sewage Disposal System	300,000
	Description: Replacement instrumentation for ICP and AAS.			
	<u>If deferred:</u>	Existing equipment nearing end of useful life. Failure to replace may result in inability to complete required analytical testing.	Total Project Cost	300,000
	<u>Operating Impact:</u>	No impact.		

Fiscal Year 2011

Environmental Services - Sewage	44013 Oak Hollow & Orchard Vista Lift Station Generator	Expenditure Type : Construction/Acquisition	Sewage Disposal System	200,000
	Description: Install emergency power generators at sewage lift stations.	Operating Cost/(Savings) : \$6,000		
		Type of Cost/Savings :		
	<u>If deferred:</u> Risk sewage backups due to power outages.		Total Project Cost	200,000
	<u>Operating Impact:</u> Increased maintenance costs to service generators			
	44014 Michigan LS Renovation	Expenditure Type : Construction/Acquisition	Sewage Disposal System	1,000,000
	Description: Rehabilitate sewage lift station.	Operating Cost/(Savings) : (\$15,000)		
		Type of Cost/Savings :		
	<u>If deferred:</u> Risk sewage backups due to equipment failure.		Total Project Cost	1,000,000
	<u>Operating Impact:</u> Reduce maintenace costs.			
	44018 Saddleback Relief Sewer	Expenditure Type : Construction/Acquisition	Bonds - Sewer	3,901,000
	Description: Replacement of Saddleback Sanitary Trunk Sewer			
	<u>If deferred:</u> Sewer will remain surcharged and additional connections will not be allowed by the DEQ.		Total Project Cost	3,901,000
	<u>Operating Impact:</u> No Impact.			
	44022 Sewer Collection System Rehabilitation	Expenditure Type : Construction/Acquisition	Sewage Disposal System	1,500,000
	Description: Comprehensive condition assessment to include system rehabilitation and I&I elimination.			
	<u>If deferred:</u> Increase in sewer failures and backups due to them over time.		Total Project Cost	1,500,000
	<u>Operating Impact:</u> Condition assessment will help target system weaknesses before major failures.			
	44232 Comprehensive Master Plan Update	Expenditure Type : Architecture/Engineering	Sewage Disposal System	250,000
	Description: Five (5) year ypdate of the Comprehensive Master Plan (CMP) completed in 2004. A greater focus on the Long Term Wet Weather Flow Control Program (LTWWFCP) will occur during this update.			
	<u>If deferred:</u> Plant for LTWWFCP will be delayed.		Total Project Cost	250,000
	<u>Operating Impact:</u> No Impact.			
	44235 Remembrance Road South of 3 Mile Sanitary Sewer Replacement.	Expenditure Type : Construction/Acquisition	Sewage Disposal System	100,000
	Description: Replacement of 300' of 8 inch sewer.			
	<u>If deferred:</u> Sewer has backfall and will not provide for growth.		Total Project Cost	100,000
	<u>Operating Impact:</u> No Impact			

Fiscal Year 2011

<p>Environmental Services - Sewage</p>	<p>44254 Eastside Combined Sewer Overflow - Contract No. 16: Description: Dunham Street - Fuller Avenue to Benjamin Avenue; Benjamin Avenue - Thomas Street to Dunham Street; Thomas Street - Benjamin Avenue to Giddings Avenue; Giddings Avenue - Franklin Street to 290' South and</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Bonds - Sewer</p>	<p>4,150,000</p>
	<p><u>If deferred:</u> Regulatory Noncompliance - Completion of the Eastside CSO project is detailed in the City's NPDES Permit No. MI0026069.</p>		<p>Total Project Cost</p>	<p>4,150,000</p>
	<p><u>Operating Impact:</u> Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements</p>			
<hr/>				
	<p>44263 Jefferson Avenue - Cherry Street to Fulton Street(BRT ROUTE) Description:</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Bonds - Sewer</p>	<p>741,447</p>
	<p><u>If deferred:</u></p>		<p>Total Project Cost</p>	<p>741,447</p>
	<p><u>Operating Impact:</u></p>			
<hr/>				
	<p>44264 Ransom Avenue - Fulton Street to Lyon Street (BRT ROUTE) Description:</p>	<p>Expenditure Type : Architecture/Engineering</p>	<p>Bonds - Sewer</p>	<p>43,075</p>
	<p><u>If deferred:</u></p>		<p>Total Project Cost</p>	<p>43,075</p>
	<p><u>Operating Impact:</u></p>			
<hr/>				
	<p>44266 Jefferson Avenue - Logan Street to Wealthy Street (BRT ROUTE) Description:</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Bonds - Sewer</p>	<p>118,873</p>
	<p><u>If deferred:</u></p>		<p>Total Project Cost</p>	<p>118,873</p>
	<p><u>Operating Impact:</u></p>			
<hr/>				
	<p>44267 Lafayette Avenue - Fountain Street to Michigan Street (BRT ROUTE) Description:</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Bonds - Sewer</p>	<p>432,161</p>
	<p><u>If deferred:</u></p>		<p>Total Project Cost</p>	<p>432,161</p>
	<p><u>Operating Impact:</u></p>			

Fiscal Year 2011

Environmental Services - Sewage	44270 Logan Street - Division Avenue to Jefferson Avenue (BRT ROUTE) Description:	Expenditure Type : Construction/Acquisition	Bonds - Sewer	1,031,451
	<u>If deferred:</u>		Total Project Cost	1,031,451
	<u>Operating Impact:</u>			
Total for Environmental Services - Sewage				\$24,618,007
Parking Services	46009 Power riding sweepers Description: Replace existing power sweepers used to clean parking ramps.	Expenditure Type : Equipment	Parking Services Fund	85,000
	<u>If deferred:</u> Increasing maintenance costs of equipment.		Total Project Cost	85,000
	<u>Operating Impact:</u> No anticipated operating budget impacts.			
	46010 Area 2 Resurface Description: Funds to resurface Area 2 located south of the VanAndel Arena. This cost will be reimbursed by the CAA.	Expenditure Type : Construction/Acquisition	Parking Services Fund	250,000
	<u>If deferred:</u> Increasing costs of maintenance for crack sealing and pot hole filling. Possibilities of vehicular or pedestrian damage or injury resulting from not repairing.		Total Project Cost	250,000
	<u>Operating Impact:</u> Cost of maintenance of the lot will decrease.			
	46011 Access Control Equipment Description: Update access control equipment used in parking services	Expenditure Type : Equipment	Parking Services Fund	75,000
	<u>If deferred:</u> Additional maintenance costs - equipment and software no longer supported by vendor.		Total Project Cost	75,000
	<u>Operating Impact:</u> No impact on operating budget			
	46012 Lighting Upgrade Description: Replace lights in one ramp. Technological advances with LED lights will continue and the savings known in the future.	Expenditure Type : Construction/Acquisition	Parking Services Fund	225,000
	<u>If deferred:</u> Electrical usage at the same level for expenses as well as ecological impacts.		Total Project Cost	225,000
	<u>Operating Impact:</u> Reduced cost of operating the lights in the parking ramp.			
Total for Parking Services				\$635,000

Fiscal Year 2011

Streets & Sanitation

22001 1st Street - Lane Avenue to Stocking Avenue Description: STPU FY2011. Rotomill/resurface.	Expenditure Type : Construction/Acquisition	Streets Capital Fund	55,000
		State Grants - External	70,000
<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	125,000
<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
22003 Breton Avenue - 28th Street to Burton Street Description: Potential Grant (STPU FY2011). PCI = 56. Rotomill/resurface.	Expenditure Type : Construction/Acquisition	General Operating Fund	375,000
		State Grants - External	625,000
<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	1,000,000
<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
22006 Burton Street Bridge over the Norfolk Southern Railroad Description: LBP Grant FY2011. Deck replacement done in connection with MDOT Burton Street over US131 bridge project.	Expenditure Type : Construction/Acquisition	General Operating Fund	500,000
		State Grants - External	2,050,000
<u>If deferred:</u> Investment will be lost and cost to reconstruct will be significantly more.		Total Project Cost	2,550,000
<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
22015 Eastside Combined Sewer Overflow, Contract No. 16: Dunham St - Fuller Ave to Benjamin Ave; Benjamin Description: Reconstruct streets within limits shown.	Expenditure Type : Construction/Acquisition	General Operating Fund	100,000
<u>If deferred:</u> Investment will be lost and cost to reconstruct will be significantly more.		Total Project Cost	100,000
<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs.			
22025 Hall Street - Madison Avenue to Eastern Avenue Description: Minor Arterial. PCI = 38. Potential Grant (STPU FY2011). Rotomill/resurface.	Expenditure Type : Construction/Acquisition	General Operating Fund	150,000
		State Grants - External	235,000
<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	385,000
<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			

Fiscal Year 2011

Streets & Sanitation

<p>22026 Jefferson Avenue - Cherry Street to Fulton Street Description: Minor Arterial. BRT Grant. Reconstruction</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Streets Capital Fund 370,000 State Grants - External 200,000 Downtown Development Auth. 300,000</p>	<hr/> <p>Total Project Cost 870,000</p>
<p><u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.</p>			
<p><u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment. Avoid future work when BRT is operational.</p>			
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<p>22027 Jefferson Avenue - Logan Street to Wealthy Street Description: Minor Arterial. BRT Grant. Reconstruction</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>General Operating Fund 180,000 State Grants - External 80,000</p>	<hr/> <p>Total Project Cost 260,000</p>
<p><u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.</p>			
<p><u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment. Avoid future work when BRT is operational.</p>			
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<p>22029 Lafayette Avenue - Wealthy Street to State Street Description: Minor Arterial. PCI = 35. STPU FY2011. Reconstruction</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>General Operating Fund 400,000 State Grants - External 651,000 Downtown Development Auth. 135,000</p>	<hr/> <p>Total Project Cost 1,186,000</p>
<p><u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.</p>			
<p><u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.</p>			
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<p>22032 Logan Street - Division Avenue to Jefferson Avenue Description: BRT grant. Reconstruct</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Streets Capital Fund 60,000 State Grants - External 190,000</p>	<hr/> <p>Total Project Cost 250,000</p>
<p><u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.</p>			
<p><u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment. Avoid future work when BRT is operational.</p>			
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<p>22033 Madison Avenue - Burton Street to Cottage Grove Street Description: Minor Arterial. Potential Grant (STPU FY2011). Rotomill/resurface</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>General Operating Fund 290,000 State Grants - External 360,000</p>	<hr/> <p>Total Project Cost 650,000</p>
<p><u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.</p>			
<p><u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.</p>			

Fiscal Year 2011

Streets & Sanitation

22034 Madison Avenue - Wealthy Street to Cherry Street	Expenditure Type : Construction/Acquisition	General Operating Fund	120,000
		State Grants - External	160,000
Description: Minor Arterial. Potential Grant (STPU FY2011). Rotomill/resurface		Streets Capital Fund	10,100
		Total Project Cost	290,100
<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.			
<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
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22035 MDOT - Trunkline Projects	Expenditure Type : Construction/Acquisition	General Operating Fund	150,000
		State Grants - External	4,583,000
Description: City's share of MDOT projects as required by Act 51			
		Total Project Cost	4,733,000
<u>If deferred:</u>			
<u>Operating Impact:</u>			
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22039 Plainfield Avenue - 3 Mile Road to I-96	Expenditure Type : Architecture/Engineering	Streets Capital Fund	50,000
Description: Principle Arterial. PCI = 37. STPU FY2012. Rotomill/resurface.			
		Total Project Cost	50,000
<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.			
<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
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22041 Plymouth Avenue - Burton Street to Boston Street	Expenditure Type : Construction/Acquisition	General Operating Fund	510,000
		State Grants - External	1,180,000
Description: Minor Arterial. STPU FY2011			
		Total Project Cost	1,690,000
<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.			
<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
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22042 Ransom Avenue - Fulton Street to Fountain Street	Expenditure Type : Construction/Acquisition	Streets Capital Fund	50,000
		State Grants - External	130,000
Description: Collector. BRT grant.			
		Total Project Cost	180,000
<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.			
<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
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22044 Safety Projects - Various Locations	Expenditure Type : Construction/Acquisition	General Operating Fund	50,000
		State Grants - External	250,000
Description:			
		Total Project Cost	300,000
<u>If deferred:</u>			
<u>Operating Impact:</u>			

Fiscal Year 2011

Streets & Sanitation	22048 Traffic Calming	Expenditure Type : Construction/Acquisition	General Operating Fund	25,000
	Description:			
	<u>If deferred:</u>		Total Project Cost	25,000
	<u>Operating Impact:</u>			
	22049 Traffic Signal Energy Conservation Upgrades	Expenditure Type : Construction/Acquisition	General Operating Fund	25,000
	Description:			
	<u>If deferred:</u>		Total Project Cost	25,000
	<u>Operating Impact:</u>			
Total for Streets & Sanitation				\$14,669,100
Traffic Safety	19035 Commerce Av Elec Wealthy 2 Cherry	Expenditure Type : Construction/Acquisition	Downtown Development Auth.	265,000
	Description: Replace 90 year old UG electrical system in conjunction with street reconstruction to provide access to adjacent properties for high speed communications.			
		Operating Cost/(Savings) : (\$3,000)		
		Type of Cost/Savings : Other		
<u>If deferred:</u>	Inability for CLECs to provide direct service to properties in the area.	Total Project Cost	265,000	
<u>Operating Impact:</u>	Additional revenue opportunity and ability to support economic development by making high tech communications available.			
	19039 Electrical Improvements to Blue Brige	Expenditure Type : Construction/Acquisition	Downtown Development Auth.	75,000
	Description: Add additional conduit on the bridge to connect UG systems on east & west sides of the river and redesign existing conduit and cables to eliminate repeated failures due to approach settlement.			
		Operating Cost/(Savings) : (\$3,000)		
		Type of Cost/Savings : Other		
<u>If deferred:</u>	Frequent outages and costs associated with repairs	Total Project Cost	75,000	
<u>Operating Impact:</u>	Reduce outage complaints and costs to repeatedly repair wiring.			
	19047 State St Elec Jefferson to Lafayette	Expenditure Type : Construction/Acquisition	Downtown Development Auth.	203,000
	Description: Constuction missing link in the City's UG electric system in conjunction with planned street reconstruction.			
		Operating Cost/(Savings) : (\$2,000)		
		Type of Cost/Savings : Other		
<u>If deferred:</u>	Inability for CLECs to provide direct service to properties in the area.	Total Project Cost	203,000	
<u>Operating Impact:</u>	Additional revenue opportunity and ability to support economic development by making high tech communications available.			

Fiscal Year 2011

Traffic Safety	19053 Traffic Calming	Expenditure Type : Construction/Acquisition	Streets Capital Fund	75,000
	Description: Install traffic calming features in response to citizen requests.	Operating Cost/(Savings) : \$1,000		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> Customer dissatisfaction		Total Project Cost	75,000
	<u>Operating Impact:</u> Provide the ability to provide traffic calming devices to neighborhoods that desire them.			
	19054 Traffic Signal Energy Reduction	Expenditure Type : Construction/Acquisition	General Operating Fund	50,000
	Description: Replace incandescent and HID lamps with LED units for typical 90% reduction in energy usage.	Operating Cost/(Savings) : (\$5,000)		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> High energy charges absorbed by operating budget.		Total Project Cost	50,000
	<u>Operating Impact:</u> Reduced energy consumption and expenditures.			
	19055 Traffic Signal Improvements	Expenditure Type : Construction/Acquisition	General Operating Fund	150,000
	Description: Replace traffic signals which are no longer functional.	Operating Cost/(Savings) : (\$10,000)		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> Pay for repeated service calls to locations with aging equipment.		Total Project Cost	150,000
	<u>Operating Impact:</u> Reduce maintenance costs by removing most problematic equipment from service.			
			Total for Traffic Safety	\$818,000
Water	43021 Watermain oversizing	Expenditure Type : Construction/Acquisition	Water Supply System Fund	50,000
	Description: To fund oversizing requests from communities/developers.			
	<u>If deferred:</u> No Impact		Total Project Cost	50,000
	<u>Operating Impact:</u> No Impact			
	43024 Plymouth Ave - Burton to Boston	Expenditure Type : Construction/Acquisition	Water Supply System Fund	410,000
	Description: Replace existing 12" watermain with street project due to numerous breaks requiring significant repair costs.			
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	410,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			

Fiscal Year 2011

Water	43026 LMFP - concrete repairs	Expenditure Type : Construction/Acquisition	Bonds - Water	920,000
	Description: Install concrete coatings and repairs in the basins (additional funds for project in job bank).			
	<u>If deferred:</u> Continued deterioration of concrete facilities and as well as leaking of water between structures; more maintenance as well		Total Project Cost	920,000
	<u>Operating Impact:</u> Extends the structure's useful life and provides for more efficient and reduced maintenance of structures			
	43036 Front Ave - Leonard to Webster	Expenditure Type : Construction/Acquisition	Water Supply System Fund	630,000
	Description: Coordinate replacement of 16" watermain with street project.	Operating Cost/(Savings) : (\$14,000)		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints		Total Project Cost	630,000
	<u>Operating Impact:</u> Savings from cost of Field Ops crew overtime, excavation, backfill, equipment, pipe and asphalt repair needed to repair watermain breaks.			
	43057 LMFP - filters 3, 5, 7 & 9	Expenditure Type : Construction/Acquisition	Bonds - Water	2,200,000
	Description: Replace filter media, underdrain and repair concrete.			
	<u>If deferred:</u> No Impact		Total Project Cost	2,200,000
	<u>Operating Impact:</u> Improves water quality and filter efficiency			
	43059 SE elevated storage tank	Expenditure Type : Construction/Acquisition	Water Supply System Fund	3,700,000
	Description: Needed to increase efficiency and reduce pressure fluctuations on southeast side. (Master Plan)			
	<u>If deferred:</u> Would not be able to keep up with demand in southeast portion of system and may result in higher pumping costs and potential water restrictions during high demand.		Total Project Cost	3,700,000
	<u>Operating Impact:</u> Increased storage capacity, efficiency, pressures and volumes on southeast side of system			
	43060 SE elevated storage tank watermain	Expenditure Type : Construction/Acquisition	Water Supply System Fund	475,000
	Description: Needed for new storage tank. (Master Plan)			
	<u>If deferred:</u>		Total Project Cost	475,000
	<u>Operating Impact:</u> Increased storage capacity, efficiency, pressures and volumes on southeast side of system			

Fiscal Year 2011

Water	43089 ES CSO #16 Description: Replace various mains with sewer and street project.	Expenditure Type : Construction/Acquisition	Bonds - Water	400,000
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	400,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			
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	43103 Property acquisition Description: Additional funding for storage if north yard is sold.	Expenditure Type : Land Acquisition	Water Supply System Fund	500,000
	<u>If deferred:</u> No Impact		Total Project Cost	500,000
	<u>Operating Impact:</u> Allows for relocation of storage yard if demand for existing yard is there			
<hr/>				
	43115 Lafayette - Fountain to Michigan (BRT route) Description: Replace 16" main as part of BRT route project.	Expenditure Type : Construction/Acquisition	Bonds - Water	820,000
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	820,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			
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	43116 Jefferson - Cherry to Fulton (BRT route) Description: Replace 6" main with 8" main as part of BRT route project.	Expenditure Type : Construction/Acquisition	Bonds - Water	425,000
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	425,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			
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	43117 Jefferson - Logan to Wealthy (BRT route) Description: Replace 6" main with 12" main as part of BRT route project.	Expenditure Type : Construction/Acquisition	Bonds - Water	140,000
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	140,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			
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Fiscal Year 2011

Water	43118 Logan - Division to Jefferson (BRT route) Description: Replace 6" main with 8" main as part of BRT route project.	Expenditure Type : Construction/Acquisition	Bonds - Water	265,000
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	265,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			
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	43126 Greenbrier Ct - Greenbriar to west end Description: Replace 4" main with history of breaks with 6" main (GR Township)	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$14,000)	Water Supply System Fund	150,000
	<u>If deferred:</u> Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints	Type of Cost/Savings : Other	Total Project Cost	150,000
	<u>Operating Impact:</u> Savings from cost of Field Ops crew overtime, excavation, backfill, equipment, pipe and asphalt repair needed to repair watermain breaks.			
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	43130 Livingston Transmission main route & study Description: Identify route for second transmission main	Expenditure Type : Architecture/Engineering	Water Supply System Fund	100,000
	<u>If deferred:</u> No Impact		Total Project Cost	100,000
	<u>Operating Impact:</u> Identify most cost effective route for transmission main			
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			Total for Water	\$11,185,000
			Total for Fiscal Year 2011	\$51,925,107

Fiscal Year 2012

Environmental Services - Sewage	44001 CIPP Rehab of Sanitary Sewers - Various Sites Description: Installation of Cured-in-Place Pipe (CIPP) liner system in lieu of traditional open cut construction at various locations as needed to upgrade sewer pipe that has experienced significant deterioration.	Expenditure Type : Construction/Acquisition	Sewage Disposal System	600,000
	<u>If deferred:</u> Risk sewer breaks due to deterioration. Completing project may reduce I&I problems.		Total Project Cost	600,000
	<u>Operating Impact:</u> Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements			
	44011 Demolition of Obsolete Equipment and Structures Description: Following implementation of GVRBA project abandoned SST, BOD digesters, Zimpro, and domed thickeners will be demolished and land space reclaimed for plant expansion.	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : \$18,000	Sewage Disposal System	500,000
		Type of Cost/Savings :		
	<u>If deferred:</u> Abandoned buildings and equipment will receive limited maintenance, heating, and ventilation until project moves forward or plant expansion.		Total Project Cost	500,000
	<u>Operating Impact:</u> Savings by eliminating electrical, heating, ventilation, maintenance costs.			
	44016 Extension of Watermain Description: Extend water main to create loop around WWTP to improve reliability	Expenditure Type : Construction/Acquisition	Sewage Disposal System	100,000
			Total Project Cost	100,000
	<u>Operating Impact:</u> No Impact.			
	44021 Kingsbury Lift Station Construction Description: Replace deteriorated and over capacity lift station, including generator and odor control systems	Expenditure Type : Construction/Acquisition	Sewage Disposal System	1,200,000
	<u>If deferred:</u> Growth in this area of Walker will need to be deferred.		Total Project Cost	1,200,000
	<u>Operating Impact:</u> No Impact			
	44027 Grit System Rehabilitation Description: Grit collection system rehabilitation. Evaluate/design in FY12. Construction if FY13.	Expenditure Type : Architecture/Engineering	Sewage Disposal System	75,000
	<u>If deferred:</u> Existing equipment will have been in service for nearly 25 years and is nearing end of useful life. Risk process upset if equipment fails.		Total Project Cost	75,000
	<u>Operating Impact:</u> No Impact.			

Fiscal Year 2012

Environmental Services - Sewage	44246 Plainfield Avenue - 3 Mile Road to I-96 Description: STPU FY2012. Principle Arterial, PCI = 37 - Sanitary sewer replacement in conjunction with street improvements.	Expenditure Type : Construction/Acquisition	Sewage Disposal System	100,000
	<u>If deferred:</u>		Total Project Cost	100,000
	<u>Operating Impact:</u> No Impact.			
	44252 Eastside Combined Sewer Overflow - Contract No. 21: Description: Lafayette Avenue - Cherry Street to Washington Street; Washington Street - Lafayette Avenue to College Avenue; College Avenue - Washington Street to Fulton Street; Lafayette Avenue from Washington Street	Expenditure Type : Construction/Acquisition	Bonds - Sewer	11,500,000
	<u>If deferred:</u> Regulatory Noncompliance - Completion of the Eastside CSO project is detailed in the City's NPDES Permit No. MI0026069.		Total Project Cost	11,500,000
	<u>Operating Impact:</u> Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements			
	44253 Eastside Combined Sewer Overflow - Contract No. 17: Description: Morris Avenue - Pleasant Street to Logan Street; Logan Street - Morris Avenue to James Avenue and Union Avenue - Logan Street to Wealthy Street	Expenditure Type : Construction/Acquisition	Bonds - Sewer	5,700,000
	<u>If deferred:</u> Regulatory Noncompliance - Completion of the Eastside CSO project is detailed in the City's NPDES Permit No. MI0026069.		Total Project Cost	5,700,000
	<u>Operating Impact:</u> Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements			
	44258 Burton Street - Eastern Avenue to Plymouth Avenue Description: Potential Grant (STPU FY2012). PCI = 39. Rotomill/resurface. - Sanitary sewer replacement in conjunction with street improvements.	Expenditure Type : Construction/Acquisition	Sewage Disposal System	150,000
	<u>If deferred:</u>		Total Project Cost	150,000
	<u>Operating Impact:</u> No Impact.			

Fiscal Year 2012

Environmental Services - Sewage	<p>44265 Berkshire Street - Giddings Avenue - Shangri-la Street - Watermain Replacement</p> <p>Description: Berkshire Street - Giddings Avenue to Kalamazoo Avenue; Giddings Avenue - Shangri-la Street to Berkshire Street; Shangri-la Street - Giddings Avenue to Kalamazoo Avenue, Watermain Replacement - Reconstruction in conjunction with Street repair.</p> <p><u>If deferred:</u></p> <p><u>Operating Impact:</u> No Impact.</p>	Expenditure Type : Construction/Acquisition	Sewage Disposal System	225,000
			Total Project Cost	225,000
	<p>44269 Eastside Combined Sewer Overflow - Contract No. 18:</p> <p>Description: Union Avenue - Wealthy Street to Evans Street; Evans Street - Union Avenue to Henry Avenue; Union Avenue - Evans Street to 360'North; James Avenue - Evans Street to 360'North and Henry Avenue - Evans Str</p> <p><u>If deferred:</u> Regulatory Noncompliance - Completion of the Eastside CSO project is detailed in the City's NPDES Permit No. MI0026069.</p> <p><u>Operating Impact:</u> Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements</p>	Expenditure Type : Construction/Acquisition	Bonds - Sewer	2,800,000
			Total Project Cost	2,800,000
	Total for Environmental Services - Sewage			\$22,950,000
Parking Services	<p>46013 Technology Upgrade</p> <p>Description: Replace all personal computers and other obsolete equipment in Parking Services. This is based upon the IT recommended time table and includes all areas of Parking Services.</p> <p><u>If deferred:</u> Personal computers in parking system breaking as fans and other moving/operating parts of the equipment wear out.</p> <p><u>Operating Impact:</u> Upgrade to the latest operating system will allow continued involvement with cutting edge technology related to efficiency. Customer Service will continue to be expeditious.</p>	Expenditure Type : Equipment	Parking Services Fund	50,000
			Total Project Cost	50,000
	<p>46014 Sidewalk snow machine</p> <p>Description: Replace sidewalk snow machine. This machine is used to remove snow from the sidewalks around parking ramps, surface lots, and neighborhood lots. The snow removal from sidewalk keeps them safe for pedestrian traffic in and outside of City parking.</p> <p><u>If deferred:</u> Increasing maintenance costs of equipment. Possibly to the point where the machine no longer works. If the machine doesn't work, staff time to shovel the sidewalk will increase as will the risk of a slip and fall for someone on the sidewalk.</p> <p><u>Operating Impact:</u> No anticipated operating budget impacts</p>	Expenditure Type : Equipment	Parking Services Fund	50,000
			Total Project Cost	50,000

Fiscal Year 2012

Parking Services	46015 Meter Inventory Description: Maintain meter and housing inventory to replace damaged meters and for placement at new locations.	Expenditure Type : Equipment	Parking Services Fund	85,000
	<u>If deferred:</u> Non working meters cannot collect revenue and tickets cannot be written on them.		Total Project Cost	85,000
	<u>Operating Impact:</u> No operating budget impact			
	46016 Parking Equipment Technology Upgrade Description: Update current parking control equipment technology.	Expenditure Type : Equipment Operating Cost/(Savings) : (\$20,000) Type of Cost/Savings : Personnel	Parking Services Fund	105,000
	<u>If deferred:</u> Use old equipment where support and parts are no longer available.		Total Project Cost	105,000
	<u>Operating Impact:</u> No operating budget impact			
	46017 Access Control Equipment Description: Update access control equipment used in parking services	Expenditure Type : Equipment Operating Cost/(Savings) : (\$20,000) Type of Cost/Savings : Personnel	Parking Services Fund	75,000
	<u>If deferred:</u> Additional maintenance costs - equipment and software no longer supported by vendor.		Total Project Cost	75,000
	<u>Operating Impact:</u> No impact on operating budget			
	46018 Lighting Upgrade Description: Replace lights in one ramp. Technological advances with LED lights will continue and the savings known in the future.	Expenditure Type : Construction/Acquisition	Parking Services Fund	225,000
	<u>If deferred:</u> Electrical usage at the same level for expenses as well as ecological impacts.		Total Project Cost	225,000
	<u>Operating Impact:</u> Reduced cost of operating the lights in the parking ramp.			
	46019 Sealcoat parking lots Description:	Expenditure Type : Construction/Acquisition	Parking Services Fund	275,000
	<u>If deferred:</u>		Total Project Cost	275,000
	<u>Operating Impact:</u>			
Total for Parking Services				\$865,000

Fiscal Year 2012

Streets & Sanitation	22004 Bridge Repairs - Various Locations	Expenditure Type : Construction/Acquisition	Streets Capital Fund	115,000
	Description: Bridge repairs at various locations as recommended in the bridge asset management plan.			
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be significantly more.	Total Project Cost	115,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		
	22005 Bridge Street Bridge over the Grand River	Expenditure Type : Construction/Acquisition	General Operating Fund	120,000
	Description: Potential LBP Grant FY2012			State Grants - External 430,000
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be significantly more.	Total Project Cost	550,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		
	22007 Burton Street - Eastern Avenue to Plymouth Avenue	Expenditure Type : Construction/Acquisition	General Operating Fund	262,500
	Description: STPU FY2012). PCI = 39. Rotomill/resurface.			State Grants - External 375,000
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be 5 - 7 times as much.	Total Project Cost	637,500
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		
	22008 Burton Street - Division Avenue to Eastern Avenue	Expenditure Type : Construction/Acquisition	General Operating Fund	200,000
	Description: STPU FY2012 . PCI = 52. Rotomill/resurface.			State Grants - External 290,000
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be 5 - 7 times as much.	Total Project Cost	490,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		
	22010 Concrete Street Repair	Expenditure Type : Construction/Acquisition	General Operating Fund	100,000
	Description: Various Locations			
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be significantly more.	Total Project Cost	100,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		
	22016 Eastside Combined Sewer Overflow, Contract No. 17: Morris Avenue - Pleasant Street to Logan Street;	Expenditure Type : Construction/Acquisition	General Operating Fund	50,000
	Description: Reconstruct streets within limits shown.			
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be significantly more.	Total Project Cost	50,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs.		

Fiscal Year 2012

Streets & Sanitation	22017 Eastside Combined Sewer Overflow, Contract No. 18: Union Avenue - Wealthy Street to Cherry Street; E	Expenditure Type : Construction/Acquisition	General Operating Fund	450,000
	Description: Reconstruct streets within limits shown.			
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be significantly more.		Total Project Cost	450,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs.			
	22018 Eastside Combined Sewer Overflow-Contract No. 21:Lafayette-Cherry to Washington;Washington-Lafayette	Expenditure Type : Construction/Acquisition	General Operating Fund	400,000
	Description: Reconstruct the streets within the limits shown.			
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be significantly more.		Total Project Cost	400,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs.			
	22031 Leonard Street - Ball Avenue to East Beltline	Expenditure Type : Construction/Acquisition	General Operating Fund	520,000
	Description: Major Arterial. PCI = 46 - 62. STPU FY2013. Rotomill/resurface.			
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	520,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
	22035 MDOT - Trunkline Projects	Expenditure Type : Construction/Acquisition	General Operating Fund	100,000
	Description: City's share of MDOT projects as required by Act 51			
			State Grants - External	2,671,000
	<u>If deferred:</u>		Total Project Cost	2,771,000
	<u>Operating Impact:</u>			
	22039 Plainfield Avenue - 3 Mile Road to I-96	Expenditure Type : Construction/Acquisition	General Operating Fund	400,000
	Description: Principle Arterial. PCI = 37. STPU FY2012. Rotomill/resurface.			
			State Grants - External	560,000
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	960,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
	22040 Plainfield Avenue - Leonard Street to Ann Street	Expenditure Type : Construction/Acquisition	General Operating Fund	420,000
	Description: Principle Arterial. PCI = 46. STPU FY2012. Rotomill/resurface.			
			State Grants - External	500,000
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	920,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			

Fiscal Year 2012

Streets & Sanitation	22044 Safety Projects - Various Locations	Expenditure Type : Construction/Acquisition	General Operating Fund	50,000
	Description:		State Grants - External	250,000
	<u>If deferred:</u>		Total Project Cost	300,000
	<u>Operating Impact:</u>			
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	22046 Seward Avenue - Butterworth Avenue to Fulton Street	Expenditure Type : Architecture/Engineering	General Operating Fund	50,000
	Description: Continue to construct extension. Potential Grant.			
	<u>If deferred:</u>		Total Project Cost	50,000
	<u>Operating Impact:</u>			
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	22048 Traffic Calming	Expenditure Type : Construction/Acquisition	General Operating Fund	2,500
	Description:		Streets Capital Fund	22,500
	<u>If deferred:</u>		Total Project Cost	25,000
	<u>Operating Impact:</u>			
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Total for Streets & Sanitation				\$8,338,500
Traffic Safety	19071 Downtown Concrete Phase 2	Expenditure Type : Construction/Acquisition	Downtown Development Auth.	180,000
	Description: Replace deteriorated concrete poles with light-weight, fiberglass poles in the CBD.	Operating Cost/(Savings) : (\$5,000)		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> Possibility of serious injury to members of the public if poles are not individually recognized and replaced prior to failure. Replacement cost transferred to operating budget.		Total Project Cost	180,000
<u>Operating Impact:</u> Allow systemic replacement of all poles at or near end of life cycle.				
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	19078 Seward Av Elec Butterworth 2 Fulton	Expenditure Type : Construction/Acquisition	Downtown Development Auth.	313,000
	Description: Complete link between existing UG systems north and south of street construction.	Operating Cost/(Savings) : \$1,000		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> Inability for CLECs to provide direct service to properties in the area.		Total Project Cost	313,000
<u>Operating Impact:</u> Additional revenue opportunity and ability to support economic development by making high tech communications available.				

Fiscal Year 2012

Traffic Safety	19081 Traffic Calming	Expenditure Type : Construction/Acquisition	Streets Capital Fund	75,000
	Description: Install traffic calming features in response to citizen requests.	Operating Cost/(Savings) : \$1,000		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> Customer dissatisfaction		Total Project Cost	75,000
	<u>Operating Impact:</u> Provide the ability to provide traffic calming devices to neighborhoods that desire them.			
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	19082 Traffic Signal Energy Reduction	Expenditure Type : Construction/Acquisition	Streets Capital Fund	50,000
	Description: Replace incandescent and HID lamps with LED units for typical 90% reduction in energy usage.	Operating Cost/(Savings) : (\$5,000)		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> High energy charges absorbed by operating budget.		Total Project Cost	50,000
	<u>Operating Impact:</u> Reduced energy consumption and expenditures.			
<hr/>				
	19083 Traffic Signal Improvements	Expenditure Type : Construction/Acquisition	General Operating Fund	150,000
	Description: Replace traffic signals which are no longer functional.	Operating Cost/(Savings) : (\$10,000)		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> Pay for repeated service calls to locations with aging equipment.		Total Project Cost	150,000
	<u>Operating Impact:</u> Reduce maintenance costs by removing most problematic equipment from service.			
			Total for Traffic Safety	\$768,000
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Water	43004 Fuller Ave - Ramona to 300' north	Expenditure Type : Construction/Acquisition	Water Supply System Fund	75,000
	Description: Eliminate dead end 6" main in Fuller.			
	<u>If deferred:</u> Potentially reduced reliability and water quality.		Total Project Cost	75,000
	<u>Operating Impact:</u> Looping of watermain to improve reliability and water quality			
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	43021 Watermain oversizing	Expenditure Type : Construction/Acquisition	Water Supply System Fund	50,000
	Description: To fund oversizing requests from communities/developers.			
	<u>If deferred:</u> No Impact		Total Project Cost	50,000
	<u>Operating Impact:</u> No Impact			

Fiscal Year 2012

Water	43026 LMFP - concrete repairs Description: Install concrete coatings and repairs in the basins (additional funds for project in job bank).	Expenditure Type : Construction/Acquisition	Bonds - Water	590,000
	<u>If deferred:</u> Continued deterioration of concrete facilities and as well as leaking of water between structures; more maintenance as well		Total Project Cost	590,000
	<u>Operating Impact:</u> Extends the structure's useful life and provides for more efficient and reduced maintenance of structures			
	43033 Plainfield Ave - 3 Mile Rd to I-96 Description: Place 1200' of new watermain, as part of street project to eliminate dead-end main.	Expenditure Type : Construction/Acquisition	Water Supply System Fund	175,000
	<u>If deferred:</u> Potentially reduced reliability and water quality.		Total Project Cost	175,000
	<u>Operating Impact:</u> Looping of watermain to improve reliability and water quality			
	43045 Giddings Ave - Shangrai-La to Berkshire, Shangrai-La Dr - Giddings to Kalamazoo & Berkshire Dr - Gid Description: Replace 6" WM with history of breaks.	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$14,000) Type of Cost/Savings : Other	Water Supply System Fund	560,000
	<u>If deferred:</u> Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints		Total Project Cost	560,000
	<u>Operating Impact:</u> Savings from cost of Field Ops crew overtime, excavation, backfill, equipment, pipe and asphalt repair needed to repair watermain breaks.			
	43050 Millbank St - Newcastle to Giddings & Derbyshire St - Giddings to Newcastle Description: Replace 6" WM with history of breaks.	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$14,000) Type of Cost/Savings : Other	Water Supply System Fund	300,000
	<u>If deferred:</u> Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints		Total Project Cost	300,000
	<u>Operating Impact:</u> Savings from cost of Field Ops crew overtime, excavation, backfill, equipment, pipe and asphalt repair needed to repair watermain breaks.			
	43076 Albany, Ionia & Shelby Description: Replace 2500' 4" & 6" main in Albany (Division to Ionia) & Ionia (Albany to Shelby) & Shelby (Division to west end).	Expenditure Type : Construction/Acquisition	Water Supply System Fund	500,000
	<u>If deferred:</u> Potential watermain breaks and overtime to repair as well as potential poor water quality.		Total Project Cost	500,000
	<u>Operating Impact:</u> Reduced maintenance, overtime and material costs as well as improved volumes for fire fighting. Dead end 4" mains do not carry a large volume of water.			

Fiscal Year 2012

Water	43084 East Paris station expansion	Expenditure Type : Construction/Acquisition	Bonds - Water	3,800,000
	Description: Expand pump station and replace worn pump units nearing the end of their useful life and to match pumps to water demand (Master Plan).			
	<u>If deferred:</u> Inability to meet demand which may result in water restrictions		Total Project Cost	3,800,000
	<u>Operating Impact:</u> Improved capacity and efficiency			
	43085 Wilson pump station improvements	Expenditure Type : Equipment	Water Supply System Fund	600,000
	Description: Replace motor starters to increase system reliability and replace pump #1 to match water demand (Master Plan).			
	<u>If deferred:</u> Inefficient operations with escalated energy costs		Total Project Cost	600,000
	<u>Operating Impact:</u> Improve efficiency by replacing pumps to meet demand and update aging equipment			
	43091 ES CSO #17	Expenditure Type : Construction/Acquisition	Bonds - Water	400,000
	Description: Replace various mains with sewer and street project.			
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	400,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			
	43092 ES CSO #18	Expenditure Type : Construction/Acquisition	Bonds - Water	900,000
	Description: Replace various mains with sewer and street project.			
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	900,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			
	43094 LMFP - master electrical control panels	Expenditure Type : Equipment	Water Supply System Fund	1,500,000
	Description: 1963 equipment needs to be replaced for reliability.			
	<u>If deferred:</u> Outdated equipment that may need significant maintenance		Total Project Cost	1,500,000
	<u>Operating Impact:</u> Reduced maintenance			

Fiscal Year 2012

<p>Water</p>	<p>43095 ES CSO #21 Description: Replace various mains with sewer and street project.</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Bonds - Water</p>	<p>1,100,000</p>
	<p><u>If deferred:</u> Risk of main breaks after street is reconstructed</p>		Total Project Cost	1,100,000
	<p><u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs</p>			
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	<p>43105 LMFP - low lift variable drive Description: Needed for pumping efficiency and energy cost savings.</p>	<p>Expenditure Type : Equipment</p>	<p>Water Supply System Fund</p>	<p>500,000</p>
	<p><u>If deferred:</u> Inefficient operations with escalated energy costs</p>		Total Project Cost	500,000
	<p><u>Operating Impact:</u> Energy/cost savings</p>			
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	<p>43119 Rosewood - Burton to C&O RR Description: Replace 6" main with 8" due to history of breaks.</p>	<p>Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$14,000) Type of Cost/Savings : Other</p>	<p>Water Supply System Fund</p>	<p>700,000</p>
	<p><u>If deferred:</u> Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints</p>		Total Project Cost	700,000
	<p><u>Operating Impact:</u> Savings from cost of Field Ops crew overtime, excavation, backfill, equipment, pipe and asphalt repair needed to repair watermain breaks.</p>			
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			Total for Water	\$11,750,000
			Total for Fiscal Year 2012	\$44,671,500

Fiscal Year 2013

Environmental Services - Sewage	44001 CIPP Rehab of Sanitary Sewers - Various Sites	Expenditure Type : Construction/Acquisition	Sewage Disposal System	600,000
	Description: Installation of Cured-in-Place Pipe (CIPP) liner system in lieu of traditional open cut construction at various locations as needed to upgrade sewer pipe that has experienced significant deterioration.			
	<u>If deferred:</u>	Risk sewer breaks due to deterioration. Completing project may reduce I&I problems.	Total Project Cost	600,000
	<u>Operating Impact:</u>	Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements		
	44011 Demolition of Obsolete Equipment and Structures	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : \$18,000	Sewage Disposal System	500,000
	Description: Following implementation of GVRBA project abandoned SST, BOD digesters, Zimpro, and domed thickeners will be demolished and land space reclaimed for plant expansion.			
		Type of Cost/Savings : Utilities		
	<u>If deferred:</u>	Abandoned buildings and equipment will receive limited maintenance, heating, and ventilation until project moves forward or plant expansion.	Total Project Cost	500,000
	<u>Operating Impact:</u>	Savings by eliminating electrical, heating, ventilation, maintenance costs.		
	44017 Flow meters at zone gated lift stations	Expenditure Type : Architecture/Engineering	Sewage Disposal System	85,000
	Description: Provide additional data for annual rate study. Presently flow data from these key points in the collection system are manually computed based on pump run time and head calculations. While this provides an estimate of flow it is much less accurate than utilizing flow meters to measure the cumulative flows. These flows are critical during the annual rate study and installation of meters would improve the accuracy of this process. Design in FY13. Construction in FY14.			
	<u>If deferred:</u>	Continue with existing less accurate methodology	Total Project Cost	85,000
	<u>Operating Impact:</u>	No Impact.		
	44026 Plant Security System Improvements	Expenditure Type : Construction/Acquisition	Sewage Disposal System	250,000
	Description: Plant security system improvements			
	<u>If deferred:</u>	Homeland defense requires security measures to protect the Wastewater plant from terrorist actions.	Total Project Cost	250,000
	<u>Operating Impact:</u>	No Impact.		

Fiscal Year 2013

<p>Environmental Services - Sewage</p>	<p>44027 Grit System Rehabilitation Description: Grit collection system rehabilitation. Evaluate/design in FY12. Construction if FY13.</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Sewage Disposal System</p>	<p>2,000,000</p>
	<p><u>If deferred:</u> Existing equipment will have been in service for nearly 25 years and is nearing end of useful life. Risk process upset if equipment fails.</p>		<p>Total Project Cost</p>	<p>2,000,000</p>
	<p><u>Operating Impact:</u> No Impact.</p>			
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	<p>44028 Leonard Heights LS Description: Replacement of Leonard Heights LS</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Sewage Disposal System</p>	<p>500,000</p>
	<p><u>If deferred:</u> Reduced reliability. Capacity issues.</p>		<p>Total Project Cost</p>	<p>500,000</p>
	<p><u>Operating Impact:</u> No impact.</p>			
<hr/>				
	<p>44231 Stockroom Renovations Description: Renovate the stockroom to provide better service to the plant.</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Sewage Disposal System</p>	<p>250,000</p>
	<p><u>If deferred:</u> The stockroom area will continue not to be fully optimized.</p>		<p>Total Project Cost</p>	<p>250,000</p>
	<p><u>Operating Impact:</u> Improved efficiency in the stockroom and expand storage area..</p>			
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	<p>44250 Eastside Combined Sewer Overflow - Contract No. 23: Description: Baldwin Street from Eastern Avenue to Dwight Avenue; Dwight Avenue from Baldwin Street to Baldwin Street; Baldwin Street - Dwight Street to Vandine Street; Eastern Avenue - Lockwood Street to Lockwood St</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Bonds - Sewer</p>	<p>4,850,000</p>
	<p><u>If deferred:</u> Regulatory Noncompliance - Completion of the Eastside CSO project is detailed in the City's NPDES Permit No. MI0026069.</p>		<p>Total Project Cost</p>	<p>4,850,000</p>
	<p><u>Operating Impact:</u> Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements</p>			
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	<p>44251 Eastside Combined Sewer Overflow - Contract No. 22: Description: College Avenue - Fulton Street to 500'North; Fulton Street - College Avenue to 150'East of Union Avenue; Union Avenue - Fulton Street to 700'South and Union Avenue - Cherry Street to 200'North</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Bonds - Sewer</p>	<p>2,900,000</p>
	<p><u>If deferred:</u> Regulatory Noncompliance - Completion of the Eastside CSO project is detailed in the City's NPDES Permit No. MI0026069.</p>		<p>Total Project Cost</p>	<p>2,900,000</p>
	<p><u>Operating Impact:</u> Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements</p>			

Total for Environmental Services - Sewage **\$11,935,000**

Parking Services	46020 Parking Lot resurfacing	Expenditure Type : Construction/Acquisition	Parking Services Fund	250,000
	Description:			
	<u>If deferred:</u>		Total Project Cost	250,000
	<u>Operating Impact:</u>			
<hr/>				
	46021 Meter Inventory	Expenditure Type : Equipment	Parking Services Fund	85,000
	Description: Maintain meter and housing inventory to replace damaged meters and for placement at new locations.			
	<u>If deferred:</u>	Non working meters cannot collect revenue and tickets cannot be written on them.	Total Project Cost	85,000
	<u>Operating Impact:</u> No operating budget impact			
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	46022 Access Control Equipment	Expenditure Type : Equipment	Parking Services Fund	75,000
	Description: Update access control equipment used in parking services			
		Operating Cost/(Savings) : (\$20,000)		
		Type of Cost/Savings : Personnel		
	<u>If deferred:</u>	Additional maintenance costs - equipment and software no longer supported by vendor.	Total Project Cost	75,000
	<u>Operating Impact:</u> No impact on operating budget			
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	46023 Lighting Upgrade	Expenditure Type : Construction/Acquisition	Parking Services Fund	225,000
	Description: Replace lights in one ramp. Technological advances with LED lights will continue and the savings known in the future.			
	<u>If deferred:</u>	Electrical usage at the same level for expenses as well as ecological impacts.	Total Project Cost	225,000
	<u>Operating Impact:</u> Reduced cost of operating the lights in the parking ramp.			
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	46024 Skid Steer Replacement	Expenditure Type : Equipment	Parking Services Fund	50,000
	Description: Skid steers are used by maintenance personnel to move pallets around in parking system storage areas. This allows for safe and organized storage and ease of movement.			
	<u>If deferred:</u>	Use old equipment where parts are no longer available. Inability to move skids of products to where they are required for maintenance.	Total Project Cost	50,000
	<u>Operating Impact:</u> No impact on operating budget			
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	Total for Parking Services			\$685,000

Fiscal Year 2013

Streets & Sanitation	22004 Bridge Repairs - Various Locations	Expenditure Type : Construction/Acquisition	General Operating Fund	200,000
	Description: Bridge repairs at various locations as recommended in the bridge asset management plan.			
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be significantly more.	Total Project Cost	200,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		
	22007 Burton Street - Eastern Avenue to Plymouth Avenue	Expenditure Type : Construction/Acquisition	General Operating Fund	262,500
	Description: STPU FY2012). PCI = 39. Rotomill/resurface.			
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be 5 - 7 times as much.	Total Project Cost	637,500
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		
	22008 Burton Street - Division Avenue to Eastern Avenue	Expenditure Type : Construction/Acquisition	General Operating Fund	200,000
	Description: STPU FY2012). PCI = 52. Rotomill/resurface.			
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be 5 - 7 times as much.	Total Project Cost	490,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		
	22010 Concrete Street Repair	Expenditure Type : Construction/Acquisition	General Operating Fund	100,000
	Description: Various Locations			
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be significantly more.	Total Project Cost	100,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		
	22019 Eastside Combined Sewer Overflow - Contract No. 22: College Avenue - Fulton Street to 500'North; Ful	Expenditure Type : Construction/Acquisition	General Operating Fund	200,000
	Description: Reconstruct the streets within the limits shown.			
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be significantly more.	Total Project Cost	200,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs.		
	22020 Eastside Combined Sewer Overflow - Contract No. 23: Baldwin from Eastern to Dwight Ave; Dwight from	Expenditure Type : Construction/Acquisition	General Operating Fund	700,000
	Description: Reconstruct the streets within the limits shown.			
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be significantly more.	Total Project Cost	700,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs.		

Fiscal Year 2013

Streets & Sanitation	22031 Leonard Street - Ball Avenue to East Beltline	Expenditure Type : Construction/Acquisition	General Operating Fund	520,000
	Description: Major Arterial. PCI = 46 - 62. STPU FY2013. Rotomill/resurface.		State Grants - External	1,280,000
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	1,800,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
	22035 MDOT - Trunkline Projects	Expenditure Type : Construction/Acquisition	Streets Capital Fund	110,000
	Description: City's estimated share of MDOT projects as required by Act 51		State Grants - External	8,832,705
	<u>If deferred:</u>		Total Project Cost	8,942,705
	<u>Operating Impact:</u>			
	22036 Michigan Street/College Avenue Intersection	Expenditure Type : Construction/Acquisition	State Grants - External	920,000
	Description: CMAQ FY2010		SmartZone	635,000
	<u>If deferred:</u>		Total Project Cost	1,555,000
	<u>Operating Impact:</u>			
	22037 Monroe Avenue - Ottawa Avenue to Leonard Street	Expenditure Type : Architecture/Engineering	General Operating Fund	17,500
	Description: Minor Arterial. PCI = 37. Potential Grant (STPU FY2014). Rotomill/resurface.		Streets Capital Fund	7,500
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	25,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
	22043 Richmond Street - Alpine Avenue to Scribner Avenue	Expenditure Type : Architecture/Engineering	Streets Capital Fund	25,000
	Description: Collector. PCI = 41. Potential Grant (STPU FY2014). Rotomill/resurface.			
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	25,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
	22044 Safety Projects - Various Locations	Expenditure Type : Construction/Acquisition	Streets Capital Fund	50,000
	Description:		State Grants - External	250,000
	<u>If deferred:</u>		Total Project Cost	300,000
	<u>Operating Impact:</u>			

Fiscal Year 2013

Streets & Sanitation	22046 Seward Avenue - Butterworth Avenue to Fulton Street	Expenditure Type : Construction/Acquisition	General Operating Fund	600,000
	Description: Continue to construct extension. Potential Grant.		State Grants - External	1,400,000
	<u>If deferred:</u>		Total Project Cost	2,000,000
	<u>Operating Impact:</u>			
	22047 State Street - Jefferson Avenue to Lafayette Avenue	Expenditure Type : Architecture/Engineering	General Operating Fund	50,000
	Description: Collector. PCI = 25. Potential Grant (STPU FY2014). Reconstruct.			
	<u>If deferred:</u>		Total Project Cost	50,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs.			
	22048 Traffic Calming	Expenditure Type : Construction/Acquisition	Streets Capital Fund	25,000
	Description:			
	<u>If deferred:</u>		Total Project Cost	25,000
	<u>Operating Impact:</u>			
	22049 Traffic Signal Energy Conservation Upgrades	Expenditure Type : Construction/Acquisition	Streets Capital Fund	25,000
	Description:			
	<u>If deferred:</u>		Total Project Cost	25,000
	<u>Operating Impact:</u>			
	22054 Rotomilling/Resurfacing of Streets - Various Locations	Expenditure Type : Construction/Acquisition	General Operating Fund	350,000
	Description:			
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	350,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
	22055 Walker Avenue - Valley Avenue to Leonard Street	Expenditure Type : Architecture/Engineering	Streets Capital Fund	25,000
	Description: Minor Arterial. PCI = 35. Potential Grant (STPU FY2014). Rotomill/resurface.			
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	25,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
			Total for Streets & Sanitation	\$17,450,205

Fiscal Year 2013

Traffic Safety	19096 Seward Ave Electrical Butterworth 2 Wealthy	Expenditure Type : Construction/Acquisition	Downtown Development Auth.	375,000
	Description: Complete link between existing UG systems north and south of street construction.	Operating Cost/(Savings) : \$1,000		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> Inability for CLECs to provide direct service to properties in the area.		Total Project Cost	375,000
	<u>Operating Impact:</u> Additional revenue opportunity and ability to support economic development by making high tech communications available.			
	19102 Traffic Calming	Expenditure Type : Construction/Acquisition	General Operating Fund	75,000
	Description: Install traffic calming features in response to citizen requests.	Operating Cost/(Savings) : \$1,000		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> Customer dissatisfaction		Total Project Cost	75,000
	<u>Operating Impact:</u> Provide the ability to provide traffic calming devices to neighborhoods that desire them.			
	19103 Traffic Signal Energy Reduction	Expenditure Type : Construction/Acquisition	General Operating Fund	50,000
	Description: Replace incandescent and HID lamps with LED units for typical 90% reduction in energy usage.	Operating Cost/(Savings) : (\$5,000)		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> High energy charges absorbed by operating budget.		Total Project Cost	50,000
	<u>Operating Impact:</u> Reduced energy consumption and expenditures.			
	19104 Traffic Signal Improvements	Expenditure Type : Construction/Acquisition	General Operating Fund	150,000
	Description: Replace traffic signals which are no longer functional.	Operating Cost/(Savings) : (\$10,000)		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> Pay for repeated service calls to locations with aging equipment.		Total Project Cost	150,000
	<u>Operating Impact:</u> Reduce maintenance costs by removing most problematic equipment from service.			
			Total for Traffic Safety	\$650,000
Water	43005 Franklin pumps 1 & 3, motor starters	Expenditure Type : Equipment	Water Supply System Fund	300,000
	Description: Replace worn pumps & motor starter units for system reliability.			
	<u>If deferred:</u> reduced reliability and higher energy costs		Total Project Cost	300,000
	<u>Operating Impact:</u> More efficient and cost effective electrical equipment			

Fiscal Year 2013

Water	43021 Watermain oversizing Description: To fund oversizing requests from communities/developers.	Expenditure Type : Construction/Acquisition	Water Supply System Fund	50,000
	<u>If deferred:</u> No Impact		Total Project Cost	50,000
	<u>Operating Impact:</u> No Impact			
	43026 LMFP - concrete repairs Description: Install concrete coatings and repairs in the basins (additional funds for project in job bank).	Expenditure Type : Construction/Acquisition	Bonds - Water	450,000
	<u>If deferred:</u> Continued deterioration of concrete facilities and as well as leaking of water between structures; more maintenance as well		Total Project Cost	450,000
	<u>Operating Impact:</u> Extends the structure's useful life and provides for more efficient and reduced maintenance of structures			
	43043 Clover Crest Dr - Trail to Leonard Description: Replace 6" main with history of breaks.	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$14,000) Type of Cost/Savings : Other	Water Supply System Fund	340,000
	<u>If deferred:</u> Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints		Total Project Cost	340,000
	<u>Operating Impact:</u> Savings from cost of Field Ops crew overtime, excavation, backfill, equipment, pipe and asphalt repair needed to repair watermain breaks.			
	43053 Dawes Ave - Baker Park to 750' S of 32nd St & Baker Park Dr - Dawes to 32nd St & Paul R St - Baker P Description: Replace 6" main with history of breaks.	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$14,000) Type of Cost/Savings : Other	Water Supply System Fund	730,000
	<u>If deferred:</u> Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints		Total Project Cost	730,000
	<u>Operating Impact:</u> Savings from cost of Field Ops crew overtime, excavation, backfill, equipment, pipe and asphalt repair needed to repair watermain breaks.			
	43054 Cascade north river crossing Description: Additional river crossing needed to help increase pressure in area (Finance Agreement- Cascade Twp request).	Expenditure Type : Construction/Acquisition	Bonds - Water	2,850,000
	<u>If deferred:</u> May result in water restrictions in high demand times if not built		Total Project Cost	2,850,000
	<u>Operating Impact:</u> Will improve pressures at the far eastern end of the system			

Fiscal Year 2013

Water	43062 Monroe tank valves Description: Replace worn out butterfly valve and fill valve.	Expenditure Type : Equipment	Water Supply System Fund	100,000
	<u>If deferred:</u> Current valves are extremely old and will require significant maintenance if not replaced soon.		Total Project Cost	100,000
	<u>Operating Impact:</u> No Impact			
	43088 ES CSO #23 Description: Replace various mains with sewer and street project.	Expenditure Type : Construction/Acquisition	Bonds - Water	2,250,000
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	2,250,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			
	43096 ES CSO #22 Description: Replace various mains with sewer and street project.	Expenditure Type : Construction/Acquisition	Bonds - Water	650,000
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	650,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			
	43098 Livingston 2nd discharge line Description: From Livingston Reservoir to Leonard/Ball intersection (Master Plan).	Expenditure Type : Construction/Acquisition	Bonds - Water	5,870,000
	<u>If deferred:</u> reduction in ability to provide necessary water volume to northeast portion of system		Total Project Cost	5,870,000
	<u>Operating Impact:</u> Improved system reliability to northeast portion of system.			
	43106 LMFP - high lift pump #7 replacement Description: Replace aging equipment nearing end of useful life.	Expenditure Type : Equipment	Water Supply System Fund	1,000,000
	<u>If deferred:</u> Current pump is extremely old and will require significant maintenance if not replaced soon.		Total Project Cost	1,000,000
	<u>Operating Impact:</u> Reduced maintenance costs.			

Fiscal Year 2013

Water	43121 Garfield - Fulton to Veto & California to Bridge, Veto - Valley to Garfield, California - Valley to Description: Replace 6" main with history of breaks.	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$14,000) Type of Cost/Savings : Other	Water Supply System Fund	1,000,000
	<u>If deferred:</u> Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints		Total Project Cost	1,000,000
	<u>Operating Impact:</u> Savings from cost of Field Ops crew overtime, excavation, backfill, equipment, pipe and asphalt repair needed to repair watermain breaks.			
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	43122 Garfield - 11th to 12th & Leonard to Crosby Description: Replace main with history of breaks.	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$14,000) Type of Cost/Savings : Other	Water Supply System Fund	300,000
	<u>If deferred:</u> Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints		Total Project Cost	300,000
	<u>Operating Impact:</u> Savings from cost of Field Ops crew overtime, excavation, backfill, equipment, pipe and asphalt repair needed to repair watermain breaks.			
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	43123 LMFP - Allendale electrical upgrades Description: Upgrade electrical at booster station in anticipation of future utilization.	Expenditure Type : Equipment	Bonds - Water	1,850,000
	<u>If deferred:</u> No Impact		Total Project Cost	1,850,000
	<u>Operating Impact:</u> May improve efficiency of pumping water from lake to city with more modern equipment			
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	43129 Woodward - Boston to Burton Description: Replace main with history of breaks.	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$14,000) Type of Cost/Savings : Other	Water Supply System Fund	600,000
	<u>If deferred:</u> Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints		Total Project Cost	600,000
	<u>Operating Impact:</u> Savings from cost of Field Ops crew overtime, excavation, backfill, equipment, pipe and asphalt repair needed to repair watermain breaks.			
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			Total for Water	\$18,340,000
			Total for Fiscal Year 2013	\$49,060,205

Fiscal Year 2014

Environmental Services - Sewage	44001 CIPP Rehab of Sanitary Sewers - Various Sites	Expenditure Type : Construction/Acquisition	Sewage Disposal System	3,000,000
	Description: Installation of Cured-in-Place Pipe (CIPP) liner system in lieu of traditional open cut construction at various locations as needed to upgrade sewer pipe that has experienced significant deterioration.			
	<u>If deferred:</u>	Risk sewer breaks due to deterioration. Completing project may reduce I&I problems.	Total Project Cost	3,000,000
	<u>Operating Impact:</u>	Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements		
	44010 Replace WWTP Perimeter Fencing	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$5,000)	Sewage Disposal System	250,000
	Description: Replace perimeter security fencing and gates. Security improvements.			
		Type of Cost/Savings : Contractual Services		
	<u>If deferred:</u>	Homeland defense requires security measures to protect the Wastewater plant from terrorist actions.	Total Project Cost	250,000
	<u>Operating Impact:</u>	Reduce maintenance costs		
	44011 Demolition of Obsolete Equipment and Structures	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : \$18,000	Sewage Disposal System	500,000
	Description: Following implementation of GVRBA project abandoned SST, BOD digesters, Zimpro, and domed thickeners will be demolished and land space reclaimed for plant expansion.			
		Type of Cost/Savings : Supplies		
	<u>If deferred:</u>	Abandoned buildings and equipment will receive limited maintenance, heating, and ventilation until project moves forward or plant expansion.	Total Project Cost	500,000
	<u>Operating Impact:</u>	Savings by eliminating electrical, heating, ventilation, maintenance costs.		
	44017 Flow meters at zone gated lift stations	Expenditure Type : Construction/Acquisition	Sewage Disposal System	500,000
	Description: Provide additional data for annual rate study. Presently flow data from these key points in the collection system are manually computed based on pump run time and head calculations.			
	<u>If deferred:</u>	Continue with existing less accurate methodology	Total Project Cost	500,000
	<u>Operating Impact:</u>	No Impact.		
	44245 State Street - Jefferson Avenue to Lafayette Avenue	Expenditure Type : Construction/Acquisition	Sewage Disposal System	175,000
	Description: Potential Grant (STPU FY2014). PCI = 25 - Sanitary sewer replacement in conjunction with street improvements.			
	<u>If deferred:</u>		Total Project Cost	175,000
	<u>Operating Impact:</u>	No Impact.		

Fiscal Year 2014

Environmental Services - Sewage	<p>44268 Eastside Combined Sewer Overflow - Contract No. 24: Description: Lake Drive - Abney Avenue to Diamond Place; Diamond Place - Lake Drive to 280'North and Diamond Avenue from Lake Drive to Hermitage Street</p> <p><u>If deferred:</u> Regulatory Noncompliance - Completion of the Eastside CSO project is detailed in the City's NPDES Permit No. MI0026069.</p> <p><u>Operating Impact:</u> Helps reduce wastewater flow. Reduces I&I which helps reduce wastewater flow and extends expansion requirements</p>	<p>Expenditure Type : Construction/Acquisition</p> <p>Bonds - Sewer</p>	<p>2,000,000</p> <hr/> <p>Total Project Cost 2,000,000</p>
Total for Environmental Services - Sewage			\$6,425,000
Parking Services	<p>46025 Meter Inventory Description: Maintain meter and housing inventory to replace damaged meters and for placement at new locations.</p> <p><u>If deferred:</u> Non working meters cannot collect revenue and tickets cannot be written on them.</p> <p><u>Operating Impact:</u> No operating budget impact</p>	<p>Expenditure Type : Equipment</p>	<p>Parking Services Fund</p> <p>85,000</p> <hr/> <p>Total Project Cost 85,000</p>
<p>46026 Access Control Equipment Description: Update access control equipment used in parking services</p> <p><u>If deferred:</u> Additional maintenance costs - equipment and software no longer supported by vendor.</p> <p><u>Operating Impact:</u> No impact on operating budget</p>	<p>Expenditure Type : Equipment</p> <p>Operating Cost/(Savings) : (\$20,000)</p> <p>Type of Cost/Savings : Personnel</p>	<p>Parking Services Fund</p> <p>75,000</p> <hr/> <p>Total Project Cost 75,000</p>	
<p>46027 Lighting Upgrade Description: Replace lights in one ramp. Technological advances with LED lights will continue and the savings known in the future.</p> <p><u>If deferred:</u> Electrical usage at the same level for expenses as well as ecological impacts.</p> <p><u>Operating Impact:</u> Reduced cost of operating the lights in the parking ramp.</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Parking Services Fund</p> <p>225,000</p> <hr/> <p>Total Project Cost 225,000</p>	
<p>46028 Sealcoat parking lots Description: Seal coating parking lots works to prevent water from eroding the surface. This helps to reduce the potholes and cracks that result from erosion.</p> <p><u>If deferred:</u> Operating repair and maintenance expenses will increase as the lots become cracked and have potholes. These become a safety issue with vehicular traffic and slip and fall accidents.</p> <p><u>Operating Impact:</u> No impact on operating budget</p>	<p>Expenditure Type : Construction/Acquisition</p>	<p>Parking Services Fund</p> <p>275,000</p> <hr/> <p>Total Project Cost 275,000</p>	
Total for Parking Services			\$660,000

Fiscal Year 2014

Streets & Sanitation	22004 Bridge Repairs - Various Locations	Expenditure Type : Construction/Acquisition	General Operating Fund	210,000
	Description: Bridge repairs at various locations as recommended in the bridge asset management plan.			
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be significantly more.	Total Project Cost	210,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		
	22010 Concrete Street Repair	Expenditure Type : Construction/Acquisition	General Operating Fund	500,000
	Description: Various Locations			
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be significantly more.	Total Project Cost	500,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		
	22021 Eastside Combined Sewer Overflow - Contract No. 24: Lake Drive - Abney Avenue to Diamond Place; Diam	Expenditure Type : Construction/Acquisition	Streets Capital Fund	50,000
	Description: Reconstruct the streets within the limits shown.			
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be significantly more.	Total Project Cost	50,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs.		
	22035 MDOT - Trunkline Projects	Expenditure Type : Construction/Acquisition	General Operating Fund State Grants - External	110,000 8,832,705
	Description: City's estimated share of MDOT projects as required by Act 51			
	<u>If deferred:</u>		Total Project Cost	8,942,705
	<u>Operating Impact:</u>			
	22037 Monroe Avenue - Ottawa Avenue to Leonard Street	Expenditure Type : Construction/Acquisition	General Operating Fund State Grants - External	85,000 100,000
	Description: Minor Arterial. PCI = 37. Potential Grant (STPU FY2014). Rotomill/resurface.			
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be 5 - 7 times as much.	Total Project Cost	185,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		
	22043 Richmond Street - Alpine Avenue to Scribner Avenue	Expenditure Type : Construction/Acquisition	General Operating Fund State Grants - External	300,000 370,000
	Description: Collector. PCI = 41. Potential Grant (STPU FY2014). Rotomill/resurface.			
	<u>If deferred:</u>	Investment will be lost and cost to reconstruct will be 5 - 7 times as much.	Total Project Cost	670,000
	<u>Operating Impact:</u>	Reduce maintenance and unscheduled/emergency repairs. Preserve investment.		

Fiscal Year 2014

Streets & Sanitation	22044 Safety Projects - Various Locations	Expenditure Type : Construction/Acquisition	Streets Capital Fund	50,000
	Description:		State Grants - External	250,000
	<u>If deferred:</u>		Total Project Cost	300,000
	<u>Operating Impact:</u>			
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	22047 State Street - Jefferson Avenue to Lafayette Avenue	Expenditure Type : Construction/Acquisition	Streets Capital Fund	25,000
	Description: Collector. PCI = 25. Potential Grant (STPU FY2014). Reconstruct.		State Grants - External	225,000
			Downtown Development Auth.	620,000
	<u>If deferred:</u>		Total Project Cost	870,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs.			
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	22048 Traffic Calming	Expenditure Type : Construction/Acquisition	Streets Capital Fund	25,000
	Description:			
	<u>If deferred:</u>		Total Project Cost	25,000
	<u>Operating Impact:</u>			
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	22049 Traffic Signal Energy Conservation Upgrades	Expenditure Type : Construction/Acquisition	Streets Capital Fund	25,000
	Description:			
	<u>If deferred:</u>		Total Project Cost	25,000
	<u>Operating Impact:</u>			
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	22052 Reconstruction of Streets - Various Locations	Expenditure Type : Construction/Acquisition	General Operating Fund	475,000
	Description:			
	<u>If deferred:</u>		Total Project Cost	475,000
	<u>Operating Impact:</u>			
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	22053 Resurfacing of Streets - Various Locations	Expenditure Type : Construction/Acquisition	General Operating Fund	750,000
	Description:			
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	750,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			

Fiscal Year 2014

Streets & Sanitation	22054 Rotomilling/Resurfacing of Streets - Various Locations	Expenditure Type : Construction/Acquisition	General Operating Fund	750,000
	Description:			
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	750,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
	22055 Walker Avenue - Valley Avenue to Leonard Street	Expenditure Type : Construction/Acquisition	General Operating Fund	285,000
	Description: Minor Arterial. PCI = 35. Potential Grant (STPU FY2014). Rotomill/resurface.		State Grants - External	350,000
	<u>If deferred:</u> Investment will be lost and cost to reconstruct will be 5 - 7 times as much.		Total Project Cost	635,000
	<u>Operating Impact:</u> Reduce maintenance and unscheduled/emergency repairs. Preserve investment.			
		Total for Streets & Sanitation		\$14,387,705
Traffic Safety	19119 Traffic Calming	Expenditure Type : Construction/Acquisition	General Operating Fund	60,000
	Description: Install traffic calming features in response to citizen requests.	Operating Cost/(Savings) : \$1,000	Streets Capital Fund	15,000
	Type of Cost/Savings : Other			
	<u>If deferred:</u> Customer dissatisfaction		Total Project Cost	75,000
	<u>Operating Impact:</u> Provide the ability to provide traffic calming devices to neighborhoods that desire them.			
	19120 Traffic Signal Energy Reduction	Expenditure Type : Construction/Acquisition	Streets Capital Fund	50,000
	Description: Replace incandescent and HID lamps with LED units for typical 90% reduction in energy usage.	Operating Cost/(Savings) : (\$5,000)		
	Type of Cost/Savings : Other			
	<u>If deferred:</u> High energy charges absorbed by operating budget.		Total Project Cost	50,000
	<u>Operating Impact:</u> Reduced energy consumption and expenditures.			
	19121 Traffic Signal Improvements	Expenditure Type : Construction/Acquisition	General Operating Fund	150,000
	Description: Replace traffic signals which are no longer functional.	Operating Cost/(Savings) : (\$10,000)		
	Type of Cost/Savings : Other			
	<u>If deferred:</u> Pay for repeated service calls to locations with aging equipment.		Total Project Cost	150,000
	<u>Operating Impact:</u> Reduce maintenance costs by removing most problematic equipment from service.			
		Total for Traffic Safety		\$275,000

Fiscal Year 2014

Water	43001 Burton/East Paris facility	Expenditure Type : Construction/Acquisition	Water Supply System Fund	2,000,000
	Description: Booster pump station needed if water demand increases in SE area (Master Plan).			
	<u>If deferred:</u> May be needed in future if demand increases		Total Project Cost	2,000,000
	<u>Operating Impact:</u> No Impact			
	43021 Watermain oversizing	Expenditure Type : Construction/Acquisition	Water Supply System Fund	50,000
	Description: To fund oversizing requests from communities/developers.			
	<u>If deferred:</u> No Impact		Total Project Cost	50,000
	<u>Operating Impact:</u> No Impact			
	43022 State St - Jefferson to Lafayette	Expenditure Type : Construction/Acquisition	Water Supply System Fund	175,000
	Description: Replace 4" main with 6" main as part of street project.			
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	175,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			
	43083 Livingston power subyard	Expenditure Type : Construction/Acquisition	Water Supply System Fund	250,000
	Description: Rebuild subyard to increase system reliability.			
	<u>If deferred:</u> Existing subyard is nearing the end of its useful life and maintenance costs will only go up		Total Project Cost	250,000
	<u>Operating Impact:</u> Reduce maintenance costs			
	43110 Forrester - Kalamazoo to 600'E	Expenditure Type : Construction/Acquisition	Water Supply System Fund	130,000
	Description: Replace dead end 4" main with history of breaks.	Operating Cost/(Savings) : (\$14,000)		
		Type of Cost/Savings : Other		
	<u>If deferred:</u> Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints		Total Project Cost	130,000
	<u>Operating Impact:</u> Savings from cost of Field Ops crew overtime, excavation, backfill, equipment, pipe and asphalt repair needed to repair watermain breaks.			

Fiscal Year 2014

Water	43120 Garfield - Butterworth to Fulton Description: Replace 6" main with history of breaks.	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$14,000) Type of Cost/Savings : Other	Water Supply System Fund	750,000
	<u>If deferred:</u> Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints		Total Project Cost	750,000
	<u>Operating Impact:</u> Savings from cost of Field Ops crew overtime, excavation, backfill, equipment, pipe and asphalt repair needed to repair watermain breaks.			
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	43124 Langley - Plymouth to Kalamazoo Description: Replace 6" main with history of breaks.	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$14,000) Type of Cost/Savings : Other	Water Supply System Fund	325,000
	<u>If deferred:</u> Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints		Total Project Cost	325,000
	<u>Operating Impact:</u> Savings from cost of Field Ops crew overtime, excavation, backfill, equipment, pipe and asphalt repair needed to repair watermain breaks.			
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	43125 Kent Ridge - 44th to Kendall Description: Replace 6" main with history of breaks.	Expenditure Type : Construction/Acquisition Operating Cost/(Savings) : (\$14,000) Type of Cost/Savings : Other	Water Supply System Fund	500,000
	<u>If deferred:</u> Continued main breaks which in turn costs us more to fix in addition to poor road surface which leads to customer complaints		Total Project Cost	500,000
	<u>Operating Impact:</u> Savings from cost of Field Ops crew overtime, excavation, backfill, equipment, pipe and asphalt repair needed to repair watermain breaks.			
<hr/>				
	43127 ES CSO #24 Description: Replace various mains with sewer and street project.	Expenditure Type : Construction/Acquisition	Bonds - Water	375,000
	<u>If deferred:</u> Risk of main breaks after street is reconstructed		Total Project Cost	375,000
	<u>Operating Impact:</u> Replaces old watermain and reduces potential of main breaks thus reducing overtime and additional material costs			
<hr/>				
			Total for Water	\$4,555,000
			Total for Fiscal Year 2014	\$26,302,705
			Grand Total Project Costs	\$288,462,712

**APPENDIX D
NEIGHBORHOOD INVESTMENT PLAN**

FUNDED BY HOME INVESTMENT PARTNERSHIPS, JUSTICE ASSISTANCE, AND COMMUNITY DEVELOPMENT BLOCK GRANTS

<u>Strategy Name</u>	<u>FY10 Funding</u>		<u>Requesting Organization - Project Name</u>	<u>Allocations</u>	
Reduce Crime and Increase Public Safety:			Increase Neighborhood-based Leadership and Involvement:		
Black Hills Citizens for Better Community	2,873		Creston Neighborhood Association	20,041	
Creston Neighborhood Association	20,859		East Hills Council of Neighbors	18,917	
East Hills Council of Neighbors	19,688		Easttown Community Association	16,775	
Easttown Community Association	17,459		Garfield Parks Neighborhoods Association	28,272	
Garfield Parks Neighborhoods Association	29,425		Heritage Hill Association	23,618	
Heritage Hill Association	24,582		Neighborhood Revitalization Strategy Area - Lighthouse Communities	83,006	
Neighborhood Revitalization Strategy Area - Lighthouse Communities	86,395		Midtown Neighborhood Association	20,412	
Midtown Neighborhood Association	21,246		Neighbors of Belknap Lookout	17,557	
Neighbors of Belknap Lookout	18,274		Roosevelt Park Neighborhood Association	27,640	
Roosevelt Park Neighborhood Association	28,769		South West Area Neighbors	25,680	
South West Area Neighbors	26,729		West Grand Neighborhood Organization	30,276	
West Grand Neighborhood Organization	31,512		Subtotal		312,194
Subtotal		327,811	Improve Safety, Access and Appearance of Public Infrastructure:		
Increase Affordable and High Quality Housing:			City of GR Engineering Dept - Handicap Curb Ramp Construction		116,831
Lighthouse Communities - CHDO Operating Support	35,667		Increase Number and Capacity of Microenterprise Businesses:		
Community Development - Neighborhood Stabilization Program	1,012,649		Grand Rapids Opportunities for Women - Mentoring Partnership Program	19,000	
			Grand Rapids Opportunities for Women - Minding Your Own Business Prog	48,450	
New Development Corp - CHDO Operating Support	35,666		Lighthouse Communities - Microenterprise Assistance	35,000	
Subtotal		1,083,982	Subtotal		102,450
Decrease Impediments to Housing:			Other Projects:		
Fair Housing Center of West Michigan	73,000		City of GR Parks & Recreation - Recreation Reaps Rewards	133,866	
Grand Rapids Urban League - Landlord Tenant Affairs	40,377		Neighborhood Revitalization Strategy Area - Lighthouse Comm Operations	30,000	
Home Repair Services - Foreclosure Prevention	19,156		Subtotal		163,866
Legal Aid of Western Michigan	87,000		Administration and Contingency:		
Neighborhood Revitalization Strategy Area - Lighthouse Communities	7,500		CDBG Administration	550,000	
The Salvation Army - Homeless Assistance Program	30,840		Kent County Dept of Human Services - GR Coalition to End Homelessness	30,000	
Subtotal		257,873	HOME Administration	137,667	
Improve Housing Conditions:			JAG Administration	8,554	
City of GR Community Dev Dept - Housing Rehabilitation Program	1,083,540		CDBG Contingency	150,000	
City of GR Community Dev Dept - Rental Rehabilitation Program	356,535		Subtotal		876,221
City of GR Neighborhood Improvement Dept - Code Enforcement, Anti-blight	1,106,203		Total Neighborhood Investment Plan Funding		\$ 4,878,669
City of GR Planning Dept - Zoning and Historic Preservation Code Enf	95,337				
Disability Advocates - Community-based Accessible Housing	17,622		Funding Sources:		
Home Repair Services - Access Modifications	46,000		Community Development Block Grant (CDBG)	4,700,000	
Home Repair Services - Builders Abundance	99,766		Home Investment Partnerships Grant (HOME)	1,578,184	
Home Repair Services - Minor Home Repair	363,000		Justice Assistance Grant (JAG)	47,047	
Home Repair Services - Tool Library	41,000		General Operating Funds (from GRPD)	125,000	
Subtotal		3,209,003			\$ 6,450,231

APPENDIX E

FY2010 Budget Preparation Calendar

				1/16/09	Fri	1 day	Operating Departments instructions distributed
<u>Dates</u>	<u>Day</u>	<u>Length</u>	<u>Activity</u>	<u>Dates</u>	<u>Day</u>	<u>Length</u>	<u>Activity</u>
7/1/08	Tue		2009 Fiscal Year begins	1/23/09	Fri	3 days	Staff Training on ER Budgeting system
10/6/08	Mon	Ongoing	Develop Budget Planning Calendar-begin preparing instructions	1/23/09	Fri	1 week	Data Entry opened for Operating Depts. (as they are trained).
<u>INTERNAL SERVICE FUND BUDGETING</u>				1/23/09	Fri	2-4 weeks	Operating Depts Prepare Budget Requests
10/15/08	Wed	2.5 weeks	Request HBIC changes from ISF Depts	2/10/09	Tue		Police, Fire, Parks, Neighborhood Imp. Dept budgets Due
10/31/08	Fri		HBIC Changes due from ISF Depts.	2/17/09	Tue		All Other Operating Budget requests (incl. Service Pkgs) due
10/31/08	Fri	1 day	Set up ER system - Rates, Personnel Calcs, Downloads, etc.	2/17/09	Tue		All Performance Management Plans due
12/1/08	Mon	1 week	Review and finalize Instructions for ISF	2/10/09	Wed	10 days	Budget Office's review of Operating Budget requests begins
12/1/08	Mon	1 day	Train ISF Users	2/20/09	Fri		City Manager's Budget / Performance Mgt. Reviews begin
12/5/08	Fri	1 day	Internal Service Fund instructions distributed-ER opened	<u>PRELIMINARY FISCAL PLAN</u>			
12/5/08	Fri	3.5 weeks	ISF Depts Prepare Requests	4/6/09	Mon	2 weeks	Budget Office Prepare Preliminary Fiscal Plan
12/30/08	Tue		IS Fund requests (incl. Service Pkgs) Due	4/17/09	Fri	5 days	Budget Office submit Preliminary Fiscal Plan and Preliminary Capital Plan to Printer
1/2/09	Fri	1 week	CBO review of Internal Service Fund Begins	4/23/09	Thu		Preliminary Plans Returned from Printer
1/8/09	Thu		CBO review of Internal Service Fund Completed	4/24/09	Fri	1 day	Preliminary Fiscal Plan delivered to City Commission
1/9/09	Fri	1 day	City Manager's review of Internal Service Fund requests	4/28/09	Tue		City Manager Presents Preliminary Fiscal Plans to City Commission
<u>CAPITAL BUDGETING</u>				4/28/09	Tue	8 weeks	City Commission reviews and adjusts Preliminary Fiscal Plan
1/7/09	Wed	1 Day	Capital Project forms and instructions distributed	6/2/09	Tue	1 day	Set Public Hearing for adoption of FY10 Budget and 2010 Property Tax levy
1/7/09		2-5 weeks	Depts Prepare Capital Requests	6/16/09	Tue	1 day	Hold Public Hearing for the Proposed FY10 Budget and 2010 Property Tax levy
1/23/09	Fri		Streets & Capital Improvement Capital Project requests due	6/17/09	Wed	1 day	Finalize Proposed FY10 Budget Ordinance
1/23/09	Fri	2 weeks	Budget Office review of Capital Projects begins	6/23/09	Tue	1 day	Resolution to establish a 2010 Property Tax levy and Adoption of the FY10 Budget Ordinance and FY10-14 Strategic Plan
2/6/09	Fri		Budget Office review of Capital Projects ends	<u>FISCAL PLAN</u>			
2/9/09	Mon	2 months	City Manager's review of Capital Projects begins	6/23/09	Tue	2 months	Budget Office prepare Final Fiscal Plan document
2/13/08	Fri		Water, Sewer & Auto Parking Capital Request due	7/1/09	Wed		2010 Fiscal Year begins
4/3/09	Fri		City Manager's review of Capital Projects ends				
<u>OPERATING DEPARTMENT BUDGETING</u>							
12/12/08	Fri	3 weeks	Request HBIC changes from Operating Depts				
12/30/08	Fri		HBIC Changes due from Operating Depts.				
1/5/09	Mon	2 weeks	Set up ER system - Rates, Personnel Calcs, Downloads, etc.				
1/12/09	Mon	1 week	Finalize instructions for Operating Depts.				
1/12/09	Mon	1 week	ISF and Other Exhibits Prepared				
1/16/09	Fri		Allocations Completed; Exhibits finished; Instructions finished				

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY BY BOND TYPE

Annual Principal and Interest Requirements

Utility Revenue Bonds

Fiscal Year	Sewage Disposal System		Water Supply System		Utility Revenue Bonds Total
	Principal	Interest	Principal	Interest	Requirements
2010	\$ 7,636,433	\$ 11,497,769	\$ 7,830,000	\$ 6,808,246	\$ 33,772,448
2011	7,881,357	11,227,205	8,760,000	6,971,090	34,839,652
2012	8,031,281	10,952,450	9,155,000	6,560,590	34,699,321
2013	8,226,129	10,673,758	9,770,000	6,122,365	34,792,252
2014	8,381,776	10,381,721	10,250,000	5,650,190	34,663,687
2015	6,935,094	10,094,937	10,845,000	5,147,828	33,022,859
2016	5,838,209	9,816,872	11,380,000	4,607,928	31,643,009
2017	5,935,000	9,548,231	12,005,000	4,038,565	31,526,796
2018	6,015,000	9,261,444	12,635,000	3,465,253	31,376,697
2019	6,340,000	8,943,819	5,220,000	2,847,515	23,351,334
2020	6,670,000	8,608,994	5,495,000	2,612,915	23,386,909
2021	6,960,000	8,265,494	1,880,000	2,367,240	19,472,734
2022	9,820,000	7,902,544	1,970,000	2,273,240	21,965,784
2023	10,720,000	7,393,394	2,065,000	2,174,740	22,353,134
2024	11,255,000	6,868,988	2,175,000	2,071,490	22,370,478
2025	11,805,000	6,316,756	2,280,000	1,962,740	22,364,496
2026	12,390,000	5,737,050	2,395,000	1,848,740	22,370,790
2027	13,005,000	5,131,850	2,515,000	1,728,990	22,380,840
2028	13,640,000	4,496,888	2,640,000	1,603,240	22,380,128
2029	8,075,000	3,829,800	2,765,000	1,479,015	16,148,815
2030	8,485,000	3,426,050	2,895,000	1,348,890	16,154,940
2031	8,915,000	3,001,800	3,040,000	1,202,940	16,159,740
2032	9,365,000	2,556,050	3,195,000	1,049,680	16,165,730
2033	9,845,000	2,087,800	3,355,000	888,605	16,176,405
2034	10,345,000	1,595,550	3,520,000	719,465	16,180,015
2035	10,255,000	1,078,300	3,700,000	542,005	15,575,305
2036	3,800,000	598,750	1,615,000	355,470	6,369,220
2037	3,990,000	408,750	1,695,000	273,105	6,366,855
2038	4,185,000	209,250	1,785,000	186,660	6,365,910
2039	-	-	1,875,000	95,625	1,970,625
TOTAL	\$ 244,745,279	\$ 181,912,264	\$ 150,705,000	\$ 79,004,364	\$ 656,366,907

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY BY BOND TYPE

Annual Principal and Interest Requirements Michigan Transportation Fund Bonds

Fiscal Year	Series 1999 Bonds		Series 2003 Bonds		Total Requirements
	Principal	Interest	Principal	Interest	
2010	\$785,000	\$265,321	\$225,000	\$65,744	\$1,341,065
2011	830,000	224,128	235,000	57,975	1,347,103
2012	870,000	180,135	250,000	49,175	1,349,310
2013	920,000	133,135	250,000	39,644	1,342,779
2014	970,000	82,565	255,000	29,700	1,337,265
2015	1,025,000	28,188	280,000	19,000	1,352,188
2016	-	-	280,000	7,800	287,800
2017	-	-	55,000	1,100	56,100
2018	-	-	-	-	-
2019	-	-	-	-	-
TOTAL	\$ 5,400,000	\$ 913,472	\$ 1,830,000	\$ 270,138	\$ 8,413,610

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY BY BOND TYPE

**Annual Principal and Interest Requirements
Internal Service Funds**

Fiscal Year	Series 2002 MPN / IPA Grand Rapids - GOLT		Series 2002A MPN / IPA Grand Rapids - GOLT		Series 2004 MPN / IPA Grand Rapids - GOLT		Grand Rapids - GOLT Series 2006 MPN / IPA		Grand Rapids - GOLT Series 2006A MPN / IPA		Total Requirements		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Combined
2010	\$310,000	\$14,725	\$48,287	\$18,185	\$179,574	\$13,206	\$815,000	\$89,600	\$650,000	\$84,400	\$2,002,861	\$220,116	\$2,222,977
2011	-	-	50,969	16,492	82,178	6,472	840,000	57,000	680,000	57,800	1,653,147	137,764	1,790,911
2012	-	-	53,652	14,578	82,178	3,287	255,000	23,400	700,000	30,200	1,090,830	71,465	1,162,295
2013	-	-	53,652	12,563	-	-	165,000	13,200	130,000	13,600	348,652	39,363	388,015
2014	-	-	56,335	10,413	-	-	165,000	6,600	135,000	8,300	356,335	25,313	381,648
2015	-	-	59,017	8,157	-	-	-	-	140,000	2,800	199,017	10,957	209,974
2016	-	-	61,700	5,556	-	-	-	-	-	-	61,700	5,556	67,256
2017	-	-	64,381	2,835	-	-	-	-	-	-	64,381	2,835	67,216
TOTAL	\$ 310,000	\$ 14,725	\$ 447,993	\$ 88,779	\$ 343,930	\$ 22,965	\$ 2,240,000	\$ 189,800	\$ 2,435,000	\$ 197,100	\$ 5,776,923	\$ 513,369	\$ 6,290,292

APPENDIX F
DEBT SERVICE REQUIREMENTS TO MATURITY BY BOND TYPE
Annual Principal and Interest Requirements Authority Bonds

Fiscal Year	City / County Joint Bldg Authority		Downtown Development Authority (Discretely Presented Component Unit)		Grand Rapids Building Authority		Grand Rapids Building Authority		Grand Rapids Building Authority		State of Michigan Infrastructure Bank	
	Series 1993 Bonds		Series 1994 Bonds		Series 1997 Bonds		Series 1998 Bonds		Series 2000 Bonds		2001 Loan	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2010	\$ 215,000	\$ 59,750	\$ 1,150,875	\$ 2,259,125	\$ 270,000	\$ 6,615	\$ 1,005,000	\$ 658,078	\$ 1,110,000	\$ 83,385	\$ 83,124	\$ 10,146
2011	225,000	49,000	1,104,281	2,405,719	-	-	1,100,000	612,350	1,170,000	28,373	86,448	6,821
2012	240,000	37,750	1,049,788	2,560,212	-	-	1,205,000	561,752	-	-	84,090	3,364
2013	250,000	25,750	998,969	2,721,031	-	-	1,315,000	501,500	-	-	-	-
2014	265,000	13,250	929,047	2,785,953	-	-	1,440,000	435,750	-	-	-	-
2015	-	-	921,247	3,073,753	-	-	1,570,000	363,750	-	-	-	-
2016	-	-	857,487	3,137,513	-	-	1,705,000	285,250	-	-	-	-
2017	-	-	789,572	3,205,428	-	-	1,920,000	200,000	-	-	-	-
2018	-	-	734,601	3,260,399	-	-	2,080,000	104,000	-	-	-	-
2019	-	-	144,554	700,446	-	-	-	-	-	-	-	-
2020	-	-	-	-	-	-	-	-	-	-	-	-
2021	-	-	-	-	-	-	-	-	-	-	-	-
2022	-	-	-	-	-	-	-	-	-	-	-	-
2023	-	-	-	-	-	-	-	-	-	-	-	-
2024	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-	-	-
2032	-	-	-	-	-	-	-	-	-	-	-	-
2033	-	-	-	-	-	-	-	-	-	-	-	-
2034	-	-	-	-	-	-	-	-	-	-	-	-
2035	-	-	-	-	-	-	-	-	-	-	-	-
2036	-	-	-	-	-	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	\$ 1,195,000	\$ 185,500	\$ 8,680,420	\$ 26,109,580	\$ 270,000	\$ 6,615	\$ 13,340,000	\$ 3,722,430	\$ 2,280,000	\$ 111,758	\$ 253,662	\$ 20,331

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY BY BOND TYPE

Annual Principal and Interest Requirements Authority Bonds

Fiscal Year	Grand Rapids Building Authority - Refunded Portion		Grand Rapids Building Authority - New Money		Grand Rapids Building Authority		Grand Rapids Building Authority		Grand Rapids Building Authority	
	Series 2001 Bonds		Series 2001 Bonds		Series 2002 Bonds		Series 2002A Bonds		Series 2003 Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2010	\$ 295,000	\$ 206,908	\$ -	\$ 465,777	\$ 125,000	\$ 130,884	\$ 435,000	\$ 846,002	\$ 1,195,000	\$ 78,357
2011	310,000	193,858	40,000	464,902	135,000	125,509	500,000	828,618	335,000	38,325
2012	320,000	180,076	45,000	463,043	140,000	119,569	570,000	808,003	345,000	26,433
2013	335,000	165,748	45,000	461,074	150,000	113,269	605,000	784,788	355,000	13,668
2014	350,000	150,545	50,000	458,965	150,000	106,669	625,000	755,501	-	-
2015	360,000	134,390	60,000	456,460	160,000	99,919	665,000	725,013	-	-
2016	380,000	117,180	60,000	453,670	170,000	92,559	685,000	692,876	-	-
2017	395,000	98,770	65,000	450,700	175,000	84,569	720,000	654,238	-	-
2018	415,000	79,123	65,000	447,547	185,000	76,169	765,000	613,401	-	-
2019	435,000	58,080	70,000	444,205	195,000	67,150	805,000	570,226	-	-
2020	455,000	35,603	80,000	440,415	360,000	57,400	855,000	524,576	-	-
2021	480,000	12,000	80,000	436,375	380,000	39,400	900,000	476,313	-	-
2022	-	-	590,000	419,625	400,000	20,400	950,000	428,407	-	-
2023	-	-	620,000	388,987	-	-	995,000	380,375	-	-
2024	-	-	655,000	356,316	-	-	1,045,000	329,375	-	-
2025	-	-	685,000	321,978	-	-	1,095,000	275,875	-	-
2026	-	-	725,000	285,847	-	-	1,155,000	219,625	-	-
2027	-	-	760,000	247,794	-	-	1,210,000	160,500	-	-
2028	-	-	800,000	207,819	-	-	1,270,000	98,500	-	-
2029	-	-	845,000	165,666	-	-	1,335,000	33,375	-	-
2030	-	-	890,000	121,206	-	-	-	-	-	-
2031	-	-	935,000	74,441	-	-	-	-	-	-
2032	-	-	985,000	25,241	-	-	-	-	-	-
2033	-	-	-	-	-	-	-	-	-	-
2034	-	-	-	-	-	-	-	-	-	-
2035	-	-	-	-	-	-	-	-	-	-
2036	-	-	-	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-	-	-	-
TOTAL	\$ 4,530,000	\$ 1,432,279	\$ 9,150,000	\$ 8,058,052	\$ 2,725,000	\$ 1,133,464	\$ 17,185,000	\$ 10,205,584	\$ 2,230,000	\$ 156,783

APPENDIX F
DEBT SERVICE REQUIREMENTS TO MATURITY BY BOND TYPE
Annual Principal and Interest Requirements Authority Bonds

Fiscal Year	City / County Joint Bldg Authority		Grand Rapids Building Authority		Grand Rapids Building Authority		Grand Rapids Building Authority	
	Series 2003B Bonds		Series 2004 Bonds		Series 2006 Bonds		Series 2008 Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2010	\$ 205,000	\$ 183,938	\$ 505,000	\$ 902,755	\$ 140,000	\$ 294,036	\$ 130,000	\$ 482,181
2011	210,000	177,188	530,000	881,008	145,000	288,336	165,000	477,756
2012	220,000	169,388	550,000	857,238	150,000	282,436	170,000	472,519
2013	225,000	160,762	575,000	831,350	160,000	276,237	180,000	466,606
2014	235,000	151,562	600,000	803,438	165,000	269,736	185,000	459,988
2015	245,000	141,962	630,000	773,603	170,000	263,036	190,000	452,719
2016	255,000	131,962	660,000	741,668	180,000	256,036	365,000	441,163
2017	265,000	120,238	695,000	707,445	185,000	248,274	380,000	424,856
2018	275,000	106,738	730,000	670,743	195,000	240,211	395,000	406,925
2019	285,000	92,738	770,000	629,625	200,000	232,311	415,000	387,169
2020	300,000	78,112	810,000	584,200	210,000	224,112	435,000	365,647
2021	315,000	62,344	855,000	536,331	215,000	215,611	460,000	342,425
2022	325,000	45,543	905,000	485,731	225,000	206,699	480,000	317,150
2023	345,000	27,956	960,000	432,113	235,000	197,239	510,000	289,606
2024	360,000	9,450	1,015,000	375,331	245,000	187,309	540,000	259,738
2025	-	-	1,075,000	315,244	255,000	176,934	570,000	227,113
2026	-	-	1,135,000	251,706	265,000	166,078	605,000	191,863
2027	-	-	1,200,000	184,575	275,000	154,737	640,000	154,513
2028	-	-	1,270,000	113,563	290,000	142,800	680,000	114,063
2029	-	-	1,340,000	38,522	300,000	130,262	720,000	70,313
2030	-	-	-	-	315,000	117,194	765,000	23,906
2031	-	-	-	-	325,000	103,594	-	-
2032	-	-	-	-	340,000	89,462	-	-
2033	-	-	-	-	355,000	74,694	-	-
2034	-	-	-	-	370,000	59,288	-	-
2035	-	-	-	-	385,000	43,244	-	-
2036	-	-	-	-	405,000	26,456	-	-
2037	-	-	-	-	420,000	8,925	-	-
TOTAL	\$ 4,065,000	\$ 1,659,881	\$ 16,810,000	\$ 11,116,189	\$ 7,120,000	\$ 4,975,287	\$ 8,980,000	\$ 6,828,216

APPENDIX F
DEBT SERVICE REQUIREMENTS TO MATURITY BY BOND TYPE
Annual Principal and Interest Requirements Authority Bonds

Fiscal Year	Grand Rapids Building Authority		Downtown Development Authority		Total Requirements		
	Series 2009 Bonds Principal	Series 2009 Bonds Interest	Series 2009 Bonds Principal	Series 2009 Bonds Interest	Principal	Interest	Combined
2010	\$ 350,000	\$ 578,833	\$ -	\$ 1,661,843	\$ 7,213,999	\$ 8,908,612	\$ 16,122,611
2011	300,000	630,350	-	1,484,525	6,355,729	8,692,637	15,048,367
2012	1,500,000	607,850	-	1,484,525	6,588,878	8,634,158	15,223,036
2013	1,575,000	565,475	-	1,484,525	6,768,969	8,571,784	15,340,753
2014	1,605,000	517,775	-	1,484,525	6,599,047	8,393,656	14,992,703
2015	1,655,000	468,875	-	1,484,525	6,626,247	8,438,005	15,064,252
2016	1,710,000	414,125	-	1,484,525	7,027,487	8,248,526	15,276,013
2017	1,770,000	353,225	330,000	1,484,525	7,689,572	8,032,268	15,721,840
2018	1,835,000	287,844	345,000	1,471,325	8,019,601	7,764,424	15,784,025
2019	1,905,000	217,719	3,510,000	1,456,663	8,734,554	4,856,330	13,590,885
2020	1,850,000	137,500	4,530,000	1,281,163	9,885,000	3,728,726	13,613,726
2021	1,950,000	46,500	4,775,000	1,032,013	10,410,000	3,199,312	13,609,312
2022	-	-	5,015,000	793,263	8,890,000	2,716,817	11,606,817
2023	-	-	5,265,000	542,513	8,930,000	2,258,789	11,188,789
2024	-	-	4,660,000	256,275	8,520,000	1,773,793	10,293,793
2025	-	-	-	-	3,680,000	1,317,144	4,997,144
2026	-	-	-	-	3,885,000	1,115,118	5,000,118
2027	-	-	-	-	4,085,000	902,118	4,987,118
2028	-	-	-	-	4,310,000	676,744	4,986,744
2029	-	-	-	-	4,540,000	438,137	4,978,137
2030	-	-	-	-	1,970,000	262,307	2,232,307
2031	-	-	-	-	1,260,000	178,035	1,438,035
2032	-	-	-	-	1,325,000	114,703	1,439,703
2033	-	-	-	-	355,000	74,694	429,694
2034	-	-	-	-	370,000	59,288	429,288
2035	-	-	-	-	385,000	43,244	428,244
2036	-	-	-	-	405,000	26,456	431,456
2037	-	-	-	-	420,000	8,925	428,925
TOTAL	\$ 18,005,000	\$ 4,826,070	\$ 28,430,000	\$ 18,886,731	\$ 145,249,082	\$ 99,434,749	\$ 244,683,832

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY BY BOND TYPE

Annual Principal and Interest Requirements Other Indebtedness

Fiscal Year	Kent County Drain Commission						State of Michigan Infrastructure Bank		SmartZone LDFA (Discretely Presented Component Unit)		Total Requirements		
	Series 2000 Floodwalls		Series 2008 Floodwalls (Refunding)		Silvercreek Refunding		Streets Dept Share		Series 2004				
	Bonds	Contracts Payable	Bonds	Contracts Payable	Series 2003 Bonds	Other IPAs	2001 Loan	Principal	Interest				
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest			
2010	\$ 160,000	\$ 12,580	\$ 495,000	\$ 270,860	\$ 407,200	\$ 91,616	\$ 277,139	\$ 82,305	\$ 207,132	\$ 25,283	\$ 60,000	\$ 182,169	\$ 1,505,424
2011	170,000	4,250	535,000	256,969	423,488	78,944	296,853	71,527	215,417	16,998	105,000	179,919	1,562,395
2012	-	-	740,000	236,250	435,704	65,082	314,170	59,704	209,536	8,381	200,000	175,719	1,468,295
2013	-	-	775,000	211,632	451,992	49,648	241,348	46,692	-	-	215,000	167,719	1,172,398
2014	-	-	810,000	185,875	472,352	32,773	243,665	35,930	-	-	230,000	158,581	1,173,302
2015	-	-	840,000	158,013	285,040	18,334	245,983	25,075	-	-	250,000	148,231	972,663
2016	-	-	885,000	127,825	297,256	6,317	253,300	13,949	-	-	250,000	136,981	957,803
2017	-	-	930,000	93,738	-	-	55,618	2,443	-	-	285,000	126,231	469,292
2018	-	-	970,000	55,738	-	-	-	-	-	-	115,000	111,269	226,269
2019	-	-	285,000	30,638	-	-	-	-	-	-	130,000	105,231	235,231
2020	-	-	295,000	18,669	-	-	-	-	-	-	125,000	98,406	223,406
2021	-	-	310,000	6,200	-	-	-	-	-	-	145,000	91,844	236,844
	-	-	-	-	-	-	-	-	-	-	160,000	84,231	244,231
	-	-	-	-	-	-	-	-	-	-	180,000	75,831	255,831
	-	-	-	-	-	-	-	-	-	-	200,000	66,381	266,381
	-	-	-	-	-	-	-	-	-	-	220,000	55,631	275,631
	-	-	-	-	-	-	-	-	-	-	245,000	43,806	288,806
	-	-	-	-	-	-	-	-	-	-	270,000	30,638	300,638
	-	-	-	-	-	-	-	-	-	-	300,000	16,125	316,125
TOTAL	\$ 330,000	\$ 16,830	\$ 7,870,000	\$ 1,652,404	\$ 2,773,032	\$ 342,714	\$ 1,928,076	\$ 337,625	\$ 632,084	\$ 50,662	\$ 3,685,000	\$ 2,054,944	12,150,966

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY BY BOND TYPE

Annual Principal and Interest Requirements Capital Improvement Bonds

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Requirements</u>
2010	\$ 570,000	\$ 636,610	\$ 1,206,610
2011	595,000	613,310	1,208,310
2012	620,000	589,010	1,209,010
2013	645,000	563,710	1,208,710
2014	675,000	537,310	1,212,310
2015	695,000	509,910	1,204,910
2016	725,000	481,510	1,206,510
2017	755,000	451,910	1,206,910
2018	795,000	416,935	1,211,935
2019	650,000	380,810	1,030,810
2020	680,000	347,560	1,027,560
2021	710,000	316,005	1,026,005
2022	740,000	282,950	1,022,950
2023	785,000	244,825	1,029,825
2024	820,000	205,725	1,025,725
2025	860,000	164,750	1,024,750
2026	910,000	120,500	1,030,500
2027	955,000	73,875	1,028,875
2028	1,000,000	25,000	1,025,000
TOTAL	<u>\$ 14,185,000</u>	<u>\$ 6,962,215</u>	<u>\$ 21,147,215</u>

APPENDIX G

General Governmental Revenues by Source (unaudited) (1) Last Ten Fiscal Years

<u>Fiscal Year</u>	<u>City Income and Property Taxes</u> ²	<u>State Shared Taxes</u>	<u>Licenses and Permits</u>	<u>Fines and Forfeitures</u>	<u>Investment Earnings</u>	<u>Other Agencies - Grants</u>	<u>Charges for Services</u>	<u>Miscellaneous</u>	<u>Total</u>
1998	\$ 66,937,505	\$ 33,448,499	\$ 1,742,338	\$ 1,974,948	\$ 3,711,200	\$ 14,283,878	\$ 16,766,376	\$ 1,686,190	\$ 140,550,934
1999	72,373,584	35,426,859	1,861,920	2,164,570	3,881,967	19,409,579	18,566,422	2,128,584	155,813,485
2000	76,386,407	38,255,232	2,228,080	2,024,220	5,022,586	15,358,147	19,766,904	2,559,083	161,600,659
2001	76,216,245	39,682,032	1,965,111	2,702,595	5,927,404	12,973,474	20,412,658	2,385,622	162,265,141
2002	80,503,849	44,491,309	2,373,116	3,999,529	4,365,056	13,016,490	22,731,240	3,862,027	175,342,616
2003	79,890,185	39,379,693	2,206,937	4,312,681	2,319,021	22,126,003	27,130,183	4,421,297	181,786,000
2004	80,783,718	38,116,803	2,110,581	4,145,387	1,732,336	13,155,610	30,805,504	3,929,008	174,778,947
2005	83,775,708	37,459,858	2,505,698	1,479,619	1,998,314	17,042,396	27,384,991	4,330,456	175,977,040
2006	92,136,562	37,663,040	3,046,481	1,522,692	3,017,557	15,483,026	28,385,989	3,313,344	184,568,691
2007	93,961,292	36,828,342	4,077,284	647,587	4,376,806	12,380,681	25,599,287	2,961,898	180,833,177
2008	97,316,214	36,613,479	3,823,654	1,973,737	4,553,028	11,628,660	25,613,387	3,670,803	185,192,962
Percent to Total Revenues									
1998	47.6%	23.8%	1.2%	1.4%	2.6%	10.2%	11.9%	1.2%	9.0%
1999	46.4	22.7	1.2	1.4	2.5	12.5	11.9	1.4	10.9
2000	47.3	23.7	1.4	1.3	3.1	9.5	12.2	1.6	3.7
2001	47.0	24.5	1.2	1.7	3.7	8.0	12.6	1.5	0.4
2002 ³	45.9	25.4	1.4	2.3	2.5	7.4	13.0	2.2	8.1
2003	43.9	21.7	1.2	2.4	1.3	12.2	14.9	2.4	3.7
2004	46.2	21.8	1.2	2.4	1.0	7.5	17.6	2.2	-3.9
2005	47.6	21.3	1.4	0.8	1.1	9.7	15.6	2.5	0.7
2006	49.9	20.4	1.7	0.8	1.6	8.4	15.4	1.8	4.9
2007	52.0	20.4	2.3	0.4	2.4	6.8	14.2	1.6	-2.0
2008	52.5	19.8	2.1	1.1	2.5	6.3	13.8	2.0	2.4

Notes: (1) Through FY2001 includes General, Special Revenue, and Debt Service Funds and does not include amounts for the three major construction funds.

(2) Includes special assessments.

Appendix H – Sustainability Plan

City of Grand Rapids, Michigan Sustainability Plan

FOREWORD

CITY OF GRAND RAPIDS' SUSTAINABILITY PLAN

Creating a sustainable City requires envisioning an ideal community in which the economic, environmental, and social systems throughout the City are ideal and in balance to create and sustain a positive quality of life for future generations. Being a sustainable City compels action that will be conducted with regard to the achievement of the “triple bottom line” goals of economic prosperity, environmental integrity, and social equity.

City of Grand Rapids Sustainability Plan provides the policy direction in which residents, visitors, and employees within the City will receive municipal services and includes the vision of a sustainable City and community. The Sustainability Plan has evolved from a strategic directive for the provision of quality municipal services to a dynamic document that incorporates outcomes leading to the building a sustainable City. During FY2006, the City had entered into a multi-organizational agreement with the Grand Rapids Public Schools, Grand Rapids Community College, Grand Valley State University, and Aquinas College to combine efforts to advance the goals of Sustainability. The agreement resulted in the creation of the Community Sustainability Partnership (CSP) that guides the organizations in improving modes of service delivery with regard to the triple bottom line. The CSP developed a framework for planning, establishing baseline data, and evaluating service delivery. The City's Sustainability Plan integrates elements of the CSP framework.

The Sustainability Plan also aligns with the mandates of the City as set forth in the Michigan State Constitution and legislation, City Charter, City Ordinances, City Commission Policies, and Administrative Policies. Similarly the Sustainability Plan and the related outcomes will be carried out in alignment with the City's Mission, Vision, and Values.

Each City Department will provide their services with regard to the “triple bottom line” principles of sustainability consistent with the framework of the Community Sustainability Partnership. The progress that the City and each department achieve toward these outcomes will be detailed in an annual Sustainability Plan Progress Report and in the Departmental Performance Management Plan Progress Reports.

Finally, In support of achieving the outcomes of the Sustainability Plan, the City will establish a Sustainability Council comprised of members of City Commission, City staff, and key community stakeholders that will regularly monitor and report on the City's progress towards sustainability.

DEFINITIONS

Aggregate purchasing – the purchase of goods and services through a joint purchasing coalition program involving multiple entities.

Alternative fuels – methanol, denatured ethanol, and other alcohols; mixtures containing 85 percent or more by volume of methanol, denatured ethanol, and other alcohols with gasoline or other fuels; natural gas; liquefied petroleum gas; hydrogen; coal-derived liquid fuels; fuels (other than alcohol) derived from biological materials; electricity (including electricity from solar energy); and any [that] is substantially not petroleum and would yield substantial energy security benefits and substantial environmental benefits. (U.S. Energy Policy Act of 1992)

Biodiversity - the variability among living organisms from all sources, including, 'inter alia', [terrestrial](#), [marine](#), and other [aquatic](#) ecosystems, and the ecological complexes of which they are part: this includes diversity within species, between species and of ecosystems. (1992 [United Nations Earth Summit](#))

Brownfield - real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. (U.S. Environmental Protection Agency)

Clean technology - manufacturing processes or product technologies that reduce pollution or waste, energy use, or material use in comparison to the technologies that they replace.

Economic prosperity - the economic system fosters and sustains strong business and gainful employment.

Environmental integrity - the natural environment is respected, improved, and preserved for future generations

Green purchasing – the acquisition of recycled content products, environmentally preferable products and services, biobased products, energy- and water-efficient products, alternate fuel vehicles, products using renewable energy, and alternatives to hazardous or toxic chemicals. (Office of the Federal Environmental Executive).

Green space - a tract of land designed and used by the public for active and passive recreation.

Green technology - the application of the [environmental sciences](#) to conserve the [natural environment](#) and eliminating the negative impacts of human involvement.

Greenhouse gases – (GHG) are [gaseous](#) components of the [atmosphere](#) that contribute to the [greenhouse effect](#). GHG are transparent only to some wavelengths of light. When sunlight hits the Earth, some is absorbed and re-emitted at longer wavelengths for which the GHG is opaque, hindering emission back out into space. GHG include: [nitrous oxide](#), [sulfur hexafluoride](#), [hydrofluorocarbons](#), [perfluorocarbons](#) and [chlorofluorocarbons](#)

Indicator – a unit of measure used to quantify the degree of progress towards the achievement of an outcome.

LEED - (Leadership in Energy and Environmental Design) Green Building Rating System[®] is a voluntary, consensus-based national standard for developing high-performance, sustainable buildings. (U.S. Green Building Council).

MWBE – Minority and Women Business Enterprises; are business enterprises that are owned and controlled by racial/ethnic minorities and/or women.

Open space - primarily natural sites that have a minimum of development and little if any, active recreational development. Although these areas may be located within an urban area, the site itself is primarily natural, as opposed to urban open space that has landscaping, plazas, and other built components.

Outcomes – statement of anticipated change in condition or behavior

Renewable energy – is power derived from existing flows of energy, from on-going natural processes, such as [sunshine](#), [wind](#), [wave power](#), [flowing water \(hydropower\)](#), [biological processes](#) such as [anaerobic digestion](#), and [geothermal](#) heat flow.

Smart growth – development that is based on the principles of mix land use, compact building design, broad range of housing opportunities, walkable neighborhoods, preserved open and green spaces, variety on transportation modes, and community stakeholder engagement in development decisions. (U.S. Environmental Protection Agency).

Social equity - Society embraces diversity and uses the power of diversity for positive change.

Sustainable building - the design and construction of buildings using methods and materials that are resource efficient and that will not compromise the health of the environment or the associated health and well-being of the building's occupants, construction workers, the general public, or future generations.

Sustainability - is the ability to achieve continuing economic prosperity while protecting the natural systems of the planet and providing a high quality of life for its people. (U.S. Environmental Protection Agency).

Sustainability framework – is a dynamic inventory of interconnected areas of interest, activities, and related outcomes that lead to a sustainable City and community.

Toxic waste - waste material, often in chemical form, that can cause death or injury to living creatures. It usually is the product of industry or commerce, but comes also from residential use, agriculture, the military, medical facilities, radioactive sources, and light industry, such as dry cleaning establishments. The term is often used interchangeably with “hazardous waste,” or discarded material that can pose a long-term risk to health or environment.

Themes – are general categories of City services, programs, and activities that include anticipated outcomes.

Urban sprawl - is low density, automobile dependent development beyond the edge of service and employment areas. (U.S. Environmental Protection Agency).

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 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 organization, 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

VISION STATEMENT

Grand Rapids is a vibrant, exciting and diverse community in which to live, work and visit. Guided by our core values of integrity, honesty, respect, competence, service and family, our dedication to excellent service, leadership and creativity makes this happen.

Customer Service

- Our future is in customer satisfaction.

Teamwork

- We work together toward common goals to create synergy from valuing individual responsibility, contributions and risk-taking.

Families

- We value families and individuals by practicing policies that promote balance, flexibility, growth and community participation.

Technology

- We provide organized access to current methods and means to achieve quality customer service. We provide a learning environment, service delivery options, and have secure funding consistent with our priorities and a plan for success.

Work Environment

- Our work environment is conducive to productivity through a well designed, pleasant, supportive and personally rewarding place to work.

VALUES AND BEHAVIORS

The City of Grand Rapids has six core values, which guide behavior and the development of policies and practices. They are:

Integrity

We demonstrate consistency in all of our actions and are committed to actions that are above reproach.

- Our actions reflect ethical soundness, steadfastness in purpose, responsibility and truthfulness.
- We are diligent in the performance of our jobs.
- We strive to demonstrate honor in our actions and behaviors.

Honesty

We are committed to sharing a full range of available information and are truthful, open and sincere with each other.

- We are open and receptive to the sharing of ideas.
- We have the courage to acknowledge when we do not know something and trust each other to share our full understanding of the truth.
- We are willing to say or do things that may not be popular.

Respect

We practice fairness, consideration and understanding with each other, recognizing that everyone has intrinsic worth and equal value.

- We listen to each other with open minds.
- We are courteous with each other.
- We treat each other with dignity and are polite with each other.

Competence

We are able to reach objectives in an effective and efficient manner.

- We have a thirst for knowledge and are willing to share our knowledge with each other.
- We strive for excellence and take individual responsibility for acquiring new and better job skills.
- We constantly evaluate our own performance and look for opportunities to perform more effectively.

Service

We provide assistance and services to citizens and employees to the best of our ability.

- We are courteous and respectful at all times.
- We anticipate problems and seek to find solutions.
- We are timely in our responses and follow-through on commitments that we have made to our customers.

Family

We recognize the value of families and strive to support our employees' needs to balance their work and family lives.

- We provide for the safety and welfare of the family unit.
- We show interest and concern for the families of those who work with us.
- We provide opportunities for employees to spend quality time with their family and friends.

SUSTAINABILITY VISION STATEMENT

Sustainable City: *The economic, environmental, and social systems throughout the city are ideal and in balance to create and sustain a positive quality of life for future generations.*

Sustainability Themes and Outcomes

Clean Environment

- The natural environment is respected, improved, and preserved for future generations.

Enriched Lives

- Opportunities for and access to educational and cultural experiences are abundant.

Prosperous Economy

- The economic system fosters and sustains strong business and gainful employment.

Quality Community Design and Infrastructure

- Community development is conducted in accordance with the City's Master Plan and infrastructure design is conducted in accordance with the City's Master Plan and governing rules and guidelines.

Responsible Government

- The City is a "best in class organization" by which the management of the City and the provision of services are conducted.

Safe Neighborhoods

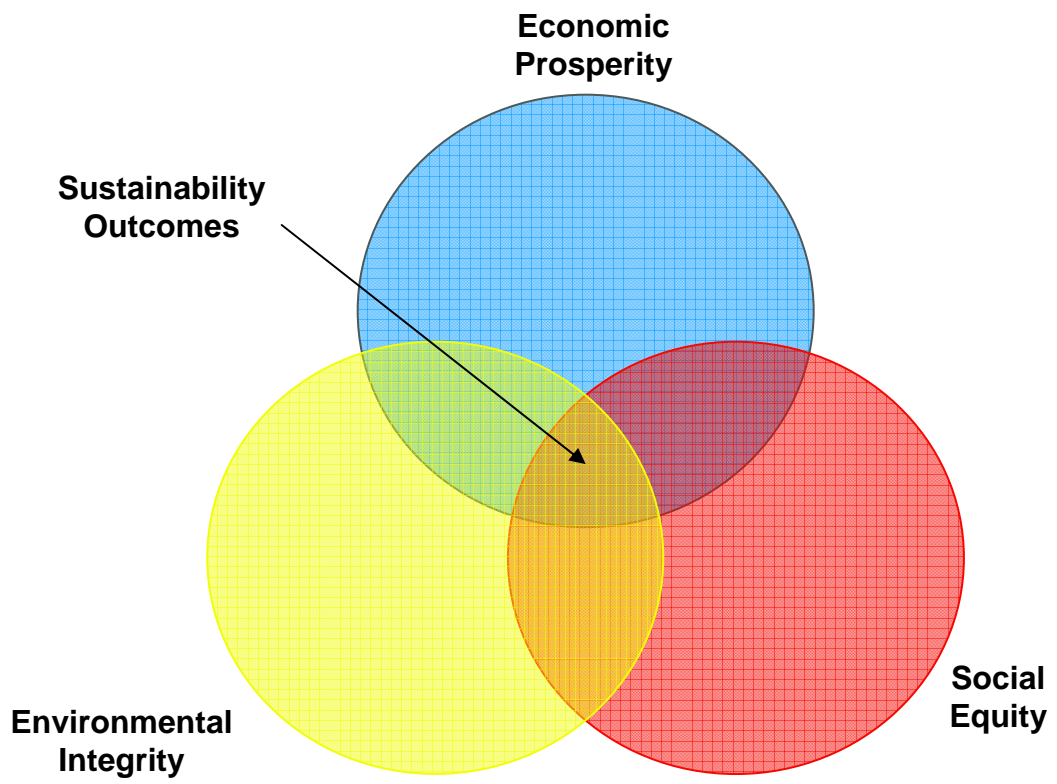
- Neighborhoods are free from crime and other threats to public safety.

Social Equity

- Society embraces diversity and uses the power of diversity for positive change.

SUSTAINABILITY FRAMEWORK

The Sustainability Framework is a dynamic inventory of interconnected areas of interest, activities, and related outcomes that lead to a sustainable City and community. It is critical to note that the activities that are conducted within this framework, although categorized under a primary area, relate to all three principles of sustainability and their impact will be measured against the triple bottom line.



ECONOMIC PROSPERITY

Economic Development

- Increase brownfield redevelopment
- Increase and maintain business sustainability
- Create and maintain gainful employment
- Increase and maintain smart growth

Fiscal Management

- Maximize revenue generation
- Optimize and maintain expenditure and operational efficiencies

Innovation

- Increase applied clean technologies
- Create public and private partnerships

Purchasing

- Adopt aggregate purchasing practices
- Adopt green purchasing practices
- Establish sustainable purchasing policies and procedures
- Increase purchasing of local products

ENVIRONMENTAL INTEGRITY

Agriculture

Increase the production of local food crops
Reduce land erosion

Air

Increase and maintain air quality
Reduce greenhouse gas emissions
Reduce or abate nuisance noise

Built Environment

Adopt LEED construction methods for commercial and industrial facilities
Increase facility efficiency
Increase facility renovation
Increase sustainable residential development/redevelopment

Energy

Increase energy conservation
Increase renewable energy use

Land Use/Preservation and Restoration

Increase biodiversity
Increase and maintain open and green space
Protect and maintain natural habitat
Reduce urban sprawl

Transportation

Increase the use of alternative fuels
Increase the use of alternative modes of transportation
Increase fleet vehicles efficiency

Waste

Increase recycling
Reduce or eliminate toxic waste
Reduce or elimination waste

Water

Conserve water
Increase and maintain quality storm and waste water management
Increase and maintain water quality

SOCIAL EQUITY

Community Capital

Foster leadership and advocacy
Increase and maintain civic engagement and community based leadership
Increase and maintain voter registration and participation

Cultural Competence

Increase inclusion
Increase inter-cultural awareness and interaction

Education

Increase and maintain intellectual capital
Increase and maintain educational achievement
Increase and maintain access to technology
Increase and maintain training

Health and Wellness

Increase and maintain health resources
Increase and maintain access to health resource
Increase and maintain human health and wellness

Quality of Life

Establish and maintain great neighborhoods
Increase and maintain access to the arts and cultural experiences
Increase and maintain access to public services
Increase the availability of quality and affordable housing
Increase availability of recreational programs and facilities
Increase social Integration
Reduce poverty

Philanthropy

Increase and maintain charitable resources and contributions

Responsible Governance

Comply with regulatory mandates
Establish and implement a model of fiscal sustainability
Increase and maintain inclusive participation in governance
Establish and maintain regional partnerships and cooperative relationships

Public Safety and Security

Establish and maintain an emergency management system
Increase and maintain a quality fire response system
Increase and maintain crime prevention
Increase and maintain fire prevention
Reduce crime rates

SUSTAINABILITY EVALUATION MATRIX

Outcomes	Economic Prosperity	Environmental Integrity	Social Equity
Clean Environment			
Enriched Lives			
Prosperous Economy			
Quality Community Design and Infrastructure			
Responsible Government			
Safe Neighborhoods			
Social Equity			

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https://energy.navy.mil/publications/law_us/92epact/hr_0301.htm

Brownfield:

<http://epa.gov/brownfields/glossary.htm>

Clean Technology:

<http://www.p2pays.org/ref/09/08853.htm>

Green Purchasing:

<http://www.ofee.gov/>

Smart growth:

http://www.epa.gov/livability/about_sg.htm#what_is_sg

Sustainable building:

<http://www.egret.net/SustainableBuilding.htm>

Sustainability:

<http://www.epa.gov/sustainability/>

Sustainability Index – Dow Jones:

<http://www.sustainability-index.com/>

Urban Sprawl:

<http://www.epa.gov/maia/html/sprawl.html>

APPENDIX I

PERSONNEL / POSITION SUMMARIES (FTE)

Explanatory note: In the past, Appendix I has shown, for the most part, whole positions based on where the position was authorized. Over the years, the number of positions that are allocated to multiple departments or funds (or funding sources) has grown. This year FY2010 authorized personnel are shown on the basis of the proportional shares of positions that are funded. The detail regarding position changes (adds and deletes) is presented in the Appropriation Highlights and Personnel Summary within the Overview section.

DEPARTMENT SUMMARY

DEPARTMENT	POSITIONS		FY10 POSITIONS		
	FY08	FY09	HOME DEPT	ALLOCATIONS	PERCENT
Assessor	19.00	19.00	16	16.20	0.99%
Attorney	18.00	17.00	17	17.00	1.03%
City Clerk	10.00	10.00	10	10.00	0.61%
Community Development	18.00	20.00	19	19.30	1.17%
Comptroller	17.00	17.00	16	16.00	0.97%
District Court	90.25	91.25	91.25	91.25	5.56%
Economic Development	4.50	5.00	3	1.77	0.11%
Engineering	50.50	48.00	48	43.84	2.67%
Environmental Protection	128.50	128.50	129	129.43	7.88%
Equal Opportunity	7.00	6.00	5	5.00	0.30%
Executive	12.00	12.00	14	12.20	0.74%
Facilities and Fleet Management	49.00	47.00	47	47.10	2.87%
Fire	238.00	238.00	230	229.50	13.97%
Fiscal Services	13.50	13.00	12	11.10	0.68%
Human Resources	17.00	17.00	16	16.25	0.99%
Income Tax	17.00	18.00	17	17.20	1.05%
Information Technology	5.00	6.00	6	6.55	0.40%
Management Services & OCYF	6.00	4.00	2	2.00	0.12%
Neighborhood Improvement	52.50	51.50	48	49.63	3.02%
Parking Services	36.00	35.00	35	35.28	2.15%
Parks, Recreation and Cemeteries	42.00	40.00	37	37.00	2.25%
Planning	12.00	11.00	11	11.12	0.68%
Police	411.00	404.00	402	402.00	24.47%
Public Library	63.00	62.00	62	62.00	3.77%
Streets & Sanitation	106.00	107.00	107	108.10	6.58%
Traffic Safety	42.00	42.00	39	38.30	2.33%
Treasurer	20.00	20.00	19	19.00	1.16%
Water	186.00	186.00	185	188.45	11.47%
SUBTOTAL			1,643.25	1,642.57	
Rounding			(0.68)		
Unspecified General Fund Positions			-13.00	(13.00)	
TOTAL			<u>1,629.57</u>	<u>1,629.57</u>	<u>100.00%</u>
Reconciliation					
FY09 Amended			1,675.25		
Position eliminations FY10			(12.00)		
May 19th Eliminations			(8.00)		
Eliminations June 2			(12.00)		
Unspecified General Fund Positions			(13.00)		
Rounding			(0.68)		
TOTAL REQUEST FOR FY10			<u>1,629.57</u>		

GROUP SUMMARY

FUNCTIONAL GROUP	POSITIONS		FY10		
	FY08	FY09	HOME DEPT	POSITIONS	PERCENT
Public Safety Services	757.25	750.25	740.25	739.75	45.04%
Neighborhood Services	112.50	111.50	104	105.93	6.45%
Internal Services	60.00	57.00	55	55.65	3.39%
Public Works	148.00	149.00	146	146.40	8.91%
Enterprise Systems	365.00	362.50	362	361.72	22.02%
Planning & Economic Devel. Services	52.50	51.00	49	48.17	2.93%
Fiscal Services	86.50	87.00	80	79.50	4.84%
Human Resources Services	24.00	23.00	21	21.25	1.29%
Other Services	85.00	84.00	86	84.20	5.13%
SUBTOTAL			1,643.25	1,642.57	
Rounding			(0.68)		
Unspecified General Fund Positions			(13.00)	(13.00)	
TOTAL	<u>1,690.75</u>	<u>1,675.25</u>	<u>1,629.57</u>	<u>1,629.57</u>	<u>100.00%</u>

FUND SUMMARY

FUND	POSITIONS		FY10	
	FY08	FY09	POSITIONS	PERCENT
General Operating	898.05	885.05	816.42	49.70%
Water Supply System	192.33	192.33	192.05	11.69%
Sewage Disposal System	116.33	116.33	118.76	7.23%
District Court Fund	90.25	91.25	91.25	5.56%
Drug Law Enforcement Fund	2.00	2.00	2.00	0.12%
Property Management Subfund	-	-	0.78	0.05%
Streets, Major/Local	88.33	89.33	84.60	5.15%
Public Library	63.00	62.00	62.00	3.77%
Refuse Collection/Disposal	48.00	48.00	61.12	3.72%
Engineering Services Fund	43.50	42.00	37.50	2.28%
Parking Services	30.00	27.00	26.93	1.64%
Motor Equipment System	34.00	32.00	33.05	2.01%
Building Inspections	25.50	25.50	26.23	1.60%
Facilities Management	14.00	14.00	13.05	0.79%
Cemetery Fund	10.00	9.00	10.05	0.61%
Parks & Recreation Fund	-	-	26.95	1.64%
Information Technology	5.00	6.00	6.55	0.40%
Community Development Block Grant	17.00	19.00	11.79	0.72%
Other Grants Fund	-	2.00	2.00	0.12%
Sidewalk Repair	7.00	6.00	6.34	0.39%
Insurance Payment	4.45	4.45	4.70	0.29%
Lead Hazard Control/Reduction	-	-	6.35	0.39%
Home Investment Partnership Program	1.00	1.00	1.10	0.07%
Vehicle Storage Facility	1.00	1.00	1.00	0.06%
Unspecified General Fund Positions			1,642.57	
TOTAL	<u>1,690.75</u>	<u>1,675.25</u>	<u>1,629.57</u>	<u>100.00%</u>

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

ASSESSOR

	ADMIN 510											TOTALS 5
<i>NON UNION</i>												
City Assessor (22U)	1	-	-	-	-	-	-	-	-	-	-	1
<i>APA</i>												
Deputy City Assessor (18)	1	-	-	-	-	-	-	-	-	-	-	1
Administrative Analyst II (16)	1	-	-	-	-	-	-	-	-	-	-	1
<i>GREIU</i>												
Certified General Appraiser (24A)	1	-	-	-	-	-	-	-	-	-	-	1
Real Property Appraiser III (23A)	3	-	-	-	-	-	-	-	-	-	-	3
Personal Property Tax Auditor (22A)	2	-	-	-	-	-	-	-	-	-	-	2
Assessment Records Specialist (18A)	2	-	-	-	-	-	-	-	-	-	-	2
Real Property Appraiser I / II (15A / 19A)	2	-	-	-	-	-	-	-	-	-	-	2
Office Assistant II (10A)	3	-	-	-	-	-	-	-	-	-	-	3
Total	16											16

ATTORNEY

	CIV LIT 0820	MUN AF 0830	ORD ENF 0840									TOTALS 08
<i>NON UNION</i>												
City Attorney	-	1	-	-	-	-	-	-	-	-	-	1
Deputy City Attorney (24U)	-	1	-	-	-	-	-	-	-	-	-	1
Assistant City Attorney III (22U)	2	2	1	-	-	-	-	-	-	-	-	5
Assistant City Attorney II (17U)	1	1	1	-	-	-	-	-	-	-	-	3
Assistant City Attorney I (13U)	1	-	-	-	-	-	-	-	-	-	-	1
Legal Secretary I (3U)	1	-	-	-	-	-	-	-	-	-	-	1
Legal Secretary II (7U)	1	1	1	-	-	-	-	-	-	-	-	3
<i>GREIU</i>												
Office Assistant IV (15A)	-	-	1	-	-	-	-	-	-	-	-	1
Office Assistant III (12A)	-	-	1	-	-	-	-	-	-	-	-	1
Total	6	6	5									17

CITY CLERK

	ADMIN 910	VOTER 920	BUS LIC 930	ARCH 940								TOTALS 09
<i>NON UNION</i>												
City Clerk	1	-	-	-	-	-	-	-	-	-	-	1
<i>APA</i>												
Deputy City Clerk (17)	1	-	-	-	-	-	-	-	-	-	-	1
Administrative Analyst I (11)	1	-	-	-	-	-	-	-	-	-	-	1
<i>GREIU</i>												
Archivist (23A)	-	-	-	1	-	-	-	-	-	-	-	1
Licensing Coordinator (21A)	-	-	1	-	-	-	-	-	-	-	-	1
Administrative Secretary (15A)	-	-	-	1	-	-	-	-	-	-	-	1
Office Assistant IV (15A)	-	1	-	1	-	-	-	-	-	-	-	2
Office Assistant III (12A)	-	-	1	-	-	-	-	-	-	-	-	1
Office Assistant II (10A)	-	1	-	-	-	-	-	-	-	-	-	1
Total	3	2	2	3								10

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

COMMUNITY DEVELOPMENT

	PRG MGT 35	PGM ADM 35	HSG REH 35								TOTALS 35
<i>NON UNION</i>											
Community Development Director (22U)	-	1	-	-	-	-	-	-	-	-	1
<i>APA</i>											
Administrative Services Officer I (16)	-	2	-	-	-	-	-	-	-	-	2
Community Development Officer (14)	-	1	-	-	-	-	-	-	-	-	1
Housing Rehab. Supervisor (14)	-	-	1	-	-	-	-	-	-	-	1
Contract Compliance Officer (12)	-	1	-	-	-	-	-	-	-	-	1
Loan Analyst (12)	-	-	1	-	-	-	-	-	-	-	1
Administrative Analyst I (11)	1	-	-	-	-	-	-	-	-	-	1
Contract Administrator (11)	-	1	-	-	-	-	-	-	-	-	1
<i>GREIU</i>											
Accountant I (21A)	-	1	-	-	-	-	-	-	-	-	1
Housing Rehab. Specialist II (22A)	-	-	1	-	-	-	-	-	-	-	1
Accountant I (21A)	-	-	-	-	-	-	-	-	-	-	-
Housing Rehab. Specialist I (17A)	-	-	4	-	-	-	-	-	-	-	4
Financial Assistant II (13A)	-	-	1	-	-	-	-	-	-	-	1
Office Assistant II (10A)	-	-	2	-	-	-	-	-	-	-	2
Community Development Assistant (16A)	-	1	-	-	-	-	-	-	-	-	1
Total	1	8	10								19

COMPTRROLLER

	ADMIN 0310	INT AUD 0320	ACCTG 0330	AP 0340	PAYROLL 0350	AR 0360					TOTALS 03
<i>NON UNION</i>											
City Comptroller	1	-	-	-	-	-	-	-	-	-	1
Administrative Secretary (5U)	1	-	-	-	-	-	-	-	-	-	1
<i>APA</i>											
Deputy City Comptroller (22)	1	-	-	-	-	-	-	-	-	-	1
Financial Systems Administrator (17)	-	-	1	-	1	-	-	-	-	-	2
Internal Auditor II (14)	-	1	-	-	-	-	-	-	-	-	1
Payroll Supervisor (12)	-	-	-	-	1	-	-	-	-	-	1
Financial Analyst (12)	-	-	1	-	-	-	-	-	-	-	1
<i>GREIU</i>											
Accountant I (21A)	-	-	4	-	-	-	-	-	-	-	4
Accounts Receivable Coordinator (21A)	-	-	-	-	-	1	-	-	-	-	1
Financial Assistant II (13A)	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable Supervisor (12)	-	-	-	1	-	-	-	-	-	-	1
Financial Assistant I (11A)	-	-	-	2	-	-	-	-	-	-	2
Total	3	1	6	3	2	1					16

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

DISTRICT COURT	ADMIN	GRANTS										TOTALS
	6610	6630										66
<i>DC NONUNION</i>												
District Court Judge	6	-	-	-	-	-	-	-	-	-	-	6
<i>DC SUPERVISORY</i>												
Court Administrator (13S)	1	-	-	-	-	-	-	-	-	-	-	1
Deputy Court Administrator (11S)	1	-	-	-	-	-	-	-	-	-	-	1
Law Trained Magistrate (10S)	1	-	-	-	-	-	-	-	-	-	-	1
<i>DC APA</i>												
Chief Probation Officer (7D)	1	-	-	-	-	-	-	-	-	-	-	1
Deputy Chief Probation Officer (6D)	1	-	-	-	-	-	-	-	-	-	-	1
Court Information Systems Manager (6D)	1	-	-	-	-	-	-	-	-	-	-	1
Deputy Clerk Supervisors (5D)	2	-	-	-	-	-	-	-	-	-	-	2
Probation Officer (3D)	8.5	3.0	-	-	-	-	-	-	-	-	-	12
Alternative Sentencing Coordinator (3D)	1	-	-	-	-	-	-	-	-	-	-	1
Domestic Violence On-Call Wkr. (D)	-	3.00	-	-	-	-	-	-	-	-	-	3
Domestic Violence Volunteer Coordinator	-	0.25	-	-	-	-	-	-	-	-	-	0
Surveillance Officer (D)	-	0.5	-	-	-	-	-	-	-	-	-	1
<i>DC GREIU</i>												
Deputy Court Clerk IV (18E)	2	-	-	-	-	-	-	-	-	-	-	2
Lead Work Crew Supervisor (17E)	1	-	-	-	-	-	-	-	-	-	-	1
Work Crew Supervisor (16E)	2.5	-	-	-	-	-	-	-	-	-	-	3
Court Recorder (14E)	6	-	-	-	-	-	-	-	-	-	-	6
Deputy Court Clerk III (14E)	6	-	-	-	-	-	-	-	-	-	-	6
Deputy Court Clerk II (12E)	10	-	-	-	-	-	-	-	-	-	-	10
Bailiff (12E)	7	-	-	-	-	-	-	-	-	-	-	7
Deputy Court Clerk I (9E)	24	-	-	-	-	-	-	-	-	-	-	24
Clerk Typist (4E)	1	-	-	-	-	-	-	-	-	-	-	1
Urinalysis Technician (1E)	-	1.5	-	-	-	-	-	-	-	-	-	2
Total	83.00	8.25										91.25
ECONOMIC DEVELOPMENT												
<i>NON UNION</i>												
Economic Development Director (21U)	1	-	-	-	-	-	-	-	-	-	-	1
<i>APA</i>												
Economic Development Coordinator I / II (14 / 17)	1	-	-	-	-	-	-	-	-	-	-	1
<i>GREIU</i>												
Administrative Secretary (15A)	1	-	-	-	-	-	-	-	-	-	-	1
Total	3											3

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

ENGINEERING	ADMIN	SIDEWLK											TOTALS
	2225	2260											22
<i>NON UNION</i>													
City Engineer (24U)	1	-	-	-	-	-	-	-	-	-	-	-	1
<i>APA</i>													
Assistant City Engineer (22)	2	-	-	-	-	-	-	-	-	-	-	-	2
Facilities Project Engineering Coord. (18)	1	-	-	-	-	-	-	-	-	-	-	-	1
Senior Project Engineer (17)	3	-	-	-	-	-	-	-	-	-	-	-	3
Engineering Services Administrator (16)	1	-	-	-	-	-	-	-	-	-	-	-	1
Project Engineer (15)	3	-	-	-	-	-	-	-	-	-	-	-	3
Construction Inspection Supervisor (13)	4	-	-	-	-	-	-	-	-	-	-	-	4
Engineering Design Serv. Supervisor (13)	1	-	-	-	-	-	-	-	-	-	-	-	1
Administrative Analyst - Accounting (11)	1	-	-	-	-	-	-	-	-	-	-	-	1
Admin Analyst I (11)	1	1	-	-	-	-	-	-	-	-	-	-	2
Contract Administrator (11)	1	-	-	-	-	-	-	-	-	-	-	-	1
<i>GREIU</i>													
Land Surveyor (26A)	1	-	-	-	-	-	-	-	-	-	-	-	1
Engineering Assistant II (22A)	2	-	-	-	-	-	-	-	-	-	-	-	2
Right of Way Agent (20A)	1	-	-	-	-	-	-	-	-	-	-	-	1
Draftsperson Specialist (20A)	1	-	-	-	-	-	-	-	-	-	-	-	1
Engineering Office Administrative Specialist (20A)	1	-	-	-	-	-	-	-	-	-	-	-	1
Engineering Assistant I (16A)	7	3	-	-	-	-	-	-	-	-	-	-	10
Administrative Secretary (15A)	1	-	-	-	-	-	-	-	-	-	-	-	1
Draftsperson I / II (13A / 17A)	5	-	-	-	-	-	-	-	-	-	-	-	5
Financial Assistant II (13A)	1	-	-	-	-	-	-	-	-	-	-	-	1
Office Assistant III (12A)	1	-	-	-	-	-	-	-	-	-	-	-	1
Financial Assistant I (11A)	1	-	-	-	-	-	-	-	-	-	-	-	1
Office Assistant II (10A)	-	2	-	-	-	-	-	-	-	-	-	-	2
Office Assistant I (7A)	1	-	-	-	-	-	-	-	-	-	-	-	1
Total	42	6											48

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

ENVIRONMENTAL PROTECTION	ADMIN	WWTP	AIR POLL	SAN SEW	STM SEW	STM MGMT						TOTALS
	4410	4423	4451	4425	4446	4452						44
<i>NON UNION</i>												
Deputy City Manager (26U)	1	-	-	-	-	-	-	-	-	-	-	1
Environmental Services Manager (23U)	-	1	-	-	-	-	-	-	-	-	-	1
Secretary to Deputy City Manager (7U)	1	-	-	-	-	-	-	-	-	-	-	1
<i>APA</i>												
Assistant Environmental Services Director (20)	-	1	-	-	-	-	-	-	-	-	-	1
Hydraulic Engineer (17)	-	1	-	-	-	-	-	-	-	-	-	1
Wastewater Plant Supervisor (17)	-	3	-	-	-	-	-	-	-	-	-	3
Utility Finance Officer (17)	1	-	-	-	-	-	-	-	-	-	-	1
Administrative Analyst II (16)	1	-	-	-	-	-	-	-	-	-	-	1
Project Engineer (15)	-	-	-	-	-	1	-	-	-	-	-	1
Utility Supervisor (14)	-	7	-	4	-	-	-	-	-	-	-	11
Financial Analyst (12)	1	-	-	-	-	-	-	-	-	-	-	1
Wastewater Plant Shift Supervisor (10)	-	-	-	-	-	-	-	-	-	-	-	0
<i>GREIU</i>												
Water Pollution Control Officer (26A)	-	1	-	-	-	-	-	-	-	-	-	1
Air Pollution Control Officer (22A)	-	-	1	-	-	-	-	-	-	-	-	1
Engineering Assistant II (22A)	-	-	-	-	-	-	-	-	-	-	-	0
Fleet Operations Instructor (21A)	-	-	-	-	-	-	-	-	-	-	-	0
Water Pollution Control Inspector (21A)	-	5	-	-	-	-	-	-	-	-	-	5
Chemist I / II (19A / 23A)	-	4	-	-	-	-	-	-	-	-	-	4
Electrician II (19A)	-	1	-	-	-	-	-	-	-	-	-	1
Instrument Technician (18A)	-	3	-	-	-	-	-	-	-	-	-	3
Utility Maintenance Mechanic III (18A)	-	1	-	-	-	-	-	-	-	-	-	1
Predictive Maintenance Technician (18A)	-	1	-	-	-	-	-	-	-	-	-	1
Air Pollution Control Inspector (18A)	-	-	1	-	-	-	-	-	-	-	-	1
Electrician I (17A)	-	2	-	-	-	-	-	-	-	-	-	2
Carpenter (16A)	-	-	-	-	-	-	-	-	-	-	-	0
Maintenance Painter (16A)	-	1	-	-	-	-	-	-	-	-	-	1
Utilities Crew Leader (16A)	-	1	-	-	-	-	-	-	-	-	-	1
Engineering Assistant I (16A)	-	2	-	1	-	1	-	-	-	-	-	4
Sewer Camera Monitor Operator (16A)	-	-	-	2	-	-	-	-	-	-	-	2
Sr. Sewer Maintenance Worker (16A)	-	-	-	2	-	-	-	-	-	-	-	2
Sewer Maintenance Worker II (14A)	-	-	-	7	3	-	-	-	-	-	-	10
Utility Locator (14A)	-	-	-	2	-	-	-	-	-	-	-	2
Laboratory Technician I / II (14A / 16A)	-	5	-	-	-	-	-	-	-	-	-	5
Storekeeper II (14A)	-	2	-	-	-	-	-	-	-	-	-	2
Utility Maint. Mechanic I / II (12A / 16A)	-	15	-	-	-	-	-	-	-	-	-	15
Financial Assistant II (13A)	-	-	-	-	-	1	-	-	-	-	-	1
Wastewater Plant Operator I / II (12A / 16A)	-	17	-	-	-	-	-	-	-	-	-	17
Storekeeper I (12A)	-	1	-	-	-	-	-	-	-	-	-	1
Assist Sewer Maint Worker / I (10A / 12A)	-	-	-	8	3	-	-	-	-	-	-	11
Plant Assistant I / II (10A/12A)	-	8	-	-	-	-	-	-	-	-	-	8
Financial Assistant I (11A)	-	2	-	1	-	-	-	-	-	-	-	3
Office Assistant II (10A)	-	1	-	-	-	-	-	-	-	-	-	1
Total	5	86	2	27	6	3						129

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

EQUAL OPPORTUNITY

	ADMIN 23130											
<i>NON UNION</i>												
Equal Opportunity Director (22U)	1	-	-	-	-	-	-	-	-	-	-	1
<i>APA</i>												
Administrative Analyst II (16)	1	-	-	-	-	-	-	-	-	-	-	1
Equal Opportunity Officer (14)	1	-	-	-	-	-	-	-	-	-	-	1
MWBE Developer (14)	1	-	-	-	-	-	-	-	-	-	-	1
Administrative Aide (4)	1	-	-	-	-	-	-	-	-	-	-	1
Total	5											5

EXECUTIVE

	ADMIN	MGT SVS	COMM	CABLE	CUST SVC							
	110	120	130	140	170							
<i>NON UNION</i>												
City Mayor	-	-	1	-	-	-	-	-	-	-	-	1
City Commissioner	-	-	6	-	-	-	-	-	-	-	-	6
City Manager	1	-	-	-	-	-	-	-	-	-	-	1
Chief Services Officer (25U)	-	1	-	-	-	-	-	-	-	-	-	1
Secretary to the City Manager (9U)	1	-	-	-	-	-	-	-	-	-	-	1
Secretary to the Mayor (7U)	-	-	1	-	-	-	-	-	-	-	-	1
Administrative Secretary (5U)	-	1	-	-	-	-	-	-	-	-	-	1
<i>APA</i>												
Administrative Analyst II (16)	-	-	-	1	-	-	-	-	-	-	-	1
Administrative Aide (4)	-	-	-	-	1	-	-	-	-	-	-	1
Total	2	2	8	1	1							14

FACILITIES MANAGEMENT

											TOTALS	
	14										14	
<i>NON UNION</i>												
Director of Facilities and Fleet Management (23U)	1	-	-	-	-	-	-	-	-	-	-	1
<i>APA</i>												
Facilities Maintenance Superintendent (15)	1	-	-	-	-	-	-	-	-	-	-	1
Financial Analyst (12)	1	-	-	-	-	-	-	-	-	-	-	1
Facilities Maintenance Supervisor (12)	2	-	-	-	-	-	-	-	-	-	-	2
<i>GREIU</i>												
Electrician I (17A)	1	-	-	-	-	-	-	-	-	-	-	1
Building Maint Mechanic I / II (13A / 16A)	6	-	-	-	-	-	-	-	-	-	-	6
Financial Assistant II (13A)	1	-	-	-	-	-	-	-	-	-	-	1
Office Assistant II (10A)	1	-	-	-	-	-	-	-	-	-	-	1
Maintenance Assistant I / II (7A / 10A)	1	-	-	-	-	-	-	-	-	-	-	1
Total	15											15

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

FLEET MANAGEMENT

											TOTALS
											42
<i>APA</i>											
Equipment Maintenance Superintendent (15)	1	-	-	-	-	-	-	-	-	-	1
Equipment Maintenance Supervisor (12)	3	-	-	-	-	-	-	-	-	-	3
<i>GREIU</i>											
Fleet Operations Instructor (21A)	1	-	-	-	-	-	-	-	-	-	1
Lead Equipment Mechanic (19A)	3	-	-	-	-	-	-	-	-	-	3
Heavy Equipment Mechanic (17A)	13	-	-	-	-	-	-	-	-	-	13
Light Equipment Mechanic (16A)	4	-	-	-	-	-	-	-	-	-	4
Welder (16A)	1	-	-	-	-	-	-	-	-	-	1
Administrative Secretary (15A)	1	-	-	-	-	-	-	-	-	-	1
Storekeeper II (14A)	1	-	-	-	-	-	-	-	-	-	1
Office Assistant III (12A)	1	-	-	-	-	-	-	-	-	-	1
Storekeeper I (12A)	1	-	-	-	-	-	-	-	-	-	1
Vehicle Service Worker (9A)	2	-	-	-	-	-	-	-	-	-	2
	32										32

FIRE

	ADMIN	SUPP	TRAINING	INVEST.	PREVENTION						TOTALS
	1810	1830	1840	1850	1860						18
<i>NON-UNION</i>											
Fire Chief (25U)	1	-	-	-	-	-	-	-	-	-	1
Administrative Secretary (5U)	1	-	-	-	-	-	-	-	-	-	1
<i>APA</i>											
Administrative Aide (4)	1	-	-	-	-	-	-	-	-	-	1
<i>GREIU</i>											
IT Support Specialist (21A)	1	-	-	-	-	-	-	-	-	-	1
Fire Hazard Inspector (18A)	-	-	-	1	1	-	-	-	-	-	2
Financial Assistant II (13A)	1	-	-	-	-	-	-	-	-	-	1
Office Assistant III (12A)	1	-	-	-	-	-	-	-	-	-	1
Office Assistant I (7A)	-	-	-	-	-	-	-	-	-	-	-
<i>UNIFORM</i>											
Deputy Fire Chief (7B)	2	-	-	-	-	-	-	-	-	-	2
Battalion Fire Chief (6B)	-	6	-	-	-	-	-	-	-	-	6
Fire Training Supervisor (6B)	-	-	1	-	-	-	-	-	-	-	1
Asst. Fire Training Supervisor (5B)	-	-	1	-	-	-	-	-	-	-	1
Fire Captain (5B)	1	11	-	-	-	-	-	-	-	-	12
Fire Lieutenant (3B)	-	40	-	-	-	-	-	-	-	-	40
Asst. Fleet Maintenance Supervisor (3B)	1	-	-	-	-	-	-	-	-	-	1
Fire Prevention Inspector (3B)	-	-	-	3	2	-	-	-	-	-	5
Hazardous Materials Planner (3B)	-	-	-	-	1	-	-	-	-	-	1
Fire Equipment Operator (2B)	-	51	-	-	-	-	-	-	-	-	51
Fire Fighter (1B)	-	102	-	-	-	-	-	-	-	-	102
Total	10	210	2	4	4						230

FISCAL SERVICES

	ADMIN	PURCH	VEH ST	BUDGET						TOTALS	
	610	620	0620VEH	630						06	
<i>NON UNION</i>											
Chief Financial Officer (25U)	1	-	-	-	-	-	-	-	-	-	1
Assistant to the City Manager (20U)	-	1	-	-	-	-	-	-	-	-	1
Administrative Secretary (5U)	1	-	-	-	-	-	-	-	-	-	1
<i>APA</i>											
Debt and Authority Finance Officer (17)	1	-	-	-	-	-	-	-	-	-	1
Senior Buyer (15)	-	1	-	-	-	-	-	-	-	-	1
Budget Analyst (12/14/16)	-	-	-	3	-	-	-	-	-	-	3
Buyer (10)	-	2	1	-	-	-	-	-	-	-	3
<i>GREIU</i>											
Customer Service Specialist (18A)	-	1	-	-	-	-	-	-	-	-	1
Total	3	5	1	3							12

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

HUMAN RESOURCES

	ADMIN 210	PERS 220	LAB REL 240	RSK MGT 250								TOTALS 02
<i>NON UNION</i>												
Director of Human Resources (23U)	1	-	-	-	-	-	-	-	-	-	-	1
Labor Relations Manager (20U)	-	-	1	-	-	-	-	-	-	-	-	1
Labor Relations Specialist (17U)	-	-	1	-	-	-	-	-	-	-	-	1
Labor Relations Assistant (7U)	-	-	1	-	-	-	-	-	-	-	-	1
Human Resources Assistant (6U)	-	1	-	-	-	-	-	-	-	-	-	1
Administrative Secretary (5U)	1	-	-	-	-	-	-	-	-	-	-	1
<i>APA</i>												
Risk Manager (17)	-	-	-	1	-	-	-	-	-	-	-	1
Senior Human Resources Analyst (14)	-	1	-	-	-	-	-	-	-	-	-	1
Human Resources Analyst (12)	-	3	-	-	-	-	-	-	-	-	-	3
Administrative Analyst I (11)	-	-	-	1	-	-	-	-	-	-	-	1
Safety Technician (10)	-	-	-	1	-	-	-	-	-	-	-	1
Administrative Aide (4)	-	-	-	1	-	-	-	-	-	-	-	1
<i>GREIU</i>												
Personnel Records Assistant (16A)	-	1	-	-	-	-	-	-	-	-	-	1
Employee Benefits Assistant (15A)	-	1	-	-	-	-	-	-	-	-	-	1
Office Assistant II (10A)	-	-	-	-	-	-	-	-	-	-	-	-
Total	2	7	3	4								16

INCOME TAX

	ADMIN 710											TOTALS 07
<i>NON UNION</i>												
Income Tax Administrator (20U)	1	-	-	-	-	-	-	-	-	-	-	1
<i>APA</i>												
Income Tax Examination Supervisor (14)	1	-	-	-	-	-	-	-	-	-	-	1
<i>GREIU</i>												
Income Tax Examiner (21A)	4	-	-	-	-	-	-	-	-	-	-	4
Administrative Secretary (15A)	1	-	-	-	-	-	-	-	-	-	-	1
Office Assistant IV (15A)	2	-	-	-	-	-	-	-	-	-	-	2
Financial Assistant II (13A)	1	-	-	-	-	-	-	-	-	-	-	1
Office Assistant III (12A)	3	-	-	-	-	-	-	-	-	-	-	3
Financial Assistant I (11A)	4	-	-	-	-	-	-	-	-	-	-	4
Total	17											17

INFORMATION TECHNOLOGY

												TOTALS 38
<i>NON UNION</i>												
Director of Information Technology (23U)	1	-	-	-	-	-	-	-	-	-	-	1
<i>APA</i>												
Assistant Information Technology Director (20)	1	-	-	-	-	-	-	-	-	-	-	1
Network and Operations Administrator (18)	1	-	-	-	-	-	-	-	-	-	-	1
Administrative Analyst I (11)	1	-	-	-	-	-	-	-	-	-	-	1
<i>GREIU</i>												
Administrative Secretary (15A)	1	-	-	-	-	-	-	-	-	-	-	1
Financial Assistant II (13A)	1	-	-	-	-	-	-	-	-	-	-	1
Total	6											6

MANAGEMENT SERVICES/OCC

												TOTALS 11
<i>APA</i>												
Administrator (16)	1	-	-	-	-	-	-	-	-	-	-	1
Administrative Aide (4)	1	-	-	-	-	-	-	-	-	-	-	1
Total	2											2

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

NEIGHBORHOOD IMPROVEMENT	HSG INSP	BLD INSP								TOTALS
	31	31								31
<i>NON UNION</i>										
Neighborhood Improvement Director (22U)	-	1	-	-	-	-	-	-	-	1
<i>APA</i>										
Code Compliance Administrator (18)	1	-	-	-	-	-	-	-	-	1
Building Official (17)	-	1	-	-	-	-	-	-	-	1
Information System Coordinator (15)	-	2	-	-	-	-	-	-	-	2
Assistant Building Official (14)	-	1	-	-	-	-	-	-	-	1
Code Compliance Supervisor (14)	2	-	-	-	-	-	-	-	-	2
Plans Examiner (12)	-	-	-	-	-	-	-	-	-	0
Administrative Aide (4)	1	-	-	-	-	-	-	-	-	1
<i>GREIU</i>										
Code Compliance Officer III (22A)	4	-	-	-	-	-	-	-	-	4
Building Inspector II (22A)	-	1	-	-	-	-	-	-	-	1
Electrical Inspector II (22A)	-	1	-	-	-	-	-	-	-	1
Plumbing Inspector II (22A)	-	1	-	-	-	-	-	-	-	1
Mechanical Inspector II (22A)	-	1	-	-	-	-	-	-	-	1
Mechanical Inspector I (19A)	-	3	-	-	-	-	-	-	-	3
Building Inspector I (19A)	-	5	-	-	-	-	-	-	-	5
Electrical Inspector I (19A)	-	4	-	-	-	-	-	-	-	4
Plumbing Inspector I (19A)	-	1	-	-	-	-	-	-	-	1
Code Compliance Officer II (19A)	10	-	-	-	-	-	-	-	-	10
Code Compliance Officer I (15A)	-	2	-	-	-	-	-	-	-	2
Administrative Secretary (15A)	-	1	-	-	-	-	-	-	-	1
Office Assistant IV (15A)	-	1	-	-	-	-	-	-	-	1
Office Assistant III (12A)	-	2	-	-	-	-	-	-	-	2
Office Assistant II (10A)	2	-	-	-	-	-	-	-	-	2
Office Assistant I (7A)	-	-	-	-	-	-	-	-	-	0
Total	20.00	28.00								48.00
PARKING SERVICES										
	ADMIN	MTR OPS	ENFORC	FAC OPS	FAC MNT					TOTALS
	4610	462010	462030	463010	463020					46
<i>NON UNION</i>										
Parking Systems Director (21U)	1	-	-	-	-	-	-	-	-	1
<i>APA</i>										
Administrative Services Officer (16)	1	-	-	-	-	-	-	-	-	1
Parking Meter Operations Supervisor (14)	-	1	-	-	-	-	-	-	-	1
Parking Facility Supervisor (14)	-	-	-	2	-	-	-	-	-	2
Parking Facility Shift Supervisor (10)	-	-	-	3	-	-	-	-	-	3
<i>GREIU</i>										
Accountant I (21A)	1	-	-	-	-	-	-	-	-	1
Administrative Secretary (15A)	1	-	-	-	-	-	-	-	-	1
Financial Assistant I (11A)	3	-	-	-	-	-	-	-	-	3
Parking Meter Service Worker (10A)	-	2	-	-	-	-	-	-	-	2
Custodian (10A)	-	-	-	-	4	-	-	-	-	4
Parking Violations Checker (7A)	-	-	8	-	-	-	-	-	-	8
Office Assistant I (7A)	1	-	-	-	-	-	-	-	-	1
Parking Facility Attendant I (5A)	-	-	-	7	-	-	-	-	-	7
	8	3	8	12	4					35

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

PARKS AND RECREATION	ADMIN	AQUATICS	MAINT	RECREATION	AFTER	CEMETERIES	GOLF					TOTALS
	2610	2625	2621	2646	SCHOOL 2647	2630	COURSE 2670					26
<i>NON UNION</i>												
Director of Parks and Recreation (23U)	1	-	-	-	-	-	-	-	-	-	-	1
<i>APA</i>												
Parks Superintendent (18)	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Analyst (11)	1	-	-	-	-	-	-	-	-	-	-	1
Recreation Supervisor (10)	-	-	-	1	-	-	-	-	-	-	-	1
Recreation Services Specialist (10)	-	-	-	-	1	-	-	-	-	-	-	1
Golf Course Manager - Indian Trails (10)	-	-	-	-	-	-	1	-	-	-	-	1
Building Maint. Supervisor II (10)	1	-	1	-	-	-	-	-	-	-	-	2
<i>GREIU</i>												
Lead Equipment Mechanic (19A)	-	-	1	-	-	-	-	-	-	-	-	1
Plumber II (19A)	-	-	1	-	-	-	-	-	-	-	-	1
Greenskeeper - Indian Trails (17A)	-	-	-	-	-	-	-	-	-	-	-	-
Carpenter (16A)	-	-	1	-	-	-	-	-	-	-	-	1
Light Equipment Mechanic (16A)	-	-	1	-	-	-	-	-	-	-	-	1
Building Maint. Mech. I / II (13A / 16A)	-	2	1	-	-	-	-	-	-	-	-	3
Groundskeeper III (15A)	-	-	3	-	-	4	-	-	-	-	-	7
Financial Assistant II (13A)	1	-	-	-	-	-	-	-	-	-	-	1
Financial Assistant I (11A)	-	-	-	-	-	1	-	-	-	-	-	1
Office Assistant II (10A)	1	-	-	-	-	-	-	-	-	-	-	1
Groundskeeper I / II (9A / 12A)	-	-	8	-	-	2	-	-	-	-	-	10
Recreation Program Coordinator (3)	-	-	-	-	3	-	-	-	-	-	-	3
Total	5	2	17	1	4	7	1	-	-	-	-	37
PLANNING												
	ADMIN											TOTALS
	1010											10
<i>NON UNION</i>												
Planning Director (23U)	1	-	-	-	-	-	-	-	-	-	-	1
<i>APA</i>												
Assistant Planning Director (18)	1	-	-	-	-	-	-	-	-	-	-	1
Planning Supervisor (13)	1	-	-	-	-	-	-	-	-	-	-	1
<i>GREIU</i>												
Historic Preservation Specialist (23A)	1	-	-	-	-	-	-	-	-	-	-	1
Planner I / II (20A / 23A)	3	-	-	-	-	-	-	-	-	-	-	3
Sr. Graphic Illustrator (22A)	-	-	-	-	-	-	-	-	-	-	-	0
Graphic Illustrator (17A)	1	-	-	-	-	-	-	-	-	-	-	1
Sign Inspector I (17A)	1	-	-	-	-	-	-	-	-	-	-	1
Office Assistant IV (15A)	1	-	-	-	-	-	-	-	-	-	-	1
Planning Aide (9A)	1	-	-	-	-	-	-	-	-	-	-	1
PLANNING TOTAL	11											11

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

POLICE	ADMIN	PATROL	SUPPORT	INVEST.	GOF GRTS	OTHER GRTS	SPEC. EVTS					TOTALS
	1710	1720	1730	1740	1740102	1740254	1760					17
<i>NON-UNION</i>												
Police Chief (25U)	1	-	-	-	-	-	-	-	-	-	-	1
Deputy Police Chief (22U)	1	-	-	-	-	-	-	-	-	-	-	1
Administrative Secretary (5U)	1	-	-	-	-	-	-	-	-	-	-	1
<i>COMMSUPV</i>												
Emergency Communications Supervisor (11O)	-	-	4	-	-	-	-	-	-	-	-	4
<i>ECOS</i>												
Emergency Comm Oper I / II / III (1K/2K/ 3K)	-	-	35	-	-	-	-	-	-	-	-	35
<i>APA</i>												
Communications Manager (17)	-	-	1	-	-	-	-	-	-	-	-	1
Administrative Analyst II (16)	-	-	1	-	-	-	-	-	-	-	-	1
Information Systems Coordinator (15)	-	-	1	-	-	-	-	-	-	-	-	1
Forensics Services Manager (14)	-	-	1	-	-	-	-	-	-	-	-	1
Administrative Analyst I (11)	-	-	-	-	-	-	1	-	-	-	-	1
<i>GREIU</i>												
Accountant I (21A)	-	-	1	-	-	-	-	-	-	-	-	1
Radio Technician (17A)	-	-	3	-	-	-	-	-	-	-	-	3
Office Assistant IV (15A)	1	-	1	-	-	-	1	1	-	-	-	4
Special Events Aide (15A)	-	-	-	-	-	-	-	1	-	-	-	1
Financial Assistant II (13A)	-	-	1	-	-	-	-	-	-	-	-	1
Office Assistant III (12A)	1	-	1	-	-	-	-	-	-	-	-	2
Financial Assistant I (11A)	-	-	1	-	-	-	-	-	-	-	-	1
Office Assistant II (10A)	-	-	-	-	-	-	-	-	-	-	-	-
Vehicle Service Worker (9A)	-	-	1	-	-	-	-	-	-	-	-	1
Office Assistant I (7A)	-	1	3	1	-	-	-	-	-	-	-	5
<i>UNIFORM</i>												
Police Captain (2F)	-	4	1	1	-	-	-	-	-	-	-	6
Police Lieutenant (1F)	2	12	2	2	-	-	-	-	-	-	-	18
Police Sergeant (2C)	2	20	3	9	-	-	1	1	-	-	-	36
Police Officer (1C)	5	188	9	58	5	-	-	-	-	-	-	265
<i>CST/LTE/LPT</i>												
Latent Print Examiner (4J)	-	-	2	-	-	-	-	-	-	-	-	2
Latent Print Technician (3J)	-	-	1	-	-	-	-	-	-	-	-	1
Crime Scene Technician (2J)	-	-	8	-	-	-	-	-	-	-	-	8
Total	14	225	81	71	5	2	4					402

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

PUBLIC LIBRARY

	ADMIN 2811EXS	BRANCH 2811BRAN	BUS OFF 2811BUS	MAINT 2811MAINT	COMM 2811COM	CIRC/REG 2811CR	INFO SYS 2811IS	LOC HIS 2811LH	GEN REF 2811REF	TECH SV 2811TAS	YTH SV 2811YS	TOTALS 28
<i>LIBRARY MGMT</i>												
Library Director (9I)	1	-	-	-	-	-	-	-	-	-	-	1
Assistant Library Director (8I)	1	-	-	-	-	-	-	-	-	-	-	1
Library Business Manager (7I)	1	-	-	-	-	-	-	-	-	-	-	1
Library Communications Manager (4I)	1	-	-	-	-	-	-	-	-	-	-	1
Executive Administrative Assistant (3I)	1	-	-	-	-	-	-	-	-	-	-	1
Human Resources Manager (7I)	1	-	-	-	-	-	-	-	-	-	-	1
<i>LIBRARY SUPERVISORY</i>												
Librarian IV (27L)	-	-	-	-	-	-	-	-	1	1	1	3
Library Information Systems Manager (26L)	-	-	-	-	-	-	1	-	-	-	-	1
Librarian III - Supervisor (25L)	-	3	-	-	-	-	-	1	2	-	-	6
Library Information Systems Assistant (20L)	-	-	-	-	-	-	1	-	-	-	-	1
Library Circulation Services Supervisor (20L)	-	-	-	-	-	1	-	-	-	-	-	1
Library Facilities Manager (21L)	-	-	-	1	-	-	-	-	-	-	-	1
Custodian Crew Leader (12L)	-	-	-	-	-	-	-	-	-	-	-	-
<i>LIBRARY RANK & FILE</i>												
Librarian II - Specialist (22G)	-	4	-	-	-	-	-	1	1	1	1	8
Library Web Branch Manager (22G)	-	-	-	-	-	-	1	-	-	-	-	1
Librarian II -Specialist (22G)	-	-	-	-	-	-	-	-	-	-	-	-
Librarian I (21G)	-	3	-	-	-	-	-	1	5	-	1	10
Library Human Resources Assistant (16G)	-	-	-	-	-	-	-	-	-	-	-	-
Library Communications Assistant (16G)	-	-	-	-	1	-	-	-	-	-	-	1
Library Assistant II (16G)	-	-	-	-	-	-	-	-	-	-	-	-
Library Network Support Technician (11G)	-	-	-	-	-	-	1	-	-	-	-	1
Financial Assistant I (11G)	-	-	-	-	-	-	-	-	-	1	-	1
Custodian (10G)	-	-	-	5	-	-	-	-	-	-	-	5
Office Assistant II (9G)	-	4	1	-	-	1	-	-	1	1	-	8
Library Clerk (8G)	-	1	-	-	-	-	-	-	-	-	-	1
Office Assistant I (7G)	-	2	-	-	-	3	-	1	-	1	-	7
Total Full time staff	6	17	1	6	1	5	4	4	10	5	3	62
<i>Part Time Staff:</i>												
Business Office Admin. Asst. (0.75 FTE)	-	-	0.75	-	-	-	-	-	-	-	-	0.75
Librarian I (0.5 FTE)	-	-	-	-	-	-	-	-	1.00	-	1.50	2.50
Library Assistant II (0.75 FTE)	-	-	-	-	-	-	-	1.50	3.00	1.00	-	5.50
Library Assistant II (0.75 FTE)	-	-	-	-	-	-	-	-	1.50	-	-	1.50
Library Clerk Aide I (0.5 FTE)	-	8	-	-	-	-	-	-	5.00	1.00	-	14.00
Library Clerk Aide I (0.75 FTE)	-	-	-	-	-	-	-	-	-	-	-	-
Library Clerk Aide II (0.5 FTE)	-	0.50	0.50	-	-	4	-	-	0.50	-	-	5.50
Library Clerk Aide II (0.75 FTE)	-	-	-	-	-	0.75	-	-	-	2.25	-	3.00
Library Technician (0.50 FTE)	-	-	-	-	-	-	-	-	-	-	-	-
Library Technician (0.75 FTE)	-	-	-	-	-	-	0.75	-	-	-	-	0.75
Maintenance Worker I (0.5 FTE)	-	-	-	1	-	-	-	-	-	-	-	1.00
Maintenance Worker I (0.75 FTE)	-	-	-	2.25	-	-	-	-	-	-	-	2.25
Page (0.5 FTE)	-	5	-	-	-	10.5	-	-	1.00	2.50	-	19.00
Security Guard (0.75 FTE)	-	-	-	-	-	-	-	-	-	-	-	-
Total Part time staff	-	13.50	1.25	3.25	-	15.25	0.75	1.50	12.00	6.75	1.50	55.75

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

STREETS AND SANITATION

	ADMIN	SIGNS	FORESTRY	REFUSE								TOTALS
	4510	4520	452020	4530								45
<i>APA</i>												
Assistant Public Works Director (20)		1	-	-	-	-	-	-	-	-	-	1
Administrative Services Officer (16)		1	-	-	-	-	-	-	-	-	-	1
Information Systems Coordinator (15)		1	-	-	-	-	-	-	-	-	-	1
Forestry Supervisor (13)		-	-	1	-	-	-	-	-	-	-	1
Financial Analyst (12)		1	-	-	-	-	-	-	-	-	-	1
Streets & Sanitation Supervisor (11)		-	1	-	2	-	-	-	-	-	-	3
Administrative Analyst I (11)		-	-	-	1	-	-	-	-	-	-	1
<i>GREIU</i>												
Customer Service Specialist (18A)		-	-	-	1	-	-	-	-	-	-	1
Streets & Sanitation Crew Leader (16A)		-	3	-	2	-	-	-	-	-	-	5
Financial Assistant I (11A)		-	-	-	1	-	-	-	-	-	-	1
Tree Surgeon (15A)		-	-	1	-	-	-	-	-	-	-	1
Refuse Packer Operator (14A)		-	-	-	32	-	-	-	-	-	-	32
Storekeeper II (14A)		-	-	-	2	-	-	-	-	-	-	2
Tree Trimmer II (14A)		-	-	4	-	-	-	-	-	-	-	4
Office Assistant III (12A)		1	-	-	-	-	-	-	-	-	-	1
Storekeeper I (12A)		-	-	-	1	-	-	-	-	-	-	1
Tree Trimmer I (11A)		-	-	5	-	-	-	-	-	-	-	5
Equipment Operator I / II (10A / 14A)		-	11	-	5	-	-	-	-	-	-	16
Maintenance Assistant I / II (7A / 10A)		-	20	-	6	-	-	-	-	-	-	26
Office Assistant II (10A)		3	-	-	-	-	-	-	-	-	-	3
Total		8	35	11	53							107

TRAFFIC SAFETY

	ADMIN	SIGNALS	SIGN SHOP	ST LITE								TOTALS
	1920	1930	1940	1950								19
<i>NON UNION</i>												
Director of Public Works (24U)		1	-	-	-	-	-	-	-	-	-	1
<i>APA</i>												
Signal & Lighting Superintendent (17)		-	-	-	1	-	-	-	-	-	-	1
Traffic System Engineer (16)		-	1	-	-	-	-	-	-	-	-	1
Senior Electrical Engineer (15)		1	-	-	-	-	-	-	-	-	-	1
<i>GREIU</i>												
Traffic Engineer (24A)		-	2	-	-	-	-	-	-	-	-	2
Traffic Systems Programmer (21A)		-	1	-	-	-	-	-	-	-	-	1
Line Foreperson (20A)		-	2	-	2	-	-	-	-	-	-	4
Signals Electronics Tech II (18A)		-	1	-	-	-	-	-	-	-	-	1
Signals Electronics Tech I (17A)		-	3	-	-	-	-	-	-	-	-	3
Traffic Technician (16A)		-	1	1	-	-	-	-	-	-	-	2
Sign Fabricator III (16A)		-	-	1	-	-	-	-	-	-	-	1
Sign Fabricator I / II (10A/13A)		-	-	5	-	-	-	-	-	-	-	5
Administrative Secretary (15A)		1	-	-	-	-	-	-	-	-	-	1
Storekeeper II (14A)		-	-	-	1	-	-	-	-	-	-	1
Lineworker I / II (13A / 17A)		-	7	-	5	-	-	-	-	-	-	12
Financial Assistant I (11A)		-	-	-	1	-	-	-	-	-	-	1
Office Assistant I (7A)		1	-	-	-	-	-	-	-	-	-	1
Total		4	18	7	10							39

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

TREASURER

	ADMIN 41030	UTIL 4302020											TOTALS 04
<i>NON UNION</i>													
City Treasurer	1	-	-	-	-	-	-	-	-	-	-	-	1
<i>APA</i>													
Deputy City Treasurer (16)	1	-	-	-	-	-	-	-	-	-	-	-	1
Administrative Analyst I (11)	1	-	-	-	-	-	-	-	-	-	-	-	1
Administrative Analyst I-Acct (11)	-	1	-	-	-	-	-	-	-	-	-	-	1
<i>GREIU</i>													
Investment Analyst (21A)	1	-	-	-	-	-	-	-	-	-	-	-	1
Accountant I (21A)	2	-	-	-	-	-	-	-	-	-	-	-	2
Accounts Adjustment Coordinator (17A)	1	-	-	-	-	-	-	-	-	-	-	-	1
Public Accounts Collector (16A)	1	-	-	-	-	-	-	-	-	-	-	-	1
Administrative Secretary (15A)	1	-	-	-	-	-	-	-	-	-	-	-	1
Financial Assistant II (13A)	3	-	-	-	-	-	-	-	-	-	-	-	3
Financial Assistant I (11A)	-	2	-	-	-	-	-	-	-	-	-	-	2
Cashier II (11A)	-	1	-	-	-	-	-	-	-	-	-	-	1
Office Assistant II (10A)	1	-	-	-	-	-	-	-	-	-	-	-	1
Cashier I (8A)	-	2	-	-	-	-	-	-	-	-	-	-	2
Office Assistant I (7A)	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	13	6											19

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

WATER	ADMIN	COLDBRK	CUST SVC	ENG SVCS	FLD OPS	LMFP	CLD PMP						TOTALS	
	4311	4320	431210	4315	4331	4342	4322						43	
<i>NON UNION</i>														
Water System Manager (23U)	1	-	-	-	-	-	-	-	-	-	-	-	-	1
<i>APA</i>														
Assistant Water System Manager (21)	1	-	-	-	-	-	-	-	-	-	-	-	-	1
Administrative Services Officer II (18)	-	1	1	-	-	-	-	-	-	-	-	-	-	2
Water Filtration Plant Superintendent (18)	-	-	-	-	-	-	1	-	-	-	-	-	-	1
Telecommunications Administrator (17)	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Hydraulic Engineer (17)	-	-	-	1	-	-	-	-	-	-	-	-	-	1
Senior Electrical Engineer (15)	-	-	-	1	-	-	-	-	-	-	-	-	-	1
Information Systems Coordinator (15)	1	-	-	-	-	-	-	-	-	-	-	-	-	1
Utility Supervisor (14)	-	-	2	-	3	-	2	-	-	-	-	-	-	7
Administrative Analyst I (11)	2	-	-	-	-	-	1	-	-	-	-	-	-	3
Water Distribution Shift Supervisor (10)	-	5	-	-	-	-	-	-	-	-	-	-	-	5
<i>GREIU</i>														
Engineering Assistant II (22A)	-	-	-	3	-	-	-	-	-	-	-	-	-	3
Plumbing Inspector II (22A)	-	-	-	1	-	-	-	-	-	-	-	-	-	1
Fleet Operations Instructor (21A)	-	-	-	-	-	-	1	-	-	-	-	-	-	1
Water Plant Operator III (20A)	-	-	-	-	-	-	6	-	-	-	-	-	-	6
Plumbing Inspector I (19A)	-	-	-	2	-	-	-	-	-	-	-	-	-	2
Senior Water System Mechanic (19A)	-	-	-	-	7	-	-	-	-	-	-	-	-	7
Chemist I / II (19A / 23A)	-	-	-	-	-	-	2	-	-	-	-	-	-	2
Electrician II (19A)	-	-	-	-	-	-	2	2	-	-	-	-	-	4
Water Quality Specialist (19A)	-	-	-	-	-	-	1	-	-	-	-	-	-	1
Customer Services Specialist (18A)	-	-	1	-	-	-	-	-	-	-	-	-	-	1
Water Service Specialist (18A)	-	-	1	-	-	-	-	-	-	-	-	-	-	1
Utility Maintenance Mechanic III (18A)	-	-	-	-	-	-	4	3	-	-	-	-	-	7
Machinist (17A)	-	-	-	-	1	-	-	-	-	-	-	-	-	1
Electrician I (17A)	-	-	-	-	-	-	2	-	-	-	-	-	-	2
Collections Agent (16A)	-	-	2	-	-	-	-	-	-	-	-	-	-	2
Meter Reader Specialist (16A)	-	-	1	-	-	-	-	-	-	-	-	-	-	1
Engineering Assistant I (16A)	-	-	-	1	-	-	-	-	-	-	-	-	-	1
Trench Inspector (16A)	-	-	-	1	-	-	-	-	-	-	-	-	-	1
Water Syst. Mechanic / Assist (16A / 12A)	-	-	-	-	25	-	-	-	-	-	-	-	-	25
Utilities Crew Leader (16A)	-	-	-	-	-	-	1	-	-	-	-	-	-	1
Office Assistant IV (15A)	-	-	1	-	-	-	-	-	-	-	-	-	-	1
Utility Locator (14A)	-	-	-	-	1	-	-	-	-	-	-	-	-	1
Storekeeper II (14A)	-	-	-	-	1	-	-	-	-	-	-	-	-	1
Laboratory Technician I / II (14A / 16A)	-	-	-	-	-	-	2	-	-	-	-	-	-	2
Draftsperson I / II (13A / 17A)	-	-	-	2	-	-	-	-	-	-	-	-	-	2
Financial Assistant II (13A)	-	-	2	-	-	-	-	-	-	-	-	-	-	2
Water Meter Repair Worker II (13A)	-	-	1	-	-	-	-	-	-	-	-	-	-	1
Water Plant Operator I / II (12 / 16A)	-	8	-	-	-	-	6	-	-	-	-	-	-	14
Water Service Worker I / II (12A / 14A)	-	-	13	-	-	-	-	-	-	-	-	-	-	13
Office Assistant III (12A)	-	-	-	1	1	-	-	-	-	-	-	-	-	2
Utility Maint Mechanic I / II (12A / 16A)	-	-	-	-	1	-	11	4	-	-	-	-	-	16
Storekeeper I (12A)	-	-	-	-	1	-	-	-	-	-	-	-	-	1
Financial Assistant I (11A)	-	1	17	-	1	-	1	-	-	-	-	-	-	20
Meter Reader I / II (10A / 12A)	-	-	7	-	-	-	-	-	-	-	-	-	-	7
Custodian (10A)	-	1	-	-	-	-	-	-	-	-	-	-	-	1
Office Assistant II (10A)	-	-	1	1	-	-	-	-	-	-	-	-	-	2
Water Meter Repair Worker I (10A)	-	-	2	-	-	-	-	-	-	-	-	-	-	2
Maintenance Assistant I / II (7A / 10A)	-	-	-	-	-	-	2	1	-	-	-	-	-	3
	5	16	52	14	42	46	10							185

**APPENDIX I
FY 2010 PERSONNEL ROSTER BY DEPARTMENT**

RECONCILIATION

Authorized Positions	1,643.25
Additional eliminations to be determined	-13
	<u>-0.68</u>
	<u>1,629.57</u>
 Public Library Part-time	 55.75
 Positions funded by Outside Agencies:	
MMWBE	1
Administrative Secretary	1
DDA Executive Director	1
Planner I/II	1
Executive Director Pension Systems	1
Retirement Services Specialist	1
Administrative Analyst	1
Office Assistant III	1
	<u>8</u>

APPENDIX J - GLOSSARY

A

AAA

Area Agency on Aging - The local chapter of a statewide organization providing direct services to senior citizens.

ABATED ASSESSMENTS

A complete or partial cancellation of a tax imposed by a governmental unit.

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.

ACSET

Area Community Services Employment Training - A local public service non-profit agency dedicated to the administration of Federal/State employment and low income programs within the Kent County area.

ADA

Americans with Disabilities Act

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.

BPREP

Computerized Budget Preparation system. This software was replaced with ER in 2009.

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.

CDBG

Community Development Block Grant

COMMUNITY-ORIENTED GOVERNMENT

Community-Oriented Government (COG) is an initiative promoting the partnership between City staff, neighborhood organizations, and business associations to promote the overall quality of life within neighborhoods by providing customized services based upon the unique characteristics of neighborhoods. COG coordinates service delivery by deployment of staff and resources through Community Resource Teams which include City and neighborhood stakeholders.

APPENDIX J - GLOSSARY

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.

CSO

Combined Sewer Overflow, the project name for the separation of sewage and stormwater flow systems present in older parts of the City. Although divided within these older pipes these would overflow the dividers during major rain events.

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.

DNR

Departmental of Natural Resources

DDA

Downtown Development Authority - An authority under the supervision and control of a nine member Board with activities supported by tax increment financing. The DDA has district geographical boundaries within the City. The purpose of the DDA is to correct and prevent deterioration, encourage historic preservation and promote the growth of business.

E

EEO

Equal Employment Opportunity

EMT

Emergency Medical Technician

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.

APPENDIX J - GLOSSARY

ER

Enterprise Reporting is the City's new budgeting software tool, supported by Cogsdale Corporation. It is the first phase of a comprehensive financial software upgrade expected to be completed in FY2010. It allows users to enter their budget requests through Web-based entry forms.

F

FAMIS

Financial Accounting Management Information System, an organization-wide computerized financial system supported by Cogsdale Corporation.

FASB

Financial Accounting Standards Board

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.

FUNCTIONAL GROUP

In 2007 the City's organizational chart was reorganized to consolidate departments into eight work groups aligned around common missions and customers. These "Functional Groups" replace the former Service Groups, and include Public Safety, Human Resources, Public Works, Neighborhood Services, Internal Services, Planning & Economic Development, Enterprise Systems and Fiscal Services.

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.

APPENDIX J - GLOSSARY

GOVERNMENTAL FUNDS

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

GRETS

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

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.

HRD

Human Resources Department

HUD

U. S. Department of Housing and Urban Development

I

IBNR

Incurred but not reported - Medical claims incurred for general health services received by City employees but not yet reported to the insurance carrier.

INDICATOR

A measurable statement about the end result that a service is expected to accomplish in a given period of time.

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.

IT - INFORMATION TECHNOLOGY

Formerly known as Management Information System (MIS).

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.

ITP - INTERURBAN TRANSIT PARTNERSHIP

An organization providing bus service to the community. Formerly Grand Rapids Area Transit Authority (GRATA).

J

JTPA

Job Training Partnership Act

M

MDOT

Michigan Department of Transportation

APPENDIX J - GLOSSARY

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.

M/WBE

Minority or Women's Business Enterprise

N

N/A

Not Applicable

NBIP

Neighborhood Business Improvement Program

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..

NPDES

National Pollutant Discharge Elimination System.

NTU's

Nephelometric Turbidity Units - A standardized measure of water clarity as determined using a nephelometric turbidimeter.

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.

OUTCOME

A broad statement that generally describes the desired result for the service provided.

P

PERMANENT FUNDS

The newest governmental fund type is the Permanent Fund which is 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."

PRINCIPAL RESIDENCE EXEMPTION

See Homestead.

PROGRAM BUDGET

A budget which allocates money to the functions or activities of the City rather than to specific items of cost; major section of the Program.

PROGRESS REPORT

An annual report provided by departments indicating the achievement of their specific service or operational outcomes.

APPENDIX J - GLOSSARY

PROPRIETARY FUNDS

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

R

RELATIVE TAX EFFORT (RTE)

The amount of tax (property, income a local jurisdiction's (City, township, etc.) levies against its population compared to the amounts levied by all jurisdictions. A RTE of one (1) indicates an average rate of taxation. A RTE of 1.4 would indicate a rate 40% over average.

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

SARA

Super Fund Amendments and Reauthorization Act - Federally funded program to train people to prevent potential chemical hazard incidents.

SERVICE THEME

Themes that describe general outcomes of services and programs provided to the various sectors of the community.

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).

SERVICE GROUP

see Functional Area.

SERVICE PACKAGE

Prioritized budget requests submitted by department directors linked directly to a service or operational theme and an outcome that produced a result in support of that theme. (Formerly called Decision Package and Proposal for Results).

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.

TAX REVERTED PROPERTIES

Property that has escheated to the State of Michigan for non-payment of taxes.

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).

THM

Trihalomethane - Chemical by-products formed when natural organic substances react with chlorine.

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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