



CITY OF GRAND RAPIDS FY 2022 PRELIMINARY FISCAL PLAN

The heart shaped artwork in the center of the cover image just outside Rosa Parks Circle was designed by Kate Meyer as a part of the Have a Heart GR art display that included 12 heart-shaped artworks by 14 local artists for the World of Winter festival in February of 2021.

Have a Heart GR was curated and constructed by Barbara Lash and Carlos Aceves and sponsored by Downtown Grand Rapids Inc. Ms. Meyer shared that her piece was created to showcase her personal passion for protecting the natural world, and to inspire others to "fall in love" with nature too! Her non-profit partner for this project was Blandford Nature Center. Blandford's wildlife ambassadors are a highlight of any visit to the center, and the barn owl, Luna, is one of their most iconic residents.

CITY OF GRAND RAPIDS
PRELIMINARY FISCAL PLAN
FISCAL YEARS 2022 - 2026

MAYOR

ROSALYNN BLISS

CITY COMMISSIONERS

FIRST WARD

JON O'CONNOR KURT REPPART

SECOND WARD

JOSEPH JONES MILINDA YSASI

THIRD WARD

SENITA LENEAR NATHANIEL MOODY

CITY MANAGER

CHIEF FINANCIAL OFFICER

MARK WASHINGTON

MOLLY CLARIN

CONTRIBUTING PERSONNEL

JENESSA CARTER
KAREN MENDEZ
DOMINIC SALINAS

TRICIA CHAPMAN
SCOTT SAINDON

KEITH HEYBOER
NICOLAS SALAZAR

DISTINGUISHED BUDGET PRESENTATION AWARD
GOVERNMENT FINANCE OFFICERS ASSOCIATION

THE GOVERNMENT FINANCE OFFICERS ASSOCIATION OF THE UNITED STATES AND CANADA (GFOA) PRESENTED A DISTINGUISHED BUDGET PRESENTATION AWARD TO THE CITY OF GRAND RAPIDS, MICHIGAN, FOR ITS ANNUAL BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2020.

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

THIS AWARD IS VALID FOR A PERIOD OF ONE YEAR ONLY. WE BELIEVE OUR CURRENT BUDGET CONTINUES TO CONFORM TO PROGRAM REQUIREMENTS, AND WE ARE SUBMITTING IT TO GFOA TO DETERMINE ITS ELIGIBILITY FOR ANOTHER AWARD.

THE RECEIPT OF THIS AWARD MARKS THE THIRTY-THIRD CONSECUTIVE YEAR THE CITY HAS BEEN HONORED BY THE GOVERNMENT FINANCE OFFICERS ASSOCIATION FOR DISTINGUISHED BUDGET PRESENTATION.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Grand Rapids

Michigan

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director



**The Government Finance Officers Association
of the United States and Canada**

presents this

CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION

to

**Budget Office
City of Grand Rapids, Michigan**



The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards.

Executive Director

Christopher P. Morrill

Date

February 08, 2021

TABLE OF CONTENTS

| | <u>Page</u> | | <u>Page</u> |
|---|-------------|--------------------------------------|-------------|
| I MANAGER'S TRANSMITTAL LETTER | 9 | VIII ENTERPRISE FUNDS | |
| II STRATEGIC PLAN | 61 | Belknap Ice Arena | 189 |
| III BUDGET BASICS | | Cemetery Operating | 190 |
| Organizational Chart | 97 | Golf Course | 191 |
| About the City | 98 | Parking System-Operating | 192 |
| Budget Calendar | 103 | Parking System-Capital | 193 |
| Budget Process | 105 | Sewage Disposal System-Operating | 195 |
| Budget Guidelines | 108 | Sewage Disposal System-Cash Projects | 196 |
| Rate Sheet | 115 | Sewage Disposal System-Bond Projects | 197 |
| Revenue Overview | 118 | Water Supply System-Operating | 200 |
| Statement of Acquisitions | 127 | Water Supply System-Cash Projects | 201 |
| IV THE FUNDS | | Water Supply System-Bond Projects | 202 |
| Introduction to Fund Summaries | 129 | IX GRANTS | |
| Fund Structure | 131 | 61st District Court Grants | 209 |
| City Funds by Classification with Approved Appropriations | 132 | CDBG Grants | 210 |
| Combined Budgeted Funds | 133 | Fire Grants | 211 |
| Sources and Uses | 134 | HOME Grants | 212 |
| V GENERAL OPERATING FUNDS | | Lead Hazard Grants | 213 |
| Budget Stabilization Fund | 142 | Other Grants | 214 |
| General Operating Fund Statement of Operations | 143 | Police Grants | 215 |
| General Administration - Department 261 | 152 | X INTERNAL SERVICE FUNDS | |
| VI CAPITAL PROJECTS FUNDS | | Customer Service | 221 |
| Capital Improvement | 157 | Engineering Services | 222 |
| Capital Reserve | 160 | Facilities Management-Operating | 223 |
| Capital Improvement Bonds-Series 2017 Cemeteries | 162 | Facilities Management-Capital | 224 |
| Capital Improvement Bonds-Series 2018 ELC | 163 | FMS Financial Management System | 226 |
| Capital Improvement Bonds-Series 2021 ELC | 164 | Health Insurance | 227 |
| Streets Capital | 165 | Information Technology-Operating | 228 |
| Vital Streets Capital Fund | 167 | Information Technology-Capital | 229 |
| Vital Streets Capital Fund Project Detail | 170 | Motor Equipment System-Operating | 230 |
| VII COMPONENT UNIT FUNDS | | Motor Equipment System-Capital | 231 |
| 61st District Court | 186 | Risk Management/Other Reserves | 232 |
| | | XI FIDUCIARY FUNDS | |
| | | Firefighter Retiree Health Care | 234 |
| | | General Retiree Health Care | 235 |
| | | Library Retiree Health Care | 236 |
| | | Police Retiree Health Care | 237 |
| | | XII PERMANENT FUNDS | |
| | | Cemetery Perpetual Care | 240 |

TABLE OF CONTENTS

| | <u>Page</u> | | <u>Page</u> |
|--|-------------|--|-------------|
| XIII SPECIAL REVENUE FUNDS | | XIV DEPARTMENTS | |
| Building Inspection | 247 | 3-1-1 Customer Service | 275 |
| Community Dispatch | 248 | Assessor | 277 |
| Community Relations Commission | 249 | Building Inspection | 280 |
| Drug Law Enforcement | 250 | Clerk | 281 |
| Economic Development | 251 | Code Compliance | 284 |
| Federal Forfeiture Department of Justice | 252 | Communications | 286 |
| Federal Forfeiture Treasury Department | 253 | Community Development | 288 |
| Historical Commission | 254 | Comptroller | 301 |
| Local Streets | 255 | Court | 303 |
| Major Streets | 256 | Economic Development | 306 |
| Metropolitan Enforcement Team | 257 | Engineering/Vital Streets/Sidewalks | 308 |
| MET-Department of Justice | 258 | Environmental Svcs/Stormwater/ELC | 311 |
| Michigan Indigent Defense Commission | 259 | Equity and Engagement | 318 |
| Michigan Justice Training | 260 | Executive | 323 |
| Parks and Recreation Operating | 261 | Facilities Management | 326 |
| Parks Maintenance of Effort (MOE) Calculations | 262 | Fire | 332 |
| Parks Millage | 263 | Fiscal/Budget/General Administration | 334 |
| Property Management | 264 | Fleet Management | 337 |
| Public Library Operating | 265 | Human Resources | 343 |
| Public Library Trust | 266 | Income Tax | 345 |
| Public Library Grants/Capital | 267 | Information Technology | 347 |
| Receivership | 268 | Law | 349 |
| Refuse Collection and Disposal | 269 | Library | 352 |
| Sidewalk Repair | 270 | Mobile GR/Parking/Traffic Safety | 354 |
| Transformation Fund | 271 | Oversight and Public Accountability | 357 |
| Vehicle Storage Facility | 272 | Our Community's Children | 359 |
| Vital Streets Operating | 273 | Parks/Recreation/Golf Course/Cemeteries | 360 |
| | | Planning | 369 |
| | | Police and Dispatch | 370 |
| | | Public Works/Streets/Refuse | 376 |
| | | Purchasing/Vehicle Storage | 380 |
| | | Treasurer | 381 |
| | | Water | 384 |
| | | XV APPENDICES A & B - REVENUE | 387 |
| | | XVI APPENDIX C - PERSONNEL | 391 |

April 27, 2021

Mayor and City Commissioners,

The pandemic has affected every aspect of our community and has forced us to be even more creative while maintaining essential services. COVID-19 upended our routines, multiplied our worries, and challenged us to solve problems no one had faced in a century. Nothing can compensate for the loss and disruption inflicted on our families and community.

We have learned lessons – difficult ones – during the past year, including about the meaning of “essential” and the durability of our values of accountability, collaboration, customer service, equity, innovation and sustainability. Our values-first approach has ensured that we continue to make progress on our most important priorities – even during this challenging time.

We are continuing to address systemic and institutional racism and the disparities created by them so Grand Rapids can achieve our vision to be nationally recognized as an equitable, welcoming, innovative and collaborative city with a robust economy, safe and healthy community, and the opportunity for a high quality of life for all. This vision and our Strategic Plan are our North Star. No matter the circumstances – whether comforting or challenging – our vision, which inspires our service to the community, remains constant. This vision continues to compel us to improve our community so that one’s race, ethnicity, national origin, zip code, income, gender identity or sexual orientation will not be a variable or determinate of inferior quality of life outcomes.

Our employees are focused on our mission of elevating the quality of life through excellent City services. Refuse workers continue to collect tons of refuse and recyclables, parks staff are maintaining open spaces that have been utilized in record numbers while many other employees are processing payments for fees, taxes and bill assistance. Our front-line public safety first responders continue to show up every day to help keep us safe while water and wastewater employees make sure services are provided to more than 300,000 customers. Our streets and street lighting systems are maintained and building and code inspectors continue to ensure we have safe, well-functioning buildings. We established social zones, provided grants to help small and micro-local business enterprises, and refocused Neighborhood Match Funds to support activities directly responsive to the impacts of COVID-19. We continued our work to create new affordable housing opportunities and local jobs through business attraction and retention and employment opportunities for youth through our GRow1000 summer youth program.

In almost every case, the demand on these services has increased and intensified during the pandemic. Therefore, our focus for Fiscal Year 2022 is to maintain continuity of services, nurture the momentum of recovery, and provide transformational investments where possible.

Despite projected income tax shortfalls of nearly \$60 million through December 31, 2024, which include income tax losses already experienced in FY2021, the relief that will be afforded to the City of Grand Rapids from the American Rescue Plan Act (ARPA) will enable us to sustain services in the current fiscal year and support budgets that maintain our current level of service in FY2022, FY2023 and FY2024. Even with our strong reserves and the infusion of ARPA funds, we need continued innovation and strong economic growth in the out years of this five-year plan to secure a strong financial future.

Our Strategic Plan is Our Roadmap and Has Provided Direction During the Pandemic

When the City Commission adopted our [Strategic Plan for FY2020 – 2023](#) in April of 2019, no one could have anticipated its timeliness. When the pandemic struck in early 2020, the City did not have to use precious time to scramble and create a roadmap. Instead, we doubled down our commitment to our values and consistently relied upon the framework that we already had established in our Strategic Plan.

Throughout FY2021 we continued to enhance our performance management work, which allows us to demonstrate accountability to the commitments and desired outcomes we established in our Plan. In September 2021, the City presented our [first annual Performance Management Report under our Plan](#). Shortly after, the City Commission participated in a [Commission Prioritization Workshop](#) where they confirmed a list of [twenty short-term horizon topics](#) and identified their six top near-term focus areas for the remainder of FY2021 and through FY2022. Those six near-term focus areas are housing and homelessness, COVID relief / economic recovery including health impacts, Third Ward Equity or Neighborhoods of Focus funding, public safety reform, crime prevention / violence reduction and fiscal sustainability and discipline. In February of this year, the City presented the [FY2021 Mid-year Performance Management Update](#) across several meetings. Those presentations included updates on the Commission's six near-term focus areas and showed that we had completed or were on track for 76% of the 747 activities we are tracking.

To round out our commitment to transparency and accountability, we have continued to increase the number of metrics available online. Our [Key Metric Dashboard](#) includes 37 metrics from our Strategic Plan and 32 of them are currently available. Finally, while our Strategic Plan has provided a solid framework, we acknowledged from the moment it was

adopted that it was intended to be a living document that would be updated. The City has matured in our strategic implementation processes over the last two years and we now have some necessary and beneficial revisions that we will be making to our Plan. The City's intention is to publicly present these revisions near the end of the summer and for the revisions to become effective for our FY2023 budget planning cycle.

Advancing Our Commitment to Equity

The placement of the objective, *embed equity throughout government operations*, first in the City's Strategic Plan was to emphasize the importance of leading with our equity value to leverage City influence, such as the budget, to intentionally remove, prevent and overcome barriers created by systemic and institutional injustice. The City has advanced in our journey to operationalize this value over the past year through expanded learning opportunities to create shared understanding of diversity, equity and inclusion concepts, targeted universalism approaches, and lived and statistical realities facing communities of color historically and currently in Grand Rapids.

Leading with equity includes being systemically and historically aware. Over the past year, we have seen more departments research and reflect on how their specific sectors/roles within local government are situated within other structures, how racial bias may be baked into their sector origins and operations, and where they can shift policy and practice to eliminate or reduce inequities within their span of control. Departments also have access to the new [Demographics Statement](#) published by the Office of Equity and Engagement to guide data collection, measurement and reporting by race, ethnicity, gender identity and geography. The City's [Key Metric Dashboard](#) is a transparency and accountability tool to be data-informed and equity-centered when assessing outcomes and who benefits from our services, programs, policies and hiring.

Managing Through the Pandemic While Maintaining Services

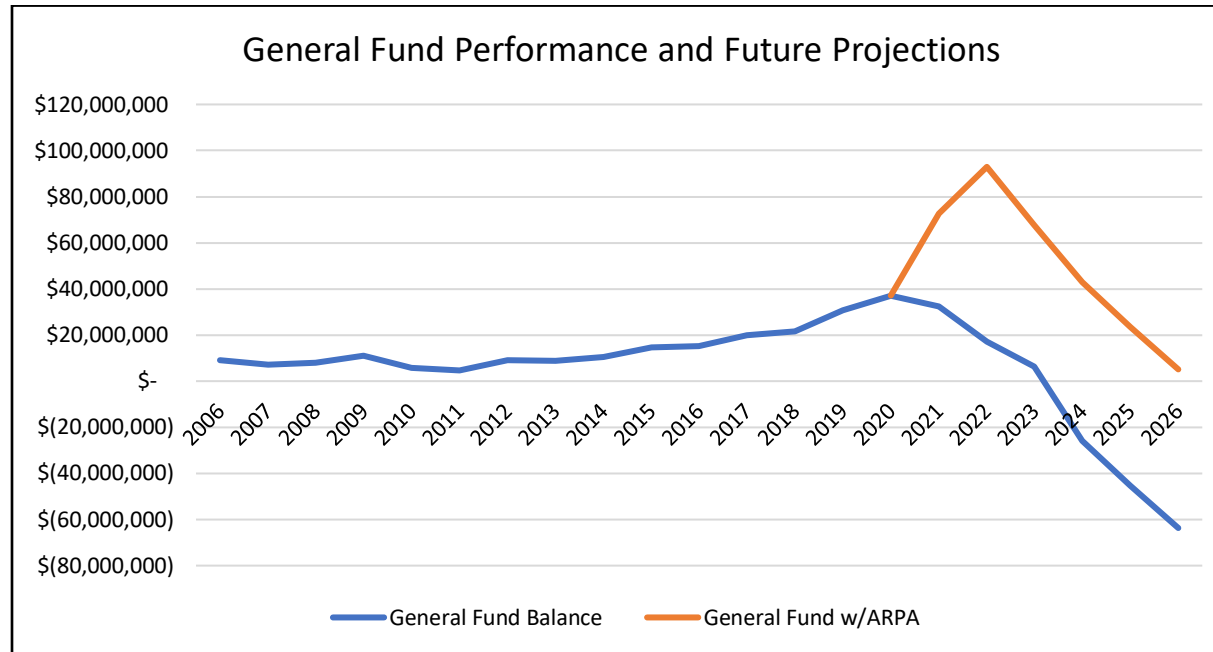
Managing the City's financial position through the unique circumstances of the COVID-19 pandemic has been a major challenge. Unlike other recent recessions, the current one resulted from public health measures put in place to mitigate the spread of the virus. Also, unlike other recent recessions, we were more prepared with stronger financial reserves and a capable Strategic Plan.

When trying to forecast local recovery and revenues, expectations typically would be based on the experience of past recessions. The unique cause and characteristics of the current downturn have made the past a less reliable guide. For example, retail and home sales have grown during this recession unlike past ones. Given the unpredictable duration of the pandemic, the City has taken a cautious and measured approach to preserve financial stability, maintain our workforce and avoid reducing or disrupting services to the public. This approach included use of coronavirus relief funds received from various sources (the largest being the federal CARES Act), use of financial reserves, and reduction of City costs where possible while maintaining services.

To help control costs, the City continued a hiring freeze initiated during the first phase of the pandemic in late FY2020 through FY2021. This freeze only allows hiring of essential personnel needed to maintain critical City services. Nonessential travel and training also were frozen. The City leveraged over \$21 million in relief funding from various sources in FY2020 and FY2021, including the federal CARES Act and other public and private sources, which helped reimburse unanticipated expenses incurred across all funds to respond to the pandemic and encourage local recovery.

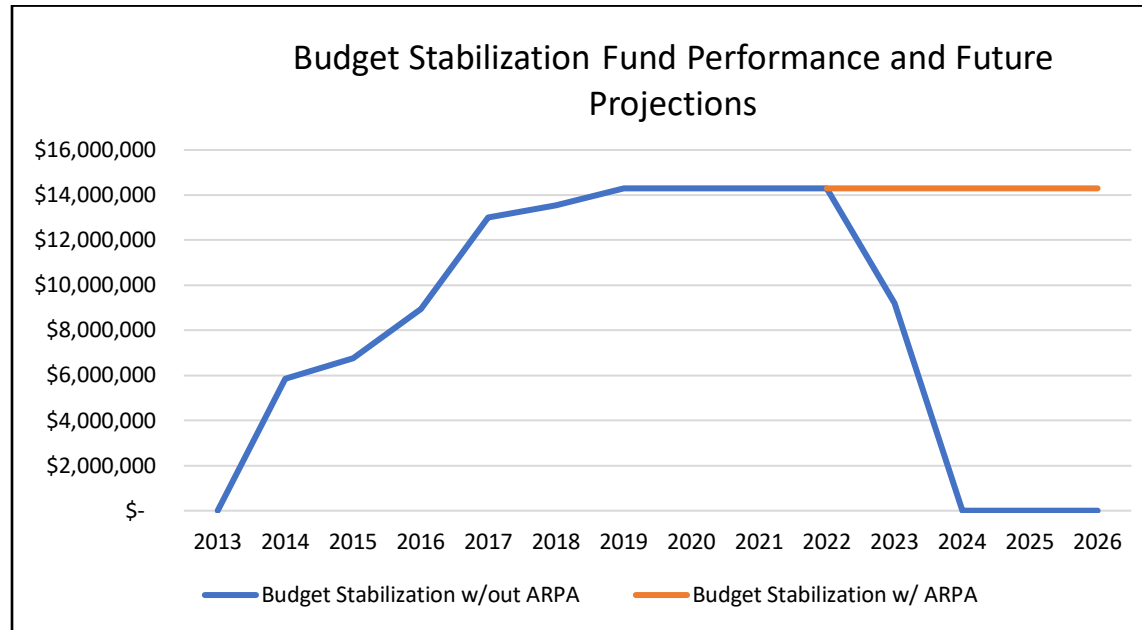
Due to the City's strong financial position prior to the pandemic, drastic cost reduction measures, such as major personnel furloughs and layoffs, have been deferred and services have been preserved. The City established robust financial policies following the Great Recession of 2008, which included the following:

- General Fund policy level fund balance of at least of 15% of General Fund expenditures. Through FY20, this reserved fund balance had grown to \$37 million or 25.6% of General Fund expenditures.



Note: The projection without ARPA assumes all \$14.3 million of the Budget Stabilization Fund is utilized once the General Fund dips below 15% fund balance relative to expenditures in FY2022 and FY2023.

- The Budget Stabilization Fund (BSF) was created in 2013 with a policy level of 10% of General Fund expenditures. Through FY2020, the BSF balance was \$14.3 million, or 9.9%.



As a result of City Commission and City Management's excellent financial stewardship, these combined reserves totaled \$51 million at the end of FY2020, not including the non-General Fund reserves that are aligned to separate, long-established policy levels. Because of these healthy reserves, the City was able to take a measured approach in its financial response to COVID-19. By leveraging reserves in the short term, the City maintained critical services to the public during the pandemic.

Now, the City's main financial challenge is to manage through lagging revenue resulting from the economic challenges that continued during FY2021 and will likely extend into the first half of FY2022. While the City will continue to take measures to mitigate the impact across all funds, the General Fund has been impacted the most severely due to the loss of income taxes resulting from increased unemployment and decreased non-resident withholding. On average, local income taxes account for 70% of General Fund revenues. We are projecting between 12% and 17% reduction in local income tax receipts. This

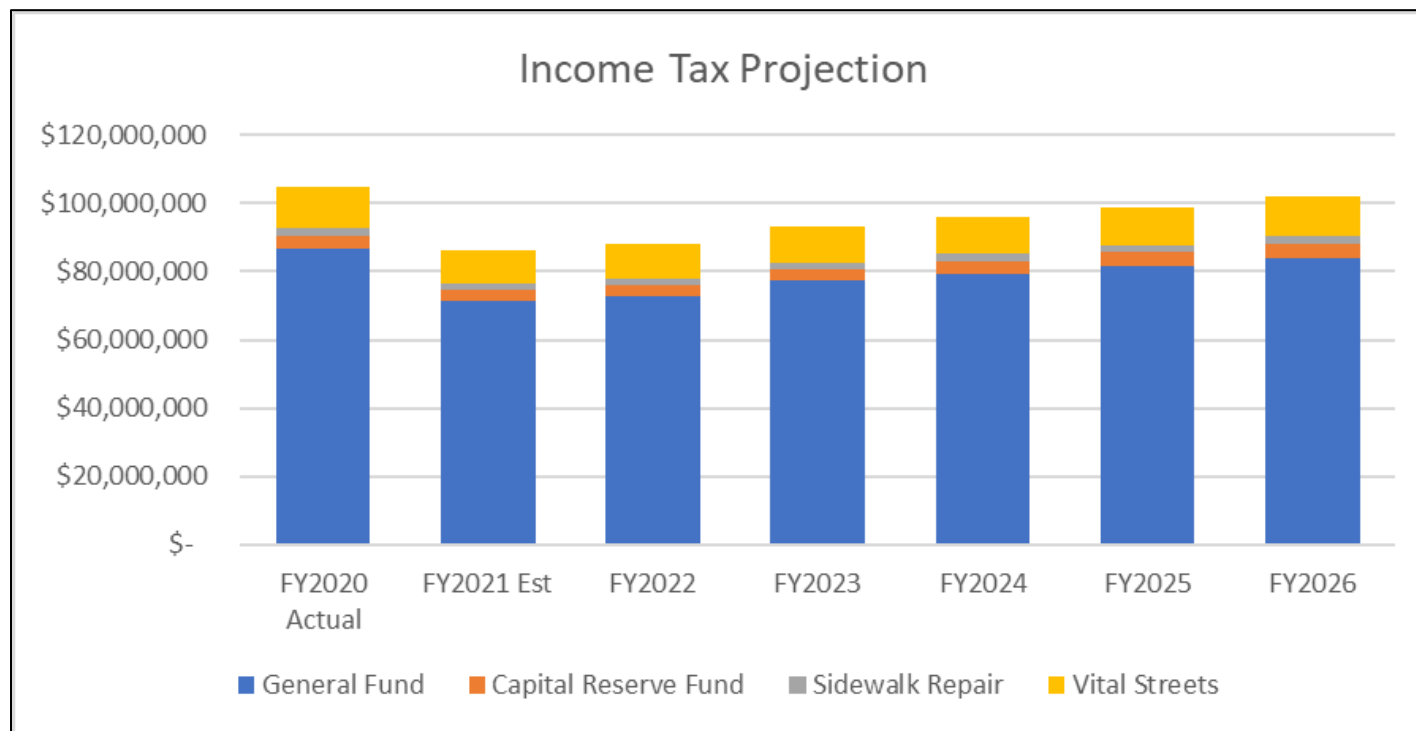
reduction is due to workers who were laid off or furloughed during the shutdowns as well as individuals who typically work in the City, but reside outside the City limits, having the option of allocating the portion of their wages they earned working from home to be non-taxable by the City of Grand Rapids.

While City staff are always working to identify efficiencies, any and all cost efficiencies that can be implemented now will support the City's financial stability. Some examples of recently implemented cost efficiencies and revenue generation include:

- Deploying "Turfy McTankface," the new robot that will paint lines on athletic fields around the city saving \$5,000 per year
- Implementing new Park and Mobile GR Sponsorships (\$50,000 per year in revenue), Transit Advertising (\$25,000 per year in revenue), and Park Naming policies
- Investing to produce renewable natural gas as part of the biodigester project and selling the energy credit to DTE Energy (estimated at \$1.3 million in revenue for 2022) and selling phosphorus created from the biodigester (\$50,000 per year in revenue)
- Replacing street lighting fixtures with LEDs (estimated at \$350,000 annual energy and labor savings)
- Improved service and reduced transaction expenses based on increased electronic payments and the installation of smart meters on primary circuit accounts
- Receiving critical approvals to install a nearly 1 megawatt solar array that is expected to generate \$1.2 million in net savings over 24 years
- Continuing proactive asset management, which avoids costly unanticipated expenses when equipment fails
- Negotiated contract savings
- Continued savings on health insurance premiums from our 2020 transition to Blue Cross Blue Shield
- Investing \$150,000 in our employee wellness program
- Transitioning to Flash Vote for community feedback (\$60,000)
- Leveraging external funding for parks investments (\$3.18 million), Lyon Square (\$6 million), lead service line replacements (\$15.35 million), Equitable Grand River Restoration Initiative (\$229,166), and Community Collaboration on Climate Change (\$710,000 external grant to external partners)
- Implementing new and/or improved technology solutions
- Working to sell two unused courtrooms to Kent County
- Evaluating new options with GR PayIt, including monthly payments
- Increasing the number of pooled vehicles used and extending the useful life of police vehicles

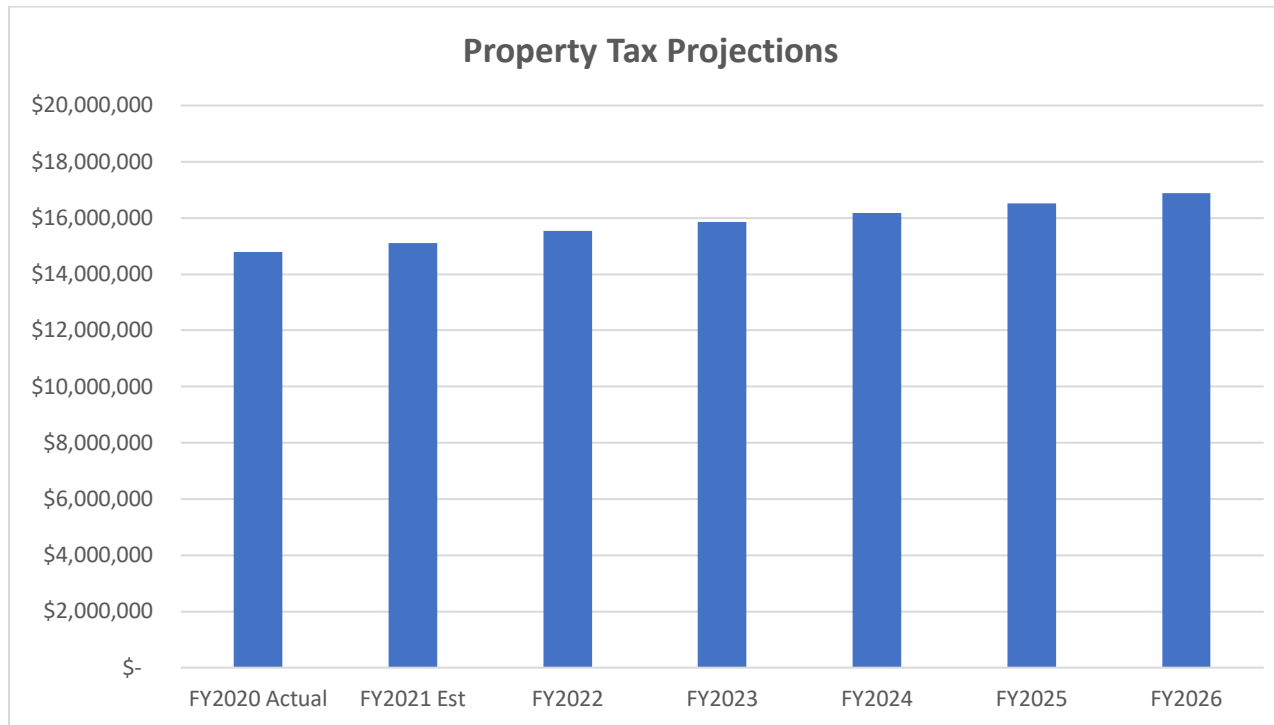
Income Tax Revenues, Actual and Projected

The City estimates an approximate reduction in General Fund income tax revenues of \$15 million between FY2020 and FY2021. For the period of FY2022 through FY2026, it is estimated that income tax revenues will be \$45 million less than previous estimates and will not recover to their pre-pandemic level for at least five years since growth projections are slow and steady and do not indicate immediate or rapid recovery.



Property Tax Revenues, Actual and Projected

Property tax revenues, currently the City's fifth largest overall source of funds, are projected with steady growth through FY2026. Because of various State legislative actions as well as voter approved changes to amend the State law, property tax growth and revenue are limited. More details of the General Property Tax Act, the Headlee Amendment of 1979 and Proposal A of 1994 impact on property taxes can be found in the Revenue Overview section of this Fiscal Plan.



Unlike previous recessions, taxable values in the region continue to grow and the housing market is still very competitive. The property tax rate for FY2022 is projected to increase by 0.2222 mills relative to FY2021 based on the new voter-approved Parks millage.

Proposed 2021 (FY2022) Property Tax Millage Rate

| | 2020 (FY2021) | 2021 (FY2022) | Increase (Decrease) |
|--------------------------|--------------------------|--------------------------|--------------------------------|
| City Operations | 5.8997 | 5.8129 | -0.0868 |
| Library | 0.3630 | 0.3576 | -0.0054 |
| Promotional | 0.0090 | 0.0087 | -0.0003 |
| Parks | 0.9353 | 0.0000 | -0.9353 |
| Parks II | 0.0000 | 1.2500 | 1.2500 |
| Total | 8.8070 | 9.0292 | 0.2222 |
| | | | |
| City Operating: | | | |
| General Operating | 2.6721 | 2.6144 | -0.0577 |
| General Capital | 1.2500 | 1.2500 | 0.0000 |
| Library Operating | 1.9776 | 1.9485 | -0.0291 |
| Total | 5.8997 | 5.8129 | -0.0868 |

Statement of Operations, General Operating Fund

The below table shows the General Operating Fund forecast through Fiscal Year 2026 with receipt of ARPA funding in FY2021 and FY2022.

| | FY2020 Actual | FY2021 Estimate* | FY2022 Budget* | FY2023 Budget | FY2024 Budget | FY2025 Budget | FY2026 Budget |
|---------------------------------------|--------------------------|-----------------------------|---------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Beginning Fund Balance | \$34,222,645 | \$37,037,796 | \$72,749,915 | \$92,934,441 | \$67,720,264 | \$42,927,185 | \$23,527,211 |
| Revenue* | 147,645,354 | 185,616,175 | 176,139,643 | 137,821,218 | 141,227,646 | 144,517,341 | 147,728,702 |
| Expenditures | 144,830,203 | 149,904,056 | 155,955,117 | 163,035,395 | 166,020,725 | 163,917,315 | 166,160,318 |
| Net Revenue | 2,815,151 | 35,712,119 | 20,184,526 | (25,214,177) | (24,793,079) | (19,399,974) | (18,431,616) |
| Ending Fund Balance | \$37,037,796 | \$72,749,915 | \$92,934,441 | \$67,720,264 | \$42,927,185 | \$23,527,211 | \$5,095,595 |
| | | | | | | | |
| Fund Balance as a % of Expenditures** | 25.6% | 48.5% | 59.6% | 41.5% | 25.9% | 14.4% | 3.1% |

*ARPA revenue received in two payments of \$47 million – the first in FY2021 and the second in FY2022.

**Fund balance policy level is 15%

The City must continue transformative change to help correct the running deficits estimated to extend across the 5-year period. Expenditures are projected to exceed revenues so without cost savings or revenue growth exceeding current expectations, this structure is unsustainable. Among the many uncertainties impacting the income tax growth rate is whether the pandemic has spurred permanent change in the way companies do business. It has yet to be determined how many nonresident workers will return to full-time, in-office work. The City will continue to work with partners to monitor this aspect of the income tax base and will adjust growth expectations accordingly as we learn more. In addition, the City continues to advocate for legislative change with respect to income tax revenue.

The pandemic has also impacted other operating funds outside of the General Fund. Event and entertainment venues have been shuttered for the last year resulting in reduced Parking Fund revenue. The Vital Streets, Sidewalk and Capital Reserve Funds all have been impacted by reduced income tax receipts. In addition, the 61st District Court Fund revenue has decreased due to restrictions in services for a significant portion of 2020.

A “Continuation” Budget

The City recommends a “continuation” budget based on FY2021 for the FY2022 Preliminary Fiscal Plan. The “continuation” budget will maintain current service levels and plans for increases for legal obligations, like previously negotiated raises, debt service, and other signed contractual agreements. To offset these increases, the City Manager directed departments to absorb as much of them as possible without impacting services provided to the public. Beyond the continuation level, the only recommended personnel changes or departmental budget increases are for compliance or to aid in pandemic response or local economic recovery. Personnel additions and substitutions have been offset by reductions elsewhere that maintain for FY2022 the same full time employee count as in the FY2021 adopted budget. The total number of positions included in the FY2022 Preliminary Fiscal Plan is 1,642.

The City will leverage the majority of ARPA relief money to replace revenue shortfalls, improving the sustainability of the General Fund. Specifically, just over \$36 million of ARPA funding is allocated to backfill the income tax revenue shortfall for FY2021 and FY2022, which will sustain current services. Another \$2.15 million of ARPA investments are recommended for immediate investment and are included as part of the FY2022 Preliminary Fiscal Plan. Once the FY2022 Fiscal Plan has been adopted, a separate process will allow the City of Grand Rapids to program the final \$10.2 million of the relief funding dedicated in the FY2022 budget to help encourage economic recovery, address the needs of vulnerable populations, or allocate for other non-income tax revenue replacement to maintain services.

Brief FY2022 Fiscal Plan Overview

The total FY2022 appropriations request is \$546,098,662 million.

The appropriation request for the General Operating Fund is \$155,955,117. The assumptions used to develop the FY2022 Preliminary Fiscal Plan include:

- 1) A real reduction of income tax revenues in FY2021 of 17.5%
- 2) Income tax: 2% increase in FY2022, 6% growth in FY2023, and 3% for the FY2024-2026
- 3) Ensure the continuity of operations and maintenance of services at FY2021 operating levels
- 4) Maintain staffing at FY2021 levels, as amended mid-year, and accommodate wage and fringe benefit included in the contracts approved in 2019
- 5) 4.25% annual income tax capital set-aside
- 6) Follow Vital Streets and Parks Maintenance of Effort Investment Guidelines
- 7) Meeting the 32% minimum requirement for GOF support of the Police Department
- 8) Reserve a minimum \$1.5 million for contingent appropriation
- 9) Assuming annual lapse of \$4.7 million in the GOF for FY2022 and setting the lapse at 3% of pre-lapse GOF expenditures for FY2023-2026
- 10) Continue to use performance-based budgeting to guide decision making and keep alignment with the City Strategic Plan
- 11) Fully funding Actuarially Computed Employer Contribution Rates (ACEC) for both City Pension Plans and the three Retiree Trust Funds

American Rescue Plan Act Funding and Investments

When formulating the FY2021 Preliminary Fiscal Plan at this time last year, the pandemic impacts and the amount of relief funds the City would receive were unknown because the country was in the very early stages of the pandemic. Thankfully, as the City shapes the FY2022 Preliminary Fiscal Plan, the City expects to receive \$94 million in relief from the ARPA. The first payment of \$47 million is expected in mid-May 2021 and the remaining payment should arrive one year later. One of the specified uses for this relief money is to “provide government services to the extent of revenue lost,” which means the

City will be able to maintain the current level of services at least in the short term and will not have to make drastic reductions that would jeopardize staff employment or services to the public. Another specified use is to “respond to the public health emergency or its negative economic impacts.” This relief funding also provides leadership with time to consider longer-term cost saving measures or revenue enhancements that will start to correct long-term structural problems.

As of the writing of this letter, eligible uses are subject to further U.S. Treasury Department interpretation and guidance. Clarification is anticipated on the methodology for calculation of revenue losses – actual reduction relative to previous year or calculated reduction relative to previous forecasts. Also, qualified expenses under ARPA are not well defined beyond the general guidance noted in the legislation. We will seek clarity to facilitate effective investment of ARPA monies, ease ongoing compliance reporting and meet audit standards.

The City has formulated an investment recommendation for the estimated \$94 million ARPA relief based on the first \$47 million installment arriving in mid-May 2021 with the remaining \$47 million being paid in May 2022. All relief funds need to be expended by December 31, 2024, which is halfway through the City’s FY2025. As a preliminary step, the City has created an investment structure based on the City’s six strategic priorities, as outlined in the City’s Strategic Plan, and the Commission’s top six near-term focus areas, which ensures the dedication of funds now will focus on accomplishing the City’s long-term plan. The proposed investment structure is outlined in alignment to the Commission’s top six near-term focus areas and the table below.

Alignment of Potential ARPA Investments to the City Commission’s Near-Term Focus Areas

At the City Commission Prioritization Workshop in October 2020 and later reaffirmed at the Commission’s FY2021 Mid-year Performance Management update in February 2021, the Commission identified six near-term focus areas for the remainder of FY2021 and into FY2022. The City used these focus areas to organize and leverage ARPA relief funding. These ARPA investments are in addition to other continuation budget investments proposed for these focus areas for FY2022. The remaining ARPA funds to be received will be handled in a separate post budget adoption process.

1. Fiscal Sustainability and Discipline - \$37.2 million FY2022 (Governmental Excellence)
 - \$36 million Income Tax revenue losses in FY2021 & FY2022 relative to FY19 levels
 - \$0.7 million Employee Support – Vaccinations/Testing
 - \$0.5 million Fiscal Sustainability and Efficiency

While this was the Commission's sixth near-term focus area, fiscal sustainability has been the most dramatically impacted by the pandemic. At a minimum, \$60 million of the \$94 million ARPA relief package must be dedicated to income tax recovery. This amount represents losses relative to FY2019 levels estimated through December 31, 2024. However, as detailed in the fund statements, this \$60 million recommended allocation will not be enough for full recovery for income tax reliant funds, especially the General Fund. The City is not projected to reach FY2020 income tax revenue levels until after FY2026.

As of now, the plan to address the anticipated lag in income tax recovery is dependent on how successful the City is on following through on creating the kind of sustainable change we have a history of achieving. This was evidenced coming out of the last recession where savings were realized across many funds and economic growth was strong. As part of our current efforts, the City engaged an initial pilot program for cost savings/efficiency ideas in Spring of 2021, resulting in more than 40 suggestions from across the workforce. Of these, 12 were ideas already in the development stage and 10 have been selected for additional exploration, which will include developing realistic projections on potential savings. Our intent is to expand this program through \$1 million in ARPA funds to make intentional investments where structural long-term savings can be achieved.

Furthermore, the impact of accumulated hazard leave is an impending pandemic-driven cost. Recognizing the need to keep critical services like public safety, refuse collection, water treatment, sewer operations, and others running during the pandemic, the City opted to provide hazard leave, which is an allocation of leave time to City employees who continued to work a certain number of hours per week at their typical place of employment during the pandemic. This mechanism recognized the service of our staff in a difficult time and allowed the City to retain cash reserves that were starting to be impacted by outlays for personal protective equipment and other purchases needed to respond to the pandemic. So, while cash was saved in the short term, the City will have to confront long-term costs when these employees use this leave as the City will incur the cost of overtime or cash-outs. To address this need, the City has identified \$2.6 million for additional revenue loss or emergency pandemic support.

Finally, it should be noted that none of these projections include revenue replacement for funds that do not receive income tax support. All projections are based on restoring lost income tax revenues. Other City operations have been affected including the Mobile GR Fund and Water/Sewer Enterprise Funds. Mobile GR's ability to make future capital investments could be affected as a result. The Water/Sewer Enterprise Funds will need to address the impacts of the extended moratorium on water shut offs, depending on the amount of revenue replacement received from other relief sources.

2. Housing and Homelessness - \$6.6 million FY2022 (Economic Prosperity and Affordability and Safe Community)

- \$1.5 million Continuation of the Homeless Outreach Team, Network180, and other initiatives to help vulnerable populations
- \$100,000 Housing Practice Lead Contract
- \$5 million Creating Affordable Housing Supply

Housing and Homelessness was the Commission's top near-term focus area. Significant ARPA funds are dedicated to this initiative. There needs to be more emphasis on creative ways to create more housing, and specifically more affordable housing, in Grand Rapids. This can be done through investment in creating affordable housing supply, partnerships and learning from experts in this area. The Homeless Outreach Team was launched in FY2021 and has proven to be a successful effort in our community that warrants continued investment.

3. Third Ward Equity / Neighborhoods of Focus Funding - \$2 million FY2022 (Governmental Excellence)

- \$2 million investment in Third Ward Equity or Neighborhoods of Focus Funding (allocation to be determined)

The City has intentionally addressed Ward-specific issues by reserving funds for either the continuation of the Third Ward Equity Fund and/or the creation of a Neighborhoods of Focus (NOF) investment strategy. A work group will be formed to make recommendations on how the City should invest these funds across the Wards and/or NOF to address disparities that have been caused or exacerbated by systemic and institutional racism and made worse by the pandemic. It is the City's hope that by creating this intentional investment, our city will recover from this pandemic stronger by leading with equity to build back stronger.

4. Public Safety Reform - \$1 million FY2022 (Safe Community)

- \$1 million additional co-response and new initiatives for investment outside of Police and Fire

The City is interested in forming partnerships and utilizing resources outside of the Police and Fire Departments to find creative ways to address mental health, domestic violence, public inebriation, co-occurring disorders and other matters that may be better addressed by other professionals with support from our public safety staff.

5. Violence Reduction - \$1 million FY2022 (Safe Community)

- \$1 million for violence reduction

The city has experienced an increase of violence during the pandemic. It is imperative that there be investment in evidence-based violence reduction, continued training and other efforts geared to reverse recent trends in our neighborhoods.

6. COVID Relief / Economic Recovery including Health Impacts - \$550,000 FY2022 (Governmental Excellence, Economic Prosperity and Affordability, and Safe Community)
 - \$250,000 City Master Plan
 - \$300,000 to support special events and attract conferences

The relief funds dedicated to special events and the City Master Plan will help with economic recovery. The City anticipates supporting events like Festival of the Arts and ArtPrize this year. It will require even more planning and resources to ensure large-scale events and conventions can operate safely anticipating there will still be some restrictions in place. And the City's Master Plan will guide our community's development over the next twenty years. The City is committed to engaging the community in the Master Plan to facilitate equitable, safe and healthy growth and development.

Recommended ARPA Investments

| | FY2021 | FY2022 | FY2023-25 | Total |
|--|---------------------|---------------------|---------------------|---------------------|
| Recommended Revenue Replacement | | | | |
| Income Tax-GOF | \$15,415,361 | \$13,985,004 | \$19,768,763 | \$49,169,128 |
| Income Tax-Capital Reserve Fund | 949,167 | 885,685 | 1,098,3335 | 2,933,187 |
| Income Tax-Vital Streets | 2,232,052 | 2,039,003 | 2,989,810 | 7,260,865 |
| Income Tax-Sidewalk Repair | 285,495 | 248,729 | 220,420 | 754,644 |
| Total Revenue Replacement | 18,882,075 | 17,158,421 | 24,077,328 | 60,117,824 |
| | | | | |
| Recommended Investments to Provide Immediate Support for Recovery | | | | |
| Master Plan* | | 250,000 | 500,000 | 750,000 |
| Housing Practice Leader* | | 100,000 | | 100,000 |
| Special Events* | | 300,000 | | 300,000 |
| Homeless Outreach Team/Network180* | | 1,500,000 | | 1,500,000 |
| Total Immediate Investments | | 2,150,000 | 500,000 | 2,650,000 |
| | | | | |
| Potential Investments for Post-budget Process | | | | |
| Third Ward/NOF Equity Funding* | | 2,000,000 | | 2,000,000 |
| Violence Reduction* | | 1,000,000 | | 1,000,000 |
| Additional Co-response* | | 1,000,000 | | 1,000,000 |
| Creating Affordable Housing Supply | | 5,000,000 | | 5,000,000 |
| Fiscal Sustainability and Efficiency* | | 500,000 | | 500,000 |
| Employee Support - Vaccinations, Testing, etc. | | 700,000 | | 700,000 |
| Reserve (Additional revenue loss or emergency pandemic support) | | | 21,032,176 | 21,032,176 |
| Total for Post-budget Process | | 10,200,000 | 21,032,176 | 31,232,176 |
| | | | | |
| Total Uses of ARPA Funds | \$18,882,075 | \$29,508,421 | \$45,609,504 | \$94,000,000 |

*These amounts are appropriated in the FY2022 Proposed Preliminary Fiscal Plan

Post-Budget Allocation Process

The City is recommending a post-budget allocation process to allow more time and discussion regarding \$10.2 million of the ARPA funds. It is envisioned that this process would begin in June-July with preliminary staff discussions with the City Commission. The Commission would meet as an “American Rescue Plan Allocation Committee” in multiple special called meetings to identify major expenditure categories aligned with the Commission’s near-term focus areas along with the share of the remaining ARPA funds to be assigned to each category. The work of the Allocation Committee would be reported out during regularly scheduled Committee of the Whole meetings. At the conclusion of the process, a budget amendment would be prepared for Commission consideration to align the appropriation of the remaining ARPA funds with the Allocation Committee recommendations. Implementation processes, including requests for proposal, to achieve the outcomes envisioned by the allocations would follow, as necessary.

It is anticipated that a similar process will be followed to allocate the remaining funds (net of revenue replacement and strategic recovery investments) for FY2023 following receipt of the second \$47 million ARPA installment.



Equity Investments

We continued to iterate the budget process to capture equity strategies embedded in budget requests and proposed department workplans for the upcoming fiscal year. We designed and piloted an equity budget tool for the first time in FY2019 to familiarize departments with applying an equity lens to proposals based on key components of the Racial Equity Toolkit created by the Government Alliance on Race and Equity (GARE). Each department applied the tool to one strategy within their FY2019 and FY2020 budget request submissions. In preparation for the FY2021 fiscal plan last year, departments expanded their equity assessment to their capital, operational and supplemental requests to identify investments, fully or in part, that explicitly and directly advance the City’s equity goals. This resulted in approximately 100 strategies submitted for equity review, including capital projects. As a result of this process, we identified more than \$14 million in operating investments that would contribute to more equitable policies, practices and/or outcomes as well as \$75.2 million in capital investments within Neighborhoods of Focus, which equaled 42% of all location specific capital investments, in FY2021.

While FY2021 strategies related to equity were more numerous and robust than previous years, it was evident that more improvement was needed for the FY2022 budget process. Improvements incorporated this budget year included expanding data collection to include grant funded equity strategies, updating the A360 budget entry system for more specific reporting on capital project equity intentions, clarifying equity versus diversity and inclusion efforts, and revising the budget training modules. We also determined that equity in capital projects is best determined through actual investments in (dollars paid to) Micro-Local Business Enterprises (MLBEs) and diverse vendors, and that Engineering and Purchasing policies and practices needed revision to center equity in requests for proposals (RFPs), requests for qualifications (RFQs) and contracting. Throughout FY2021, we have been working on implementing citywide processes that will enable us to accurately track and report on direct investment in MLBEs and diverse vendors, which should be publicly available in the near future. These changes are expected to increase MLBE and diverse vendor utilization in FY2022.

The Director of Equity and Engagement reviewed 129 strategies departments submitted to advance equity for FY2022. The number of submissions increased from last year, and just as important, the quality of submissions improved to focus more on policy, practice change and more direct equity strategies. Many of the strategies submitted do not require a direct budget allocation beyond staff time to make the policy or practice change, while other strategies require a financial investment. The department budget meetings with the City Manager also served as opportunities to discuss departments' equity strategies and staff diversity.

Investments that Advance Equitable Outcomes

The FY2022 Fiscal Plan recommends more than \$25.62 million in direct City investment that will contribute to more equitable policies, practices and/or outcomes. Some examples of those investments include, but are not limited to:

Governmental Excellence

- Third Ward / Neighborhood of Focus Equity Funding - \$2 million (potential ARPA)
- GVSU Police Academy Sponsorship Hiring Model - \$86,540
- Employee Resource Groups (ERGs) - \$35,000
- Staff Diversity, Equity and Inclusion Training - \$40,800
- Master Plan - \$250,000
- Grand Rapids Public Library investment in expansion of the use of their mobile library and development of new relationships with the Cook Library in the Roosevelt Park neighborhood - \$338,000 (Library millage)

- Implement new Clean Slate legislation (expungement of criminal records) at the 61st District Court - \$45,000 (Court budget)
- Support for the Michigan Indigent Defense Fund - \$700,000 (Grant)
- Software application to continue measuring performance management - \$28,050
- Legislative affairs support - \$108,000

Economic Prosperity and Affordability

- Principal Resident Exemption (PRE) Communication and Awareness - \$3,500
- Technical Assistance/Support for construction MLBEs - \$30,000
- GRow1000 2.0 - \$1,200,000 (Grants/Donations)
- To College Through College (T2C) Studio - \$112,386 (Grant)
- Grand River Equity initiatives - \$284,166 (Grants)
- 61st District Court Eviction Prevention Program support of eviction prevention program through Salvation Army and case worker - \$152,250 (GOF and ESG funds)
- Hosting the 2022 National Forum for Black Public Administrators (NFBPA) annual conference in Grand Rapids - \$50,000
- Continue to grow ongoing reserve for Cannabis Justice - \$462,818 (State Shared Revenue & GOF)
- Cannabis program management - \$315,000 (Licensing Revenue)
- Regional Consolidated Housing and Community Development Plan investments including increased supply of affordable housing and increased access to and stability of affordable housing - \$6.8 million (Grants)

Engaged and Connected Community

- Neighborhood Match Fund - \$100,000
- Neighborhood Summit - \$60,000
- Neighborhood Leadership Academy - \$50,000
- Language Access and Hearing Assistance - \$30,000
- Neighborhood Association support - \$562,671 (Grants)

- Community Engagement Framework creation - \$125,000 (Grant)

Health and Environment

- Communitywide Carbon Emissions Inventory and Climate Vulnerability Assessment - \$11,500
- Lead Service Line Replacements focused in Third Ward Neighborhoods of Focus - \$1.74 million (Grant)
- Thrive Outside - \$193,290 (Grant)
- Bill assistance for water, sewer and refuse - \$221,200
- Housing lead remediation - \$2.2 million (Grant)
- New Lead Remediation Specialist position - \$146,940

Mobility

- DASH operations - \$2.4 million
- Continuation of the sidewalk snow removal pilot - \$100,000
- Continued investment in the e-scooter and bikeshare program - \$100,000
- Neighborhood of Focus based transportation solutions like car share - \$200,000

Safe Community

- Violence Reduction - \$1 million (potential ARPA)
- Additional Violence Co-Response - \$1 million (potential ARPA)
- Cure Violence - \$100,000
- Boys & Girls Club / Children's Assessment Center - \$140,000
- CLEAR Program / Prisoner Re-entry - \$63,000 (majority Grants)
- Office of Oversight and Public Accountability - \$408,781
- Homelessness Coordinator position - \$128,000 (Grants)
- Homeless Outreach Team and Network 180 - \$1,500,000

Additional FY2022 planned equity work that does not have a direct budget allocation associated beyond regular staff time and in some cases, expenses paid through donations and in-kind services from partners, include, but are not limited to:

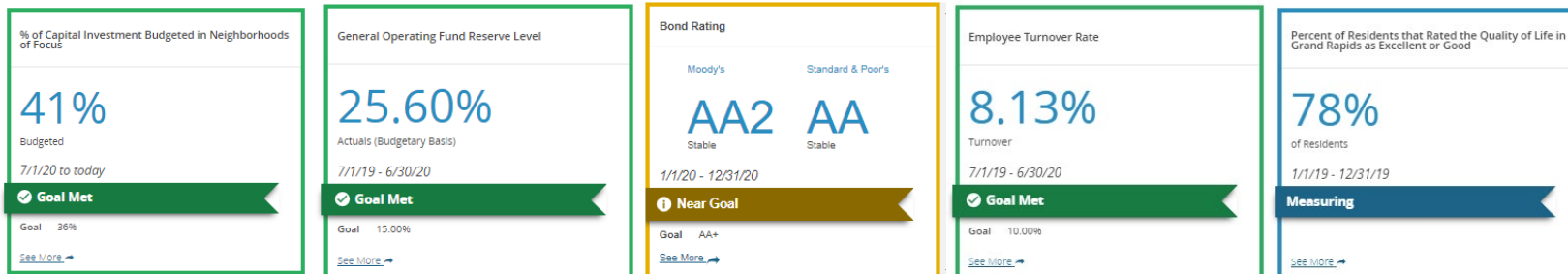
- Embed equity in Professional Services for City projects (revise RFPs, RFQs, contract selection and reporting changes)
- Inclusion Plan Policy for projects seeking public support to advance economic equity and opportunity
- Grand Rapids Police Department Drive for Success
- Review Grand Rapids Police Department Hiring Processes in Partnership with Office of Equity and Engagement, Human Resources and Office of Oversight and Public Accountability
- Assess Towing and Impound Lot Policies/Practices for Equity
- City Attorney's Community Engagement Program (CEP)
- Redistricting Election Awareness
- Research Municipal Identification Card programs
- Community Collaboration on Climate Change (C4) - \$710,000 grant to external partners
- Publish biannual demographics report of all City boards and commissions
- Streamline vendor registration and data collection and reporting processes
- Improve data collection and analysis of contractor and subcontractor diversity initiatives
- Finalize Equitable Development Evaluation Matrix
- Language Access Policy implementation
- IT policy review, with a focus on equity and inclusion
- Evaluating monthly payment options via GR PayIt
- Finance Rotating Internship Program

Investments by Strategic Plan Priority



Governmental Excellence

Measuring Governmental Excellence Progress



For more information and details on these metrics, including the most up to date measure and disaggregation by race, ethnicity, gender identity and geography where possible, check out our [Key Metrics Dashboard](#).

Progress during FY2021 has been driven by maintaining services. At mid-year, 83.66% of all tracked activities were either completed or on track. Some key accomplishments achieved throughout FY2021 include:

- Commission's Fiscal Sustainability and Discipline near-term focus area
 - Maintained stable Aa2 (Moody's) and AA (S&P) bond ratings
 - Lead legislative efforts for city income tax loss fix by working with state and federal partners for direct funding to cities; worked closely with state and federal partners on COVID relief allocations and efforts
 - Deploying "Turfy McTankface," the new robot that will paint lines on the athletic fields around the city saving \$5,000 per year
 - Implementing new Park and Mobile GR Sponsorship (\$50,000 per year in revenue), Transit Advertising (\$25,000 per year in revenue), and Park Naming policies
 - Launched an employee innovation survey process

- Leveraged over \$21 million in relief funding to manage pandemic and maintain City services
- Other Accomplishments
 - Administered new policies implemented as a result of COVID-19 including Families First Coronavirus Response Act (FFCRA) compliance, teleworking, hazard leave and workshare at the District Court
 - Successfully adapted various City facilities and workspaces based on specific operational needs as a result/response to the pandemic
 - Revised Micro-Local Business Enterprise (MLBE) policy, construction guidelines and economic development incentives to increase access and use
 - Enhanced internal communication and virtual organizational development / wellness programs for employees
 - Preparation to launch Socrata Open Expenditures/Open Budget modules
 - Work to implement Selectron inspection scheduling platform to improve productivity and customer service through Interactive Voice Response (IVR) and text-based options
 - Upgrade the 311 Microsoft Dynamics Customer Relationship Management system to add chat, an online 311 knowledge base and more intuitive workflow to streamline processes
 - Currently implementing staff equity trainings (Equity Champions, Undoing Racism, and online Equity Foundations)
 - Exploring opportunities to further integrate GR PayIt with other payment systems to expand accessibility
 - Working to fully implement a new Visitor Management System at key facilities
 - Completed the Master Plan Facilitator program with 20 facilitators hosting 92 community meetings that engaged more than 530 community members with nearly 60% being people of color
 - 11 Planners fully reviewed the Master Plan over 13 weeks including the review of 95 land use questions

Select operating investments for FY2022 in the Governmental Excellence strategic priority include \$2.06 million in multiple funds. This investment includes continued support for the Master Plan (\$250,000); additional information technology related contracts including security software upgrades due to COVID (nearly \$200,000); continued investment into employee wellness (\$150,000); Grand Rapids Public Library investment in continued asset management upgrades to branch facilities, expansion of the use of their mobile library and development of new relationships with the Cook Library in the Roosevelt Park neighborhood (\$338,000 to be funded by their operating millage); increased custodial and maintenance costs due to COVID (\$75,000); staff diversity, equity and inclusion training (\$40,800); supporting employee resources groups (\$35,000); support for the Michigan Indigent Defense Fund (\$700,000); GVSU Police Academy Sponsorship Hiring Model (\$86,540); implementation of new Clean Slate legislation (expungement of criminal records) at the 61st District Court (\$45,000); software application to continue measuring performance management (\$28,050); and legislative affairs support (\$108,000).

Additionally, \$3.2 million in ARPA funds have been identified as potential FY2022 investments under Governmental Excellence to be evaluated post-budget. These investments include \$2 million for Third Ward or Neighborhood of Focus Equity Funding, \$700,000 for employee support (vaccinations, testing, etc.) and \$500,000 in fiscal sustainability and efficiency.

Recommended total capital investments in the Governmental Excellence strategic priority total \$4.77 million for FY2022. The most significant investments include: \$4.16 million in improvements to City facilities including \$1.82 million in HVAC improvements at the City / County building and \$592,484 in upgrades for the 61st District Court, and \$500,000 in deposits for private development projects and vacating rights-of-way. All of these investments are citywide and therefore none are in Neighborhoods of Focus.



Economic Prosperity and Affordability

Measuring Economic Prosperity and Affordability Progress



For more information and details on these metrics, including the most up to date measure and disaggregation by race, ethnicity, gender identity and geography where possible, check out our [Key Metrics Dashboard](#).

Progress during FY2021 has been driven by maintaining services. At mid-year, 75.45% of all tracked activities were either completed or on track. Some key accomplishments achieved throughout FY2021 include:

- Commission's COVID Relief / Economic Recovery near-term focus areas
 - Receipt and investment of \$5.4 million in pandemic-related Community Development Block Grant-CV and Emergency Solution Grant awards to address immediate needs of vulnerable populations and support economic recovery and neighborhood activation, including 105 small business grants. An additional \$1.2 million in new and reprogrammed funds were brought to bear for the same purposes for a total of \$6.6 million in pandemic related investments. The additional \$1.2 million of CDBG-CV funds will be recommended for investment by June 30, 2021
 - Receipt and investment of \$57,000 in pandemic-related awards to support WiFi in public spaces
 - Renewed Retail Retention/Recruitment Partnership with DGRI and GR Chamber at reduced cost
 - GRow1000 employed 354 youth and launching GRow1000 2.0 with a goal of employing 650 youth
 - Focus on creating social zones/districts in Corridor Improvement Areas
 - Completed work on a Strategic Recovery Plan to address impacts of the pandemic

- Commission's Housing near-term focus areas
 - Housing Practice Leader presented a strategy for creating a \$20 million Grand Rapids Housing Fund by 2025 in partnership with the Grand Rapids Community Foundation and projected housing needs of all types and price points by 2025
 - Community Development Block Grant (CDBG) Housing development projects were completed resulting in 26 rental units and 2 homeowner units, fiscal year-to-date
 - Fair Housing investments led to 2,783 persons receiving educational services and 25 fair housing tests were conducted
 - Legal Aid served 115 residents for housing matters
 - Eight (8) properties were brought into compliance with City codes through the Keeping People in Their Homes pilot
 - 479 housing units started fiscal year to date and another 16 in development review
 - Achieved Brownfield Redevelopment Financing Act reform allowing eligible activities for prospective properties and increasing the amount of support for local program administration; supported bills allowing the City to operate its own land bank
 - Adopted zoning ordinance change to support first floor residential unit development
 - Facilitated PILOT and zoning approvals for Low Income Housing Tax Credit applications for proposed projects that, if financed, would create 709 housing units, of which 688 would be affordable
 - Implemented the new Regional Consolidated Housing and Community Development Plan, beginning with FY2022 CDBG, HOME, ESG grants

- Other Accomplishments
 - Staged the Bridge Event and began planning for ArtPrize, Confluence and Festival of the Arts
 - Attracted Perrigo North American HQ in partnership with Michigan State University, The Right Place and Michigan Economic Development Corporation
 - Facilitated strong first half of FY2021 for Corridor Improvement Authorities
 - Piloted Inclusion Policy for Economic Development projects and began implementation
 - Continue key private / public partnerships: Market Avenue Corridor redevelopment, Spectrum Center for Transformation and Innovation, and River Restoration
 - Implement communications plan for Equitable Economic Development
 - \$179 million invested and 486 new jobs created through incentives in 2020
 - Registered 31 new Micro-Local Business Enterprise (MLBE) companies including 11 specifically for engineering projects with an additional 7 currently in process, which equals a 63.3% growth over FY2020 and results in a total of 80 MLBEs certified and registered with the City to date

- Adopted Boston Square Together Initial Voluntary Economic Development and Community Partnership Agreement
- Revised Local Brownfield Revolving Fund policy to support first time developers and projects in NOF

Select operating investments in the Economic Prosperity and Affordability strategic priority for FY2022 include \$9.98 million in multiple funds. This investment includes making business retention and expansion visits a standard part of our economic development portfolio; continuing work with our Corridor Improvement Authorities; implementing the Inclusion Policy for Economic Development projects supported by City Incentives; expanding the roster of Micro-Local Business Enterprises (MLBEs) registered to do business with the City and connecting those businesses to opportunity now in preparation for the river restoration project; providing technical assistance and support to construction MLBEs (\$30,000); Equitable Grand River Restoration Initiative (\$284,166); Housing Practice Leader contract with Housing Next plus other housing strategy support (\$100,000); launching GRow1000 2.0, which is expected to nearly double summer youth employment to 650 youth ages 15 to 24 with emphasis on building a sustainable pipeline of diverse talent in Grand Rapids over time through mentorship, connection to educational opportunities and connection to employers (\$1.2 million); To College Through College (T2C) Studio (\$112,386); supporting the 61st District Court Eviction Prevention Program through investment in an eviction prevention caseworker and support of Salvation Army (\$152,350); support for special events, including hosting the National Forum for Black Public Administrators conference in Grand Rapids (\$300,000); prepare the Market Avenue Corridor for redevelopment, with a focus on housing, including relocating City facilities and operations to the Kent County Road Commission site; communicating and increasing awareness of the Principal Resident Exemption (PRE) (\$3,500); cannabis program management (\$315,000 funded by licensing revenues) and continue to grow ongoing reserves for Cannabis Justice initiatives (\$462,818); continued support of Social Zones through at least the fall season and evaluate long-term opportunities; investment via Regional Consolidated Housing and Community Development Plan including increased supply of affordable housing and increased access to and stability of affordable housing (\$6.8 million); property maintenance for properties held by the state land bank (\$70,000); and acquisition of tax reverted properties and title clearance (\$150,000).

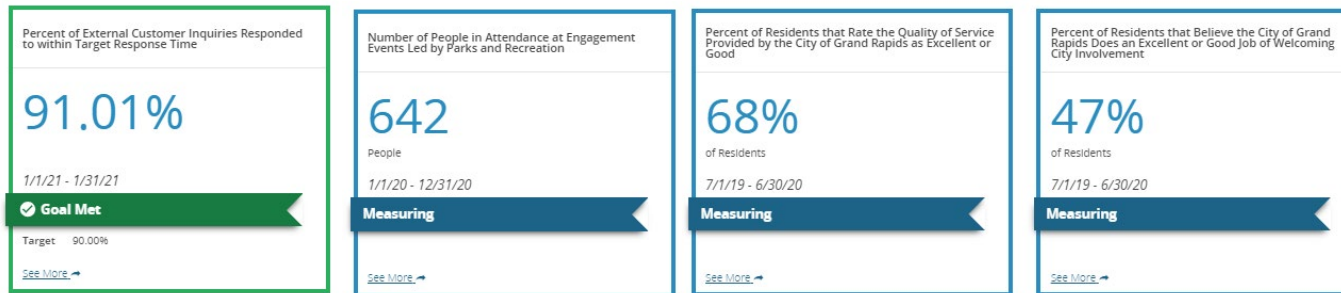
Additionally, \$5 million in ARPA funds have been identified as potential FY2022 investments under Economic Prosperity and Affordability to be evaluated post-budget. This investment includes \$5 million for creating affordable housing supply.

Recommended total capital investments in the Economic Prosperity and Affordability strategic priority total \$7.69 million for FY2022. The most significant investments include: \$6 million for Lyon Square, \$985,000 for Grand River revitalization and \$500,000 for Grand Rapids Public Museum capital projects. Investments in Neighborhoods of Focus total \$3.69 million (51% of total location specific investments).



Engaged and Connected Community

Measuring Engaged and Connected Community Progress



For more information and details on these metrics, including the most up to date measure and disaggregation by race, ethnicity, gender identity and geography where possible, check out our [Key Metrics Dashboard](#).

Progress during FY2021 has been driven by maintaining services. At mid-year, 69.9% of all tracked activities were either completed or on track. Some key accomplishments achieved throughout FY2021 include:

- Finalized a “Welcome Plan” for fostering a welcoming environment for immigrants
- Quickly pivoted to virtual public engagement using new digital tools including
 - Successfully transitioning to virtual City Commission and other public meetings
 - Launching a virtual public engagement portal and piloting SMS surveying systems
 - Hosting Parks virtual engagements that connected with nearly 1,500 respondents on 11 capital projects

- Led the state of Michigan in the final Census self-response rates due to engagement campaign (71.4% self-response, up from 69.7% in 2010)
- Revised City e-newsletter updates and Commission action updates to better focus messaging
- Conducted highly successful voter outreach and education campaign
- Conducted several COVID-specific rounds of Neighborhood Match Fund grants (\$100,000) to empower and uplift community, which a focus on those experiencing the most disparate effects
- Developed and implemented a creative strategy to continue the annual Neighborhood Summit in a way that will be safe and compliant with COVID-19 gathering protocols
- Hired new civilian public information professional to support public safety engagement and communication
- Launched five-month community diversity and inclusion program that consists of a fellowship for Grand Rapids residents and a virtual learning series for the broader public
- Received and invested \$280,852 in pandemic-related reimbursement for election expenses incurred for public safety during elections

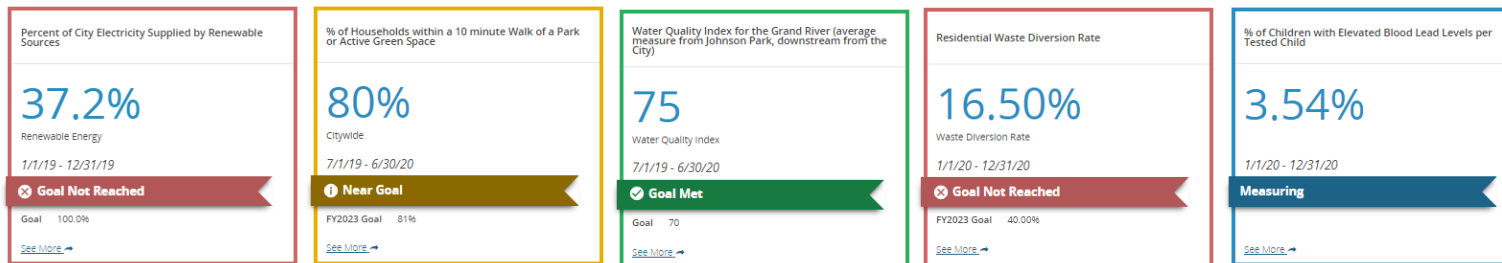
Select operating investments for FY2022 for Engaged and Connected Community include \$1.42 million in multiple funds. This investment includes \$210,000 in continued investment in resident leadership opportunities via the Neighborhood Match Fund (\$100,000), Neighborhood Leadership Academy (\$50,000), and Neighborhood Summit (\$60,000); language access and hearing assistance (\$30,000); Police Department's Drive for Success program; creation of the Communications department outside of the Executive Office and expansion of Communications services (\$231,788); community promotion support for the Engineering department (\$124,370); community engagement framework development (\$125,000 grant funded); support for neighborhood associations (\$562,671); transitioning a formerly grant-funded neighborhood engagement specialist to the General Operating Fund (\$116,281); and utilization of Flash Vote for community feedback (\$14,900).

Recommended total capital investments in the Engaged and Connected Community strategic priority total \$682,520 for FY2022. The investment supports upgrades in community cable television equipment and the fiber optic system. All these investments are citywide and therefore none are in Neighborhoods of Focus.



Health and Environment

Measuring Health and Environment Progress



For more information and details on these metrics, including the most up to date measure and disaggregation by race, ethnicity, gender identity and geography where possible, check out our [Key Metrics Dashboard](#).

Progress during FY2021 has been driven by maintaining services. At mid-year, 69.2% of all tracked activities were either completed or on track. Some key accomplishments achieved throughout FY2021 include:

- City ranked 33rd in the country for energy work in the American Council for an Energy-Efficient Economy (ACEEE) Clean Energy City Scorecard
- After a pandemic-delayed start, opened park facilities for record outdoor activation and virtual programming
- 10 park projects currently under construction and 29 park projects currently in the design phase with construction anticipated in FY2022 including the Park Lodge at Martin Luther King Jr. Park and the Veteran's Park building
- Received \$5 million lead service line replacement grant
- Launched start-up operations at new yard waste composting site
- Received City Health Gold Medal designation for health policies in the City
- Reduced recycling contamination by 25%
- Continue discussions with the Energy Advisory Committee on establishing municipal carbon reduction goals
- Began bringing the biodigester online by the end of the fiscal year
- Issued a contract to complete LED street lighting replacements

- Launch 2021 park and pools opening and maintenance, and build on outdoor/virtual class model with focus on NOF
- Continued developing a regional data hub to include Community Health Needs Assessment data
- Participate in the National League of Cities – Public Health Information cohort and expand regional data collection in partnership with Spectrum Invest Health and Mercy Health
- Continue Health in All Policies (HiAP) work with Kent County Health Department and train City Staff on HiAP implementation
- Led efforts to secure \$710,000 in external funding for external partners to launch the Community Collaboration on Climate Change
- Completed the national Zero Cities Project
- Received critical approvals to install a nearly one megawatt solar array that is expected to increase our renewable energy from 37% to 41% and generate \$1.2 million in net savings over 24 years
- Continued implementation of three-year Lead Hazard Control Grant program (\$4.2 million over 3 years) and other lead programs
- Advanced work on redevelopment of the Park Lodge at Martin Luther King, Jr. Park
- Completed Feet on the Street recycling contamination program
- Installed 70 trash cans at bus stops throughout the City

Select operating investments for FY2022 for Health and Environment include \$20.07 million in multiple funds. This investment includes purchasing renewable energy credits (\$116,348); partial funding to conduct a communitywide carbon emissions inventory and vulnerability assessment (\$11,500); consulting support for the City to achieve our 100% renewable energy goal, including intervening in utility regulatory case filings (\$130,000 grant funded); launching the Community Collaboration on Climate Change (C4) to serve as the City's partner on communitywide climate planning (\$710,000 external grant funding for external partners); forestry sustainability (\$2.65 million); increased park maintenance, including the addition of two maintenance crew leaders and temporary staff (\$3.9 million including \$1.05 million from new parks millage); Cemetery Fund (\$1.33 million); increased recreation programming (\$250,000 from new parks millage); pool operations (\$1.04 million); golf course operations (\$715,630); Thrive Outside (\$193,290); lead service line replacements designated in Third Ward Neighborhoods of Focus (\$1.74 million); facilities and technology enhancements at our water filtration plant and Water Resource Recovery Facility (\$1.53 million); water and sewer bill assistance (\$180,000); Environmental Services Department investments for digester process chemicals, ash lagoon remediation, and a rebalancing of the staff roster without position additions to support the biodigester (\$2.07 million); PFAS work and testing at the Water Resource Recovery Facility and Lake Michigan Filtration Plan (\$112,000); investments in response to new requirements to implement a new industrial

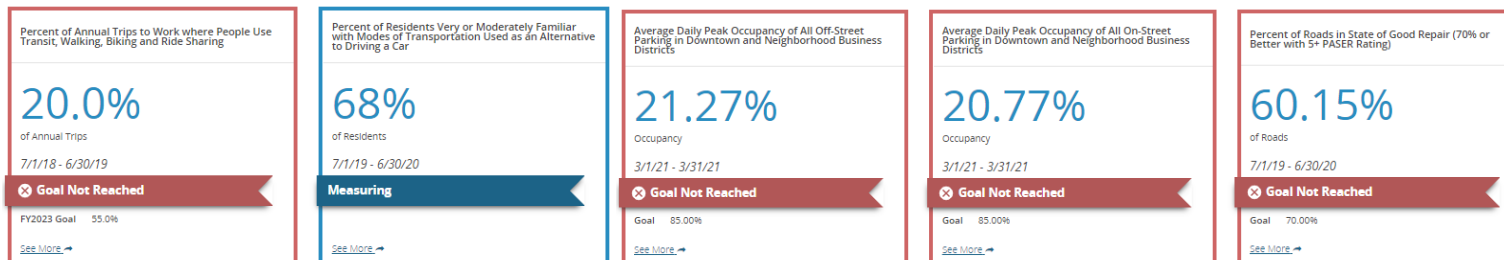
stormwater permit program (\$310,000); yard waste compost operations (\$600,000); enhancement, advertising and education for single stream recycling (\$95,000); bill assistance for low-income refuse customers (\$41,200); continued investment in housing lead remediation (\$2.2 million in grants); and the addition of a lead remediation specialist to Community Development (\$146,940).

Recommended total capital investments in the Health and Environment strategic priority total \$58.39 million for FY2022. The most significant investments include: \$7.83 million for lead service line replacements, \$14 million for other water utility and facility improvements, \$9.63 million for improvements to Environmental Services Department facilities including the Water Resource Recovery Facility, \$9.4 million for LED street lighting conversion, \$6.04 million in parks investments including \$1.85 million for Rosa Parks Circle and \$1.2 million for the Park Lodge at Martin Luther King, Jr. Park, \$1.40 million for green infrastructure and \$100,000 for traffic signal LED conversion. Investments in Neighborhoods of Focus total \$15.16 million (50% of total location specific investment).



Mobility

Measuring Mobility Progress



For more information and details on these metrics, including the most up to date measure and disaggregation by race, ethnicity, gender identity and geography where possible, check out our [Key Metrics Dashboard](#).

Progress during FY2021 has been driven by maintaining services. At mid-year, 75.0% of all tracked activities were either completed or on track. Some key accomplishments achieved throughout FY2021 include:

- Installed 22 bus shelters
- Initiated extra cleanliness services at bus stops through Next Steps, Steepletown and the Rapid
- Piloting new raised-curb bike facility on Alger Street, including winter maintenance
- Launched scooter pilot in September with 64,429 rides through mid-March and 176 scooter parking zones
- Adding a second vendor to the scooter pilot and launching e-bikes yet this fiscal year
- Inspected 66 miles of sidewalk and installed 1.6 miles of sidewalk and 673 ADA ramps
- Initiated transition of parking enforcement from the Police Department to Mobile GR, Parking and Traffic Safety
- Re-engaged partner for development of the Wedge lot
- Launched second year of sidewalk snow support pilot program
- Achieved 60% good and fair condition of City streets and completed \$12 million in Vital Street projects
- Rolled out communications for Equitable Economic Development and Mobility Plan
- Nearly complete with design of a new wayfinding system in partnership with DGRI
- Hosting final public engagement on the South Division Transportation on Demand (TOD) project plan with community partners

Select operating investments for FY2022 for Mobility include \$2.83 million in multiple funds. This investment includes purchasing and installing more bike racks (\$25,000); substituting an existing position to serve as a third shift parking shift supervisor (\$28,716); DASH operations (\$2.4 million); implementation of expanded responsibility for parking enforcement (\$125,000); traffic calming programming focused on human centered / neighborhood design solutions (\$150,000); and continuation of the sidewalk snow removal pilot (\$100,000).

Recommended total capital investments in the Mobility strategic priority total \$21.71 million for FY2022. The most significant investments include the continuation of the Vital Streets program with \$17.26 million supporting the following large projects: Lake Eastbrook Boulevard, Prospect Avenue, Ottawa Avenue, Collingdale Avenue, Eastern Avenue, Valley Avenue, College Avenue, Market Avenue, Butterworth Street, Fulton Street, 29th Street, Division Avenue, Fuller Avenue in support of the Boston Square Together development, and Dunham Street. Other mobility capital investments include \$1.72 million for parking facility improvements, Neighborhood of Focus based transportation solutions like car share (\$200,000), replacing aging parking access equipment (\$500,000), and continued investment in the e-scooter and bikeshare pilot (\$100,000); \$1.66 million in sidewalk projects - including nearly \$400,000 for the 44th Street connector, \$875,000 for the

Leonard to Ann trail component of the Grand River Walkway Phase II project. Investments in Neighborhoods of Focus total \$8.01 million (40% of location specific investment).



Safe Community

Measuring Safe Community Progress



For more information and details on these metrics, including the most up to date measure and disaggregation by race, ethnicity, gender identity and geography where possible, check out our [Key Metrics Dashboard](#).

Progress during FY2021 has been driven by maintaining services. At mid-year, 73.56% of all tracked activities were either completed or on track. Some key accomplishments achieved throughout FY2021 include:

- Commission's Homelessness near-term focus areas
 - Received and invested \$3.2 million in pandemic-related and annual Emergency Solutions Grants awards to prevent eviction, increase housing stability and rapidly rehouse homeless persons and families, including supporting a downtown rehousing initiative for unsheltered persons
 - Helped facilitate deployment of anticipated \$38.5 million of Emergency Rental Assistance funds to prevent eviction for City and County tenants
 - Added social work and substance abuse professionals to the Homelessness Outreach Team (HOT), approved HOT staff expansion and extended service hours, and entered into a partnership with Network 180
 - HOT: visits 15+ locations/week that include assisting approximately 55 people/week experiencing homelessness - more than 2,860 interactions since April 20, 2020

- Invested in 12 neighborhood organizations for Leadership/Civic Engagement outcomes, including addressing code violations that resolved 96 cases before enforcement began
- Made 41 housing units lead-safe and rehabbed another 20 housing units (anticipated to be completed by June 30, 2020)
- Created a dashboard to monitor City ERRIS investments
- Commission's Public Safety Reform near-term focus areas
 - Completed work on the Grand Rapids Police Department Strategic Plan and began implementation
 - Finalized and began implementing the Office of Oversight and Public Accountability's Strategic Plan
 - Received and invested \$13.35 million in pandemic-related public safety personnel and overtime expenses
 - Received and invested \$145,087 in pandemic-related personal protective equipment expenses for public safety
 - GRPD, Oversight and Public Accountability, the City Attorney and the City Manager's Office worked in partnership with other City departments to lead the City's Police reform efforts and revised Police policies and procedures on multiple policies including, but not limited to, use of force policies
 - Hired a full-time Oversight Specialist in the Office of Oversight and Public Accountability (OPA)
 - OPA published briefings, reports, presentations, and recommendations specific to policing in Grand Rapids and the City Commission's priority to public safety, including the Independent Comprehensive Report Regarding Past Public Safety Studies and Recommendations
 - GRPD held multiple listening sessions with the community regarding leveraging technology in police operations, such as unmanned aerial systems (UAS) and gunfire detection technology
 - A full time Victim Advocate is on staff and working with families and on restorative justice programs
 - GRPD launched the Victim Services Unit to assist families experiencing an unexpected death
 - GRPD, OPA, Human Resources, and the Office of Equity and Engagement initiated evaluation of current recruitment and evaluation processes to improve diversity in recruitment and retention of public safety staff
 - GRPD transitioned to a neighborhood based policing model, assigning an officer to each beat in the city
 - Implementation of Police Chief's Advisory Team
- Commission's Crime Prevention / Violence Reduction near-term focus areas
 - GRPD hosted two successful gun buyback programs that resulted in over 200 firearms being removed
 - GRPD hosted multiple deployments of Operation: Safe Streets, which started with community engagement and resulted in multiple arrests, seized firearms, narcotics and no external internal affairs unit (IAU) complaints

- Issued an evidence-based violence reduction and intervention request for proposal, selected Cure Violence as recommended approach and developed implementation plan
- Other Accomplishments
 - Converted 95% of primary street lighting circuits
 - Implemented traffic calming program changes
 - Police Communications Center received CALEA accreditation and transitioned to a new 800 MHZ radio system
 - After-Action Report developed for the May 2020 Civil unrest incident and response and recovery efforts for COVID-19
 - Ongoing continuous deployment of the Emergency Operations Center, including development of an Emergency Operations Center Guide
 - Continue progress in reducing homicide rate – 86% year-to-date reduction (Feb. 23, 2021 vs. Feb. 23, 2020)
 - Begin updating the Hazard Mitigation Plan in coordination with Kent County and Ottawa County emergency managers

Select operating investments for FY2022 for Safe Community include \$10.54 million in multiple funds. This investment includes education on Crime Prevention through Environmental Design (CPTED) (\$140,000); supporting the Boys & Girls Club / Children’s Assessment Center (\$140,000) and CLEAR Program / Prisoner Re-entry (\$63,000); continuing to support the Homeless Outreach Team and our partnership with Network 180 (\$1.5 million); staffing a Homelessness Coordinator position (\$128,000 with grant support); supporting the Office of Oversight and Public Accountability (\$408,781); Cure Violence (\$100,000); additional investments for porta potties and hand sanitation stations (\$15,000); general fund support for 61st District Court operations (\$6.2 million); fire apparatus replacement program (\$1.8 million); and bicycle and pedestrian safety education (\$50,000).

The focus in FY2022 is implementation of the Police Department’s Strategic Plan and the many complementary investments that help make for a community where all people feel safe and are safe at all times. Police spending is 35.8% of General Fund expenditures in the FY2022 proposed budget, down from 38.5% of the Adopted FY2021 Fiscal Plan. The FY2022 Preliminary Fiscal Plan eliminates three civilian positions in the Police Department as a result of a labor arbitration. Those positions were intended to free up sworn staff for neighborhood-based services but will now be eliminated from the Police Department budget and repurposed in other parts of the City to assist with communications, neighborhood engagement

and lead remediation. Sworn strength will be maintained with no change from FY2021 levels to support implementation of the Department's strategic plan. Two former COPS grant officer positions will be maintained as required by the grant.

The Police Department achieved a key milestone in its strategic plan by transitioning to Neighborhood Deployment on March 21, 2021. Plans are being made for Mobile GR to assume additional responsibilities for parking enforcement to free up sworn officer time for neighborhood-based services as of July 1, 2021. Dispatch services for Police and Fire are being moved back into the General Fund, since the majority of their expenses are paid for by the General Fund. The Police Department will also continue progress on adjusting its response protocols to help increase the amount of officer time that can be devoted to the new neighborhood-based work.

Investment will continue in the Homelessness Outreach Team made up of Police, Fire and Network 180 staff. Their efforts and our homelessness response are guided by the Homelessness Work Group of the Emergency Operations Center with the support of the City's Homelessness Coordinator. In addition, the Office of Oversight and Public Accountability enters its first full year of operation. We will work to expand the co-response model and will invest to deploy Cure Violence with community partners in an effort to prevent crime and reduce violence.

The importance of emergency management has never been more evident. Our Emergency Operations Center has been activated for the duration of the pandemic. Response has been a key part of this work and has enabled us to maintain City services safely for our residents and our staff. Recovery has been a key focus and investments totaling \$6.8 million of CDBG-CV and ESG CARES Act funds are being moved into the community for eviction prevention, homelessness prevention, homelessness outreach, small business grants and social zone support. Additional investments are expected into FY2022.

A safe community includes safe housing and safe neighborhoods. Code enforcement contributes to both by helping to ensure the quality of rental housing, the quality of the exterior of all structures and cleanliness of neighborhoods. The quality of life for Grand Rapids residents is directly impacted by the homes they live in and their surrounding neighborhoods. Safe, well-maintained properties are a critical part of a healthy neighborhood. The rental certification rate is a strong indicator for the quality and safety of rental housing in Grand Rapids. The issuance of a Certificate of Compliance indicates a rental property substantially meets health and safety standards of the Grand Rapids Property Maintenance Code, including properly installed and working smoke detectors and a 3rd party mechanical safety inspection.

As of April 2021, 94.4% of occupied rental housing units have been certified to meet the health and safety standards of the Grand Rapids Property Maintenance Code. A lead safety inspector has been added to housing rehabilitation to help accelerate work in this area through new approaches.

The Code Compliance Department also meets regularly with neighborhood associations to identify priority concerns. For more than 10 years, Code Compliance has participated with neighborhood associations in the Community-Based Code Compliance Program. Participating neighborhood associations have successfully resolved 58% of referred yard cases without City intervention.

Additionally, \$2 million in ARPA funds have been identified as potential FY2022 investments under Safe Community to be evaluated post-budget adoption. This investment includes \$1 million for violence reduction and \$1 million for additional co-response opportunities in partnership with organizations outside of Police and Fire to help address mental health, domestic violence, public inebriation, co-occurring disorders and other matters.

Recommended total capital investments in the Safe Community strategic priority total \$2.76 million for FY2022. The most significant investments include: \$1.03 million for repairs to critical concrete pole replacements for the street lighting system; \$770,000 for traffic safety improvements; \$400,000 for the fire station alerting system and \$320,467 in improvements to LaGrave and Plainfield Fire Stations; and \$150,000 in traffic calming programming focused on human centered / neighborhood design solutions. Investments in Neighborhoods of Focus total nearly \$100,000 (28% of location specific investments).

Capital Investments

The Fiscal Plan recommends capital investments of \$96 million in FY2022 and \$428.2 million across all five years (FY2022-2026). The FY2022 capital investments amount to a 25.6% increase over FY2021. These investments are made possible through a variety of funding sources including the General Operating Fund (GOF), bonds, federal and state allocations, leveraged funds, millages and grants.

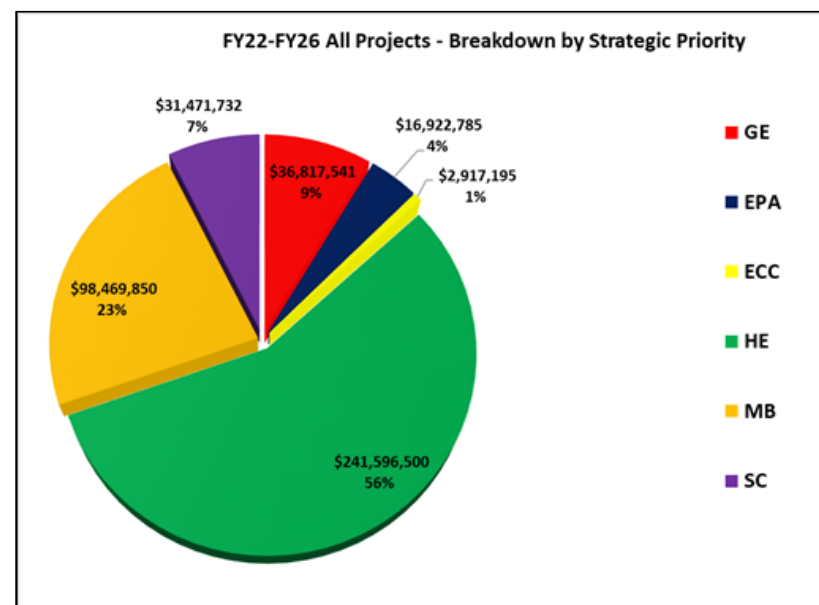
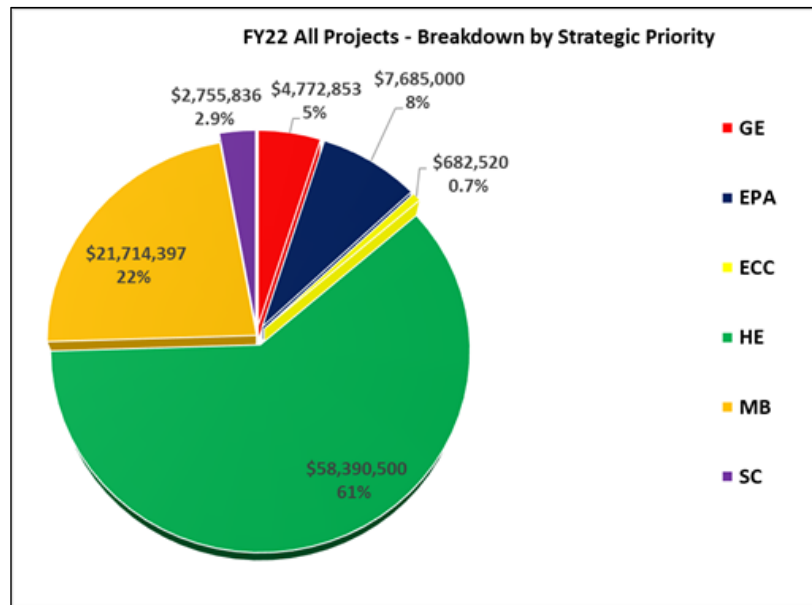
In the Strategic Plan, the City committed to evaluating all capital projects based on strategic priorities, balance and distribution across the Wards, and investment in Neighborhoods of Focus (NOFs). NOFs are 17 census tracts in the near west and south side of Grand Rapids in relation to downtown. Due to systemic and historic inequities, residents in these geographic areas experience the most disparate outcomes in income, educational attainment and opportunity, home ownership and wealth accumulation compared to other Grand Rapids census tracts and the city as a whole. And the percentage of residents that are Black, Indigenous and People of Color is much higher in the NOF. The City of Grand Rapids strives to eliminate inequities, therefore is intentional to invest in these areas and in systems, practices and policies that advance justice and equitable outcomes throughout the city. You can find a searchable map showing our three Wards and the 17 NOF census tracts [here](#).

The City has also intentionally chosen to make investments via an asset management strategy to maintain essential capital systems that require long-term investments, often 20-year projections. These investments account for a large majority of the total capital budget. The physical location of these assets and the timing of investments required to maintain them drive the majority of our capital investment and impact balance and distribution.

Starting with last year's budget process and continuing this year, City Staff were provided instructions and training on analyzing investments at the department and fund level to ensure that balance and distribution and NOF investments were being used to guide investment strategy and decision making. The process of adjusting long-term asset management plans with our equity value will take time and intentionality. The City is excited to present this analysis for the third year as we continue to work through our investment strategy to ensure it is aligned with our values and the desired outcomes of the Strategic Plan.

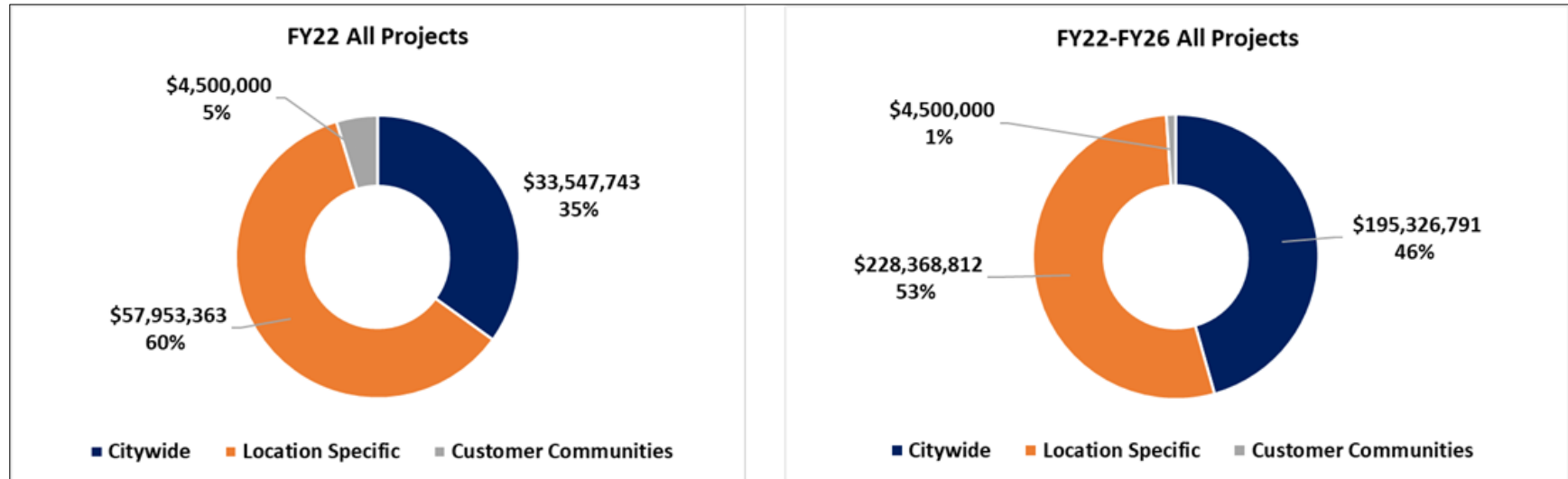
The vast majority of the City's capital investments fall within the Health and Environment and Mobility strategic priorities. Investments under Health and Environment account for 61% of all investments (\$58.39 million) and include all Environmental Services Department (including the Water Resource Recovery Facility and stormwater / green infrastructure investments), Water Department, and Parks and Cemeteries projects as well as all investments in LED lighting. Mobility

investments account for 22% of all capital investments (\$21.71 million) and include Vital Streets, sidewalks, and trail investments. Governmental Excellence capital investments include work on City facilities. Economic Prosperity and Affordability investments include those that drive attraction to our beloved city (business, resident, or visitor). Safe Community capital investments include all investments made in our fire and police facilities as well as traffic safety and street lighting infrastructure.



To evaluate balance and distribution and investments in NOF, we must first assign each capital project as either citywide or location specific. Citywide investments mean the capital investment serves the entire community versus a specific neighborhood or location or in the case where we have not yet identified where the investment will be made. Certain investments in our facilities, water utilities, street lighting and traffic signal systems account for the vast majority of all projects categorized as citywide investments and in total, equal \$33.55 million in FY2022 (35%) and \$195.33 million in FY2022–2026 (46%). Neither citywide investments nor investments in our customer communities (5%, \$4.5 million in FY2022) are included in the Ward balance and distribution or NOF analysis. Location specific projects include both wet and dry projects

associated with the river, Economic Prosperity and Affordability investments, parks and cemeteries, water and sewer line work, specific street lighting projects, systematic sidewalk repairs, Vital Streets investments and fire station improvements.



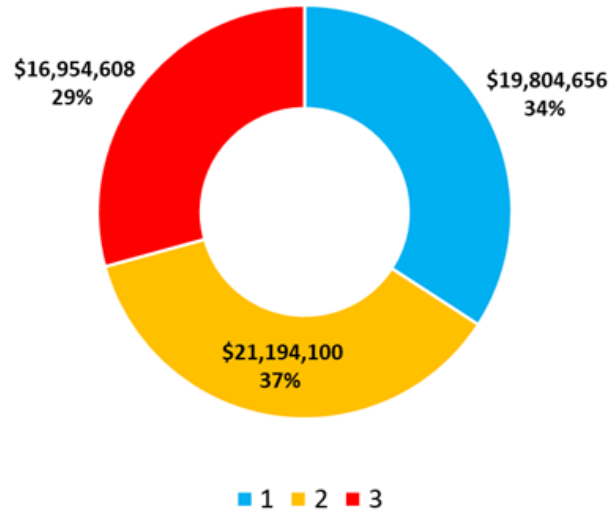
| CITYWIDE | |
|--|--------------|
| ●LED Street Lighting Conversion (Smart City Technology) | \$ 9,400,000 |
| ●Franklin PS Electrical Improvements | \$ 4,600,000 |
| ●Headworks Grit Pass | \$ 3,500,000 |
| ●LMFP Annual Electrical Improvements | \$ 1,750,000 |
| ●Improvements to the City / County HVAC system Phase II | \$ 1,142,683 |
| ●Critical Concrete Pole Replacements | \$ 800,000 |
| ●Asset Management | \$ 750,000 |
| ●8152-PRV Replacements West Reg | \$ 662,000 |
| ●Var Loc CIPP Rehab of S/S | \$ 600,000 |
| ●Miscellaneous repairs to the 61st District Court facility | \$ 592,484 |
| ●Museum Capital Projects | \$ 500,000 |
| | |
| CUSTOMER COMMUNITY | |
| ●Cascade Burger Plat PFAS Project | \$ 2,500,000 |
| ●Kingsbury LS Improvements | \$ 2,000,000 |

Ward Balance and Distribution

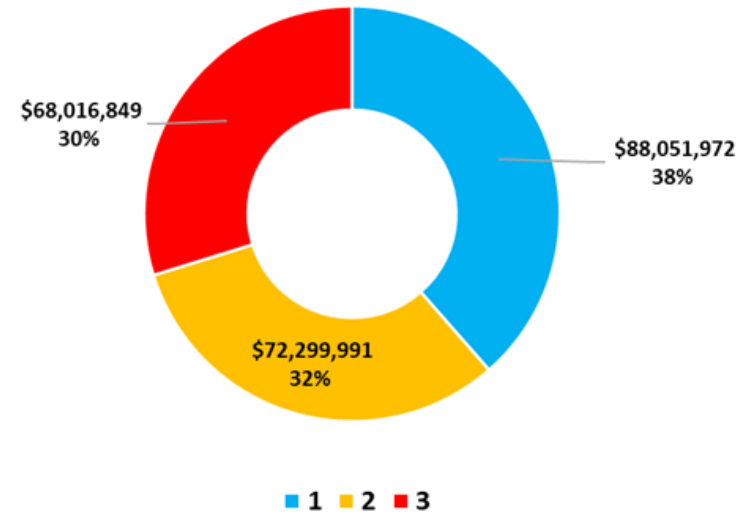
Analyzing the City's capital investment by Ward identifies whether investments are being made across the three Wards relatively equally (balance and distribution). Please note that while there may be more investment in one Ward in any given year, especially in light of long-range asset management plans, the goal of balance and distribution is to achieve relative equality over time to the extent possible given all of the factors in play. If a parking, parks or cemetery project is located on a street that serves as a border between two different Wards, then the project is split 50/50 between the two Wards. All river projects, whether wet or dry, are evenly split 50/50 between Wards 1 and 2. Fire station investments are allocated to Wards based on each station's defined geographic area.

Location specific investments equal \$57.95 million in FY2022 (60%) and \$228.37 million in FY2022–2026 (53%) and are included in the balance and distribution analysis. In FY2022, 37% of location specific investments (\$21.19 million) are in the Ward 2, 34% (\$19.80 million) are in Ward 1 and 29% (\$16.95 million) are in Ward 3. Over the course of the five years, investments in each of the Wards includes: 38% in Ward 1, 32% in Ward 2 and 30% in Ward 3.

FY22 All Projects: Balance and Distribution by ward



FY22-FY26: Balance and Distribution All Projects by ward



| WARD 1 | | |
|---|---|--------------|
| ●Lyon Square (Engineering) - Wards 1,2 (50%) | | \$ 3,000,000 |
| ●Garfield Avenue - Fulton St | ★ | \$ 1,891,000 |
| ●Butterworth Low Pressure District - 4039 | ★ | \$ 1,474,000 |
| ●Norwich-Oxford to Hayden | | \$ 1,200,000 |
| ●Collindale Avenue - Lake Michigan Drive to South of Leonard Street | | \$ 1,066,457 |
| ●Grand River Revitalization - Wards 1,2 (50%) | | \$ 492,500 |
| ●Valley Avenue - 4th Street to Walker Avenue | | \$ 940,115 |
| ●Butterworth Street - O'Brien Road to Marion Avenue | | \$ 867,060 |
| ●Market Avenue - Wealthy Street to Fulton Street; Fulton Street - Grand River to Market/1 | | \$ 845,257 |
| ●Sidewalk Repair -SYSTEMATIC (Wards 1,2,3) | | \$ 300,000 |
| ●Grand River Walkway Ph II-Wards 1,2 (50%) | | \$ 187,500 |

| WARD 2 | | |
|--|---|--------------|
| •Lyon Square (Engineering) - Wards 1,2 (50%) | | \$ 3,000,000 |
| •College - Leonard to Sweet - 5222 | ★ | \$ 2,726,000 |
| •Rosa Parks | | \$ 1,850,000 |
| •Ottawa Avenue - Fulton Street to Michigan Street | | \$ 1,193,532 |
| •Grand River Revitalization - Wards 1,2 (50%) | | \$ 492,500 |
| •College Avenue - Leonard Street to Sweet Street | | \$ 915,737 |
| •Ottawa - Coldbrook to Walbridge and Newberry to Mason - 8335 | | \$ 800,000 |
| •Fulton Street - Benjamin Avenue to Wallinwood Avenue | | \$ 797,725 |
| •Graceland Street - Monroe Avenue to Diamond Avenue | | \$ 732,000 |
| •Sidewalk Repair -SYSTEMATIC (Wards 1,2,3) | | \$ 300,000 |
| •Grand River Walkway Ph II-Wards 1,2 (50%) | | \$ 187,500 |
| WARD 3 | | |
| •Fuller Ave Adams St to Alexander St - 4499 | ★ | \$ 2,000,000 |
| •Langley Street - Oak Park Drive to Plymouth Avenue - 1423 | | \$ 1,800,000 |
| •Prospect Garden to Hall-Griggs to Burton - 5597 | ★ | \$ 1,500,000 |
| •Lake Eastbrook Boulevard - East Beltline to 28th Street | | \$ 1,448,292 |
| •Prospect Avenue - Burton Street to Griggs Street and Garden Street to Highland Street | | \$ 1,241,960 |
| •MLK Park Lodge Redevelopment | | \$ 1,200,000 |
| •Eastern Avenue - 36th Street to 28th Street | | \$ 966,723 |
| •Sidewalk Repair -connectivity | | \$ 430,000 |
| •Sidewalk Repair -SYSTEMATIC (Wards 1,2,3) | | \$ 300,000 |
| •29th Street - Breton Avenue to East City Limits | | \$ 604,411 |
| •Fuller Avenue - Adams Street to Alexander Street | | \$ 563,465 |
| •Dunham Street - Eastern Avenue to Fuller Avenue | | \$ 527,092 |
| •Sidewalk Repair-Connectivity | | \$ 430,000 |
| •Franklin Street - Division Avenue to E. City Limits | | \$ 401,786 |
| •Union Avenue - Mulford Street to Burton Street | ★ | \$ 372,000 |
| •Park Acquisition Funding | | \$ 100,000 |
| ★ Lead Service Line Project | | |

Another factor to take into account is that similar investments can be characterized as an operating investment or as a capital investment depending on the source of funds and method of delivery. A key example of that is the replacement of lead service lines. If they are replaced in conjunction with replacement of a System asset, the cost can be capitalized.

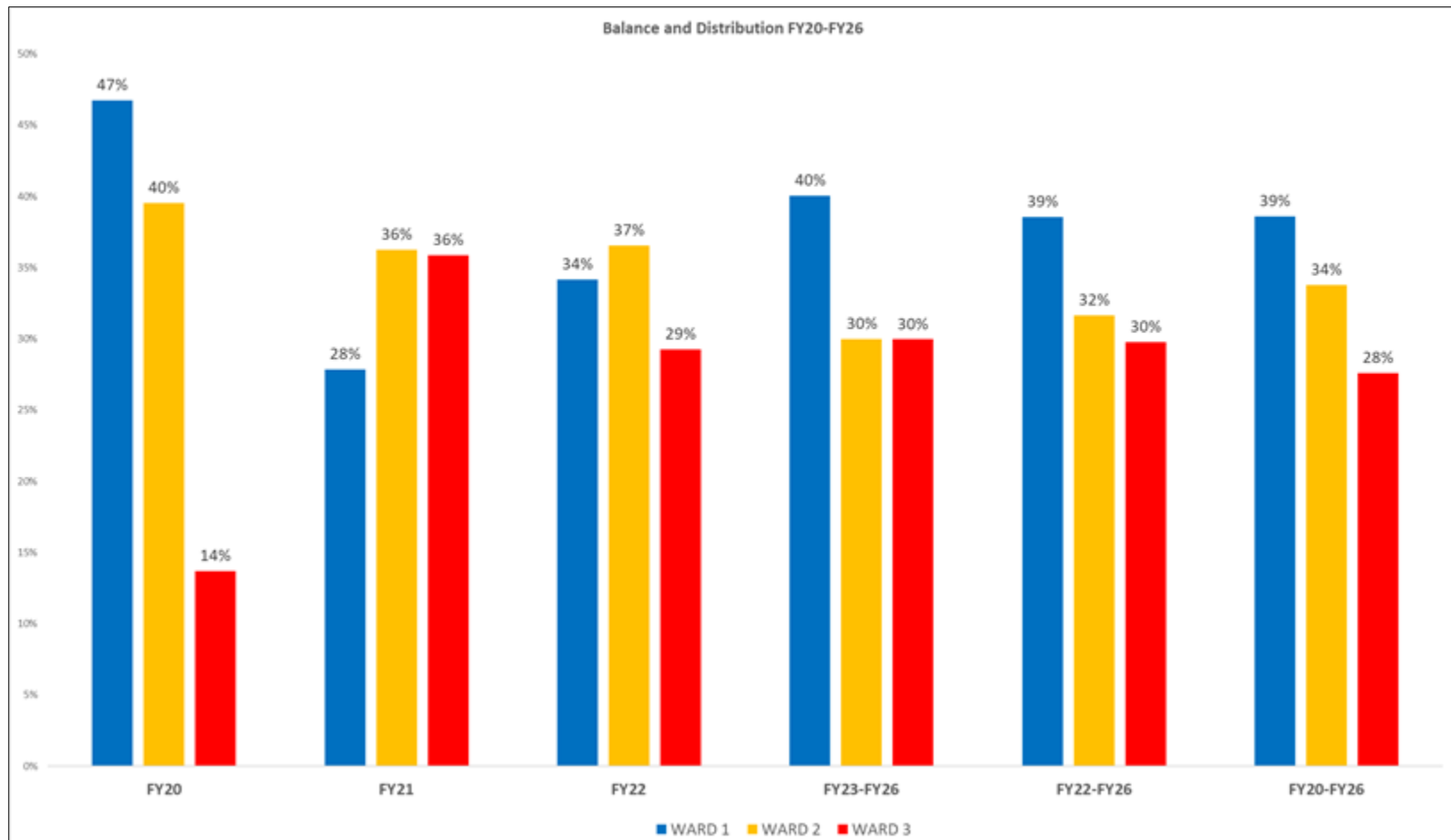
Those projects are reported herein as capital investment for purposes of the Fiscal Plan. Lead service lines that are replaced as part of a services contract are not considered capital projects and are therefore paid with operating dollars.

Beginning in FY2022, the City will invest in private lead service line replacement using resources provided through a \$5 million EPA grant. Through FY2025, 86% of this investment, or \$4.16 million, will take place in the Third Ward, and 14% will take place in the First Ward. None will take place in the Second Ward. In addition, all of this investment will take place in NOF.

In FY2022, \$1.74 million will be invested in the Third Ward for lead service line replacement – 100% of that year’s allocation. In FY2023, 75% of the allocation for that year, or \$1.41 million, will be allocated to the Third Ward. Investment will slow in the next two fiscal years as the grant winds down with another \$1 million devoted to the Third Ward and just under \$200,000 allocated to the First Ward.

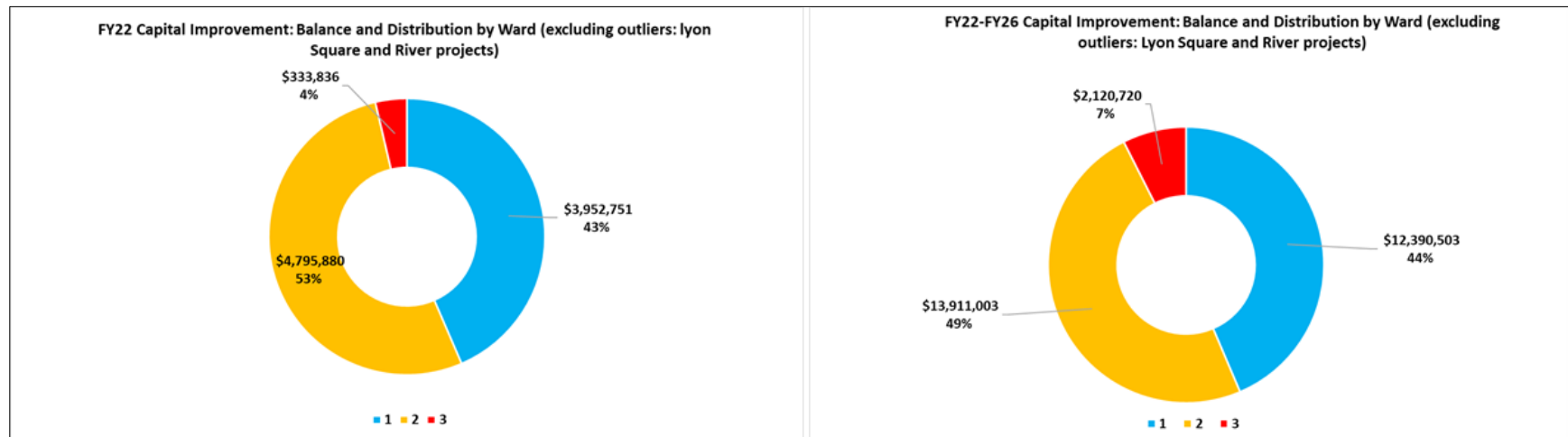
Taking into consideration the balance and distribution of capital projects, if one were to add in the lead service line replacement values, the FY2022 balance and distribution would be Ward 1 – 33%, Ward 2 – 36% and Ward 3 – 31%. Using the same calculation over the five-year planning period, the FY2022-FY2026 balance and distribution would be Ward 1 – 38%, Ward 2 – 31% and Ward 3 – 31%.

To fully analyze balance and distribution, particularly when we account for asset management, we must monitor investments over a long-term period. FY2020 was the first year that we analyzed capital investments by balance and distribution and NOF. While the information from FY2020 is important to consider, it is important to note that we did not have as sophisticated of a tracking system in place in that year as we implemented in FY2021. When we evaluate balance and distribution over seven years (FY2020-2026), then we see on the far right of the below graph that investment is broken down with 39% in Ward 1, 34% in Ward 2, and 28% in Ward 3.



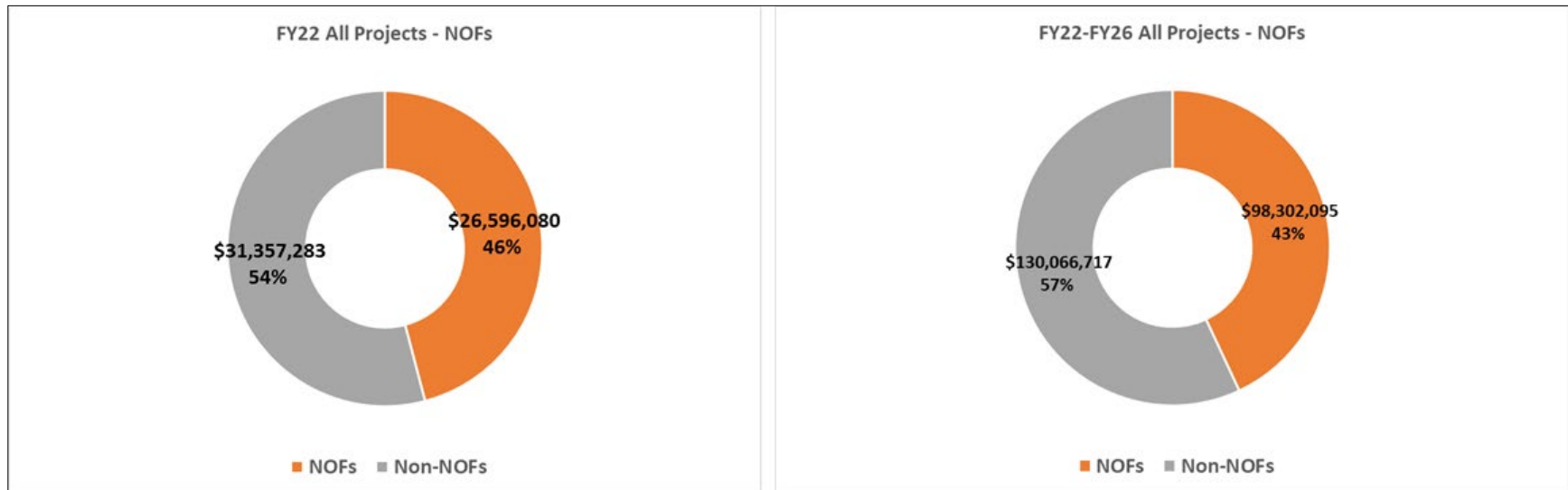
The Capital Improvement Fund accounts for \$24.9 million in FY2022 (24.9%) and \$91.3 million in FY2022-2026 (21.4%). Investment in the Capital Improvement Fund increased by 200% (\$16.6 million) over FY2021, but the vast majority of that growth was in citywide projects (LED street lighting conversion, improvements to the City / County HVAC system, street lighting infrastructure upgrades, several large City facility projects, and the Fire Station Alerting System). Location specific Capital Improvement Fund projects grew from \$3.34 million in FY2021 to \$9.08 million in FY2022. However, balance and

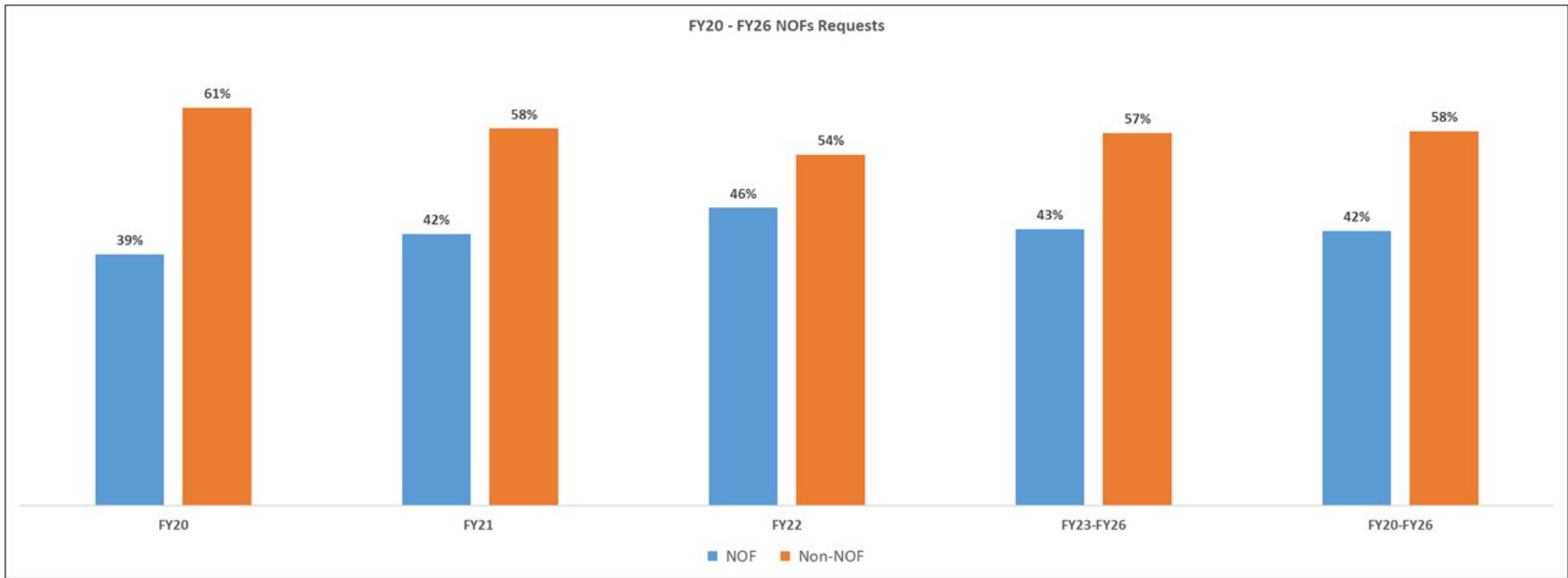
distribution across Wards for location specific projects in the Capital Improvement Fund changed significantly from last year. In FY2021, 40% of location specific projects were in Ward 3. In FY2022, 53% of location specific Capital Improvement Fund projects are in Ward 2 with 43% in Ward 1 and 4% in Ward 3. And the percentages are fairly similar when looking across FY2022 – FY2026. If we exclude the Lyon Square and Grand River projects from this analysis (these projects account for \$7.36 million (30%) in FY2022 and are split 50/50 between Wards 1 and 2), then investment for FY2022 is 65% in Ward 2, 19% in Ward 3 and 16% in Ward 1.



Investments in Neighborhoods of Focus (NOF)

Seventeen census tracts in our city have been identified as Neighborhoods of Focus (NOF) based on existing inequitable community level conditions and outcomes. These tracts represent 36% of the city's total 47 census tracts. Geography is often used as a proxy for equity when demographic information is not available and therefore one measure of equity we use is investment in NOF. For FY2022, it is projected that \$26.60 million (46%) of the recommended \$57.95 million in location specific capital investments be physically located in a NOF, which is an increase over last year's 42% investment. Investment in NOF over the FY2022–2026 planning period currently totals 43% of the total location specific investments assigned to a specific Ward, which is an increase from the 39% investment last year for FY2021 – FY2025. Finally, when evaluating investment in NOF over seven years (FY2020 – 2026), the investment increased after FY2020 and then stayed fairly consistent between 42 – 45%.





Conclusion

I am appreciative of the departmental and Fiscal Services staff who have helped produce this sound, strategic fiscal plan. When we began our strategic plan journey at the start of Fiscal Year 2020, our fiscal planning horizon was unclouded by the challenge of the COVID-19 pandemic, the ensuing economic downturn and resulting reduction in revenues.

As we have emphasized throughout this year, our future is still very uncertain. The pace of our success at achieving recovery will define how fast our revenues will rebound. The City will strategically use reserves in the short term and will employ the ARPA funds to continue services until our local, state and national economy rebounds.

Our City government's resilience in the face of these challenges is due to the undaunted spirit of our community, commitment and adaptability of the City workforce, robust collaboration with our partners, and to the foresight of our strategy and existing plans. While pivoting and prioritizing were necessary, the soundness of our Strategic Plan has been confirmed by the "stress test" of COVID-19. We are stronger and more capable as a result.

The FY2022 Preliminary Fiscal Plan is a testament to the resilience of our community, staff and City Commission and the lessons we have learned as we continue to work together and innovate during the pandemic.

Sincerely,

Mark A. Washington
City Manager

City of Grand Rapids Strategic Plan

FY2020–FY2023

(July 1, 2019 – June 30, 2023)

April 9, 2019



City of Grand Rapids



Contents

| | | |
|---|---|-----|
| 1 | MANAGER'S LETTER | 1 |
| 2 | CURRENT STATE AND RECOGNITION | 2-5 |
| 3 | PLANNING PROCESS AND PLAN ELEMENTS | 6-7 |
| 4 | VALUES, VISION, MISSION AND PRIORITIES | 8-9 |
| 5 | EQUITY STATEMENT | 10 |
| 6 | STRATEGIC PRIORITIES | |
| | Governmental Excellence | 11 |
| | Economic Prosperity and Affordability | 15 |
| | Engaged and Connected Community | 19 |
| | Health and Environment | 22 |
| | Mobility | 25 |
| | Safe Community | 28 |
| 7 | IMPLEMENTATION | 32 |
| 8 | CONTRIBUTORS | 33 |

Manager's Letter

63

Hello Grand Rapids!

I am honored to serve as your City Manager and I take seriously the awesome responsibility I have to bring the hopes and dreams of our community to fruition. Grand Rapids is one of America's premiere cities due to the people that live and work here as well as the City's elected officials and staff that dedicate themselves to public service.

We have accomplished a lot and our future is bright, but we do have our challenges. Upon arriving in Grand Rapids, it became clear to me that a strategic plan was needed to organize and focus the work of the City. In collaboration with City Commission and staff, I am excited to share with you the City of Grand Rapids' first strategic plan, which will serve as the operating plan for the City.

We started the planning process by establishing the City's core values. I lead with these values and will hold myself and my staff accountable for upholding these values. Next, we created new Vision and Mission statements. As the City Manager, I am responsible for setting the Mission – To elevate quality of life through excellent City services. Implementing this plan is how we will accomplish this. This plan is the community playbook for aligning initiatives, resources, goals, department operations, projects, and investments with a transparent and trackable timeline. It will shape our budget, guide our near term progress and help us achieve our long term vision.

Through our planning process, we worked to determine who we are, where we want to go, how we reach our goals and, most importantly, how we measure our success over time. While it's critical that we hold one another accountable for results, it's also important that we continue our collaboration with the community and that you hold us accountable as well. With your help, we can achieve the outcomes laid out in this plan.

This is particularly important as we embrace equity in every aspect of this plan. We must ensure that all people are respected and valued and we need to work together to eliminate the disparate impacts on communities of color due to systemic and institutional injustices. Not one of these outcomes will be successful if it fails to advance a more equitable future.

Finally, I am extremely grateful for the tremendous effort provided by our City Commissioners. Strategic Plan Project Manager, Alison Waske Sutter, and the nearly 50 staff that were instrumental in the creation of this plan (our awesome team is listed on page 33). Our City staff are truly the champions behind this plan and I am looking forward to working with each and every one of them to successfully implement this plan and positively impact our community.

Together, our collective planning and implementation efforts will advance our community journey in becoming one of the best cities in the country.

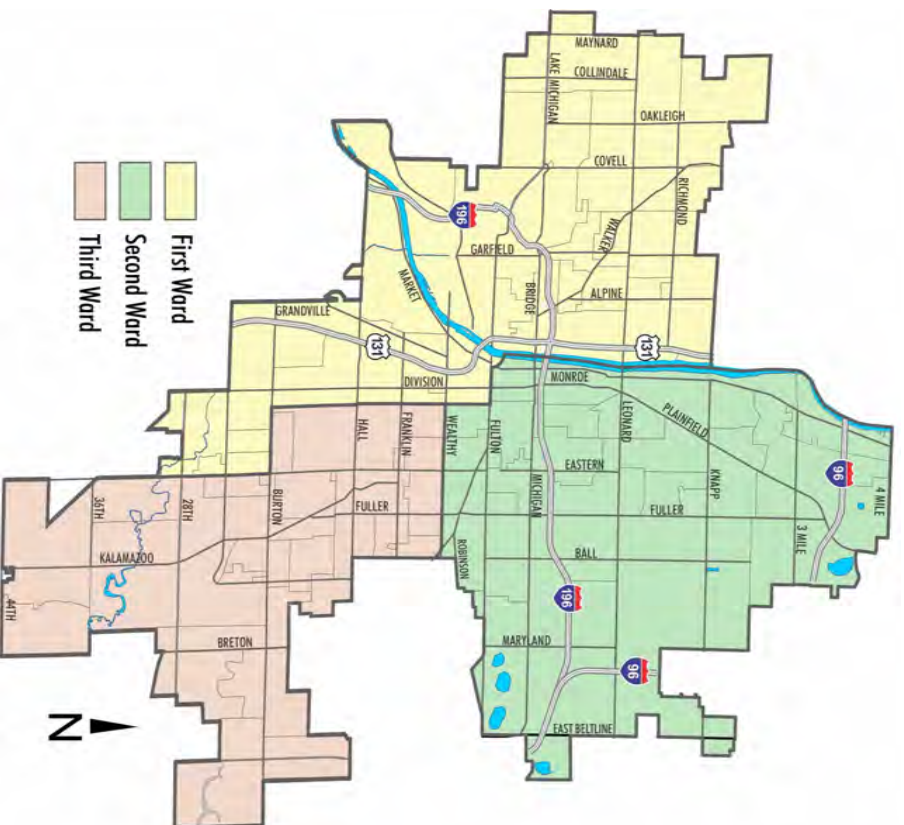


City Manager Mark A. Washington



Current State

- Grand Rapids is the 124th largest city in the U.S.
- We're the 2nd largest city in Michigan
- Grand Rapids has **3** Wards
- Our Mayor serves at-large and each ward has **2** City Commissioners
- Each Commissioner has **1** vote for policy decisions
- Grand Rapids is a Commission/Manager form of government
- The City Manager is responsible for directing City operations and carrying out Commission policy

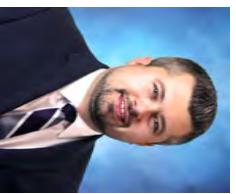


City Manager
Mark Washington



Mayor Rosalynn Bliss
1st Term
Term expires 12/31/19

1st Ward Commissioners



Jon O'Connor
1st Term
Term expires 12/31/19



Kurt Reppart
1st Term
Term expires 12/31/21

2nd Ward Commissioners



Joseph Jones
1st term
Term expires 12/31/21



Ruth Kelly
2nd Term
Term expires 12/31/19

3rd Ward Commissioners



Senita Lenear
2nd Term
Term expires 12/31/21



Nathaniel Moody
1st Term
Term expires 12/31/19

Current State

Population

198,829

| | |
|-------|--|
| 59.7% | Caucasian |
| 19.9% | Black or African American |
| 15.3% | Hispanic |
| 4.8% | Two or more races |
| 2.1% | Asian |
| 0.4% | American Indian and Alaska Native |
| 0% | Native Hawaiian and Other Pacific Islander |

Source: American Community Survey, 2017

Housing

\$113,600

Median home price



\$806/mo

Median rent



Home ownership



Source: American Community Survey, 2013-2017 estimates

Employment

93,719 *

Employees in Grand Rapids economy



3.9%

Unemployment rate**

*Source: Data USA, 2016

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

Wages

\$42,019

Median household income



25.1%

Population below the poverty level

Source: Data USA, 2016

Carbon Footprint

59,088

Metric tons of carbon dioxide equivalents



34%

Renewable energy

Source: City of Grand Rapids

City-owned Parks

1,643

Acres of accessible parks



77%

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

Source: Parks and Recreation Master Plan, 2017

Transportation

20.9%

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



Safety

726.2

Violent crime offenses per 100,000 population



Source: American Community Survey, 2017

Source: Federal Bureau of Investigation Uniform Crime Reporting, 2017

Recognition

66

#1 Place for Millennials

Business Insider, 2017

Beer City USA

Examiner.com, 2013

#1 Hottest Real Estate Market to Watch

Trulia.com, 2018

Best River Town

Outdoor Magazine, 2017

#6 Smaller City Poised to Skyrocket

Realtor.com

Fastest Growing Economy in the U.S.

Forbes, 2017

#6 Best Place to Retire

U.S. News & World Report, 2018

Great Places in America – Public Spaces

American Planning Association, 2017

#9 Most Affordable City for Business Professionals to Live and Work

CNBC, 2018

High-Performing, Race-Informed City

Equipt to Innovate, 2018

#12 Best Place to Live in the U.S.

U.S. News & World Report, 2018

Top Up and Coming City in the U.S.

Thrillist, 2019

#13 Best Large U.S. City to Start a Business

WalletHub, 2018

#28 Most Hipster City in the World

MoveHub, 2018

Project and Certification Highlights

Here are a few examples of national initiatives in which we are participating.

What Works Cities

Bloomberg Philanthropies, 2018

Grand Rapids was 1 of 100 cities selected

Zero Cities Project

Urban Sustainability Directors Network, 2017

Grand Rapids was 1 of 11 cities selected

ISO Class 1 Certification

Insurance Services Office, 2018

Grand Rapids Fire Department earned this national certification as 1 of 330 awarded

Cities Connecting Children to Nature

National League of Cities and Nature Network, 2017

The City partnered with Grand Rapids Public Schools. Together we were 1 of 12 cities selected



Planning Process

88

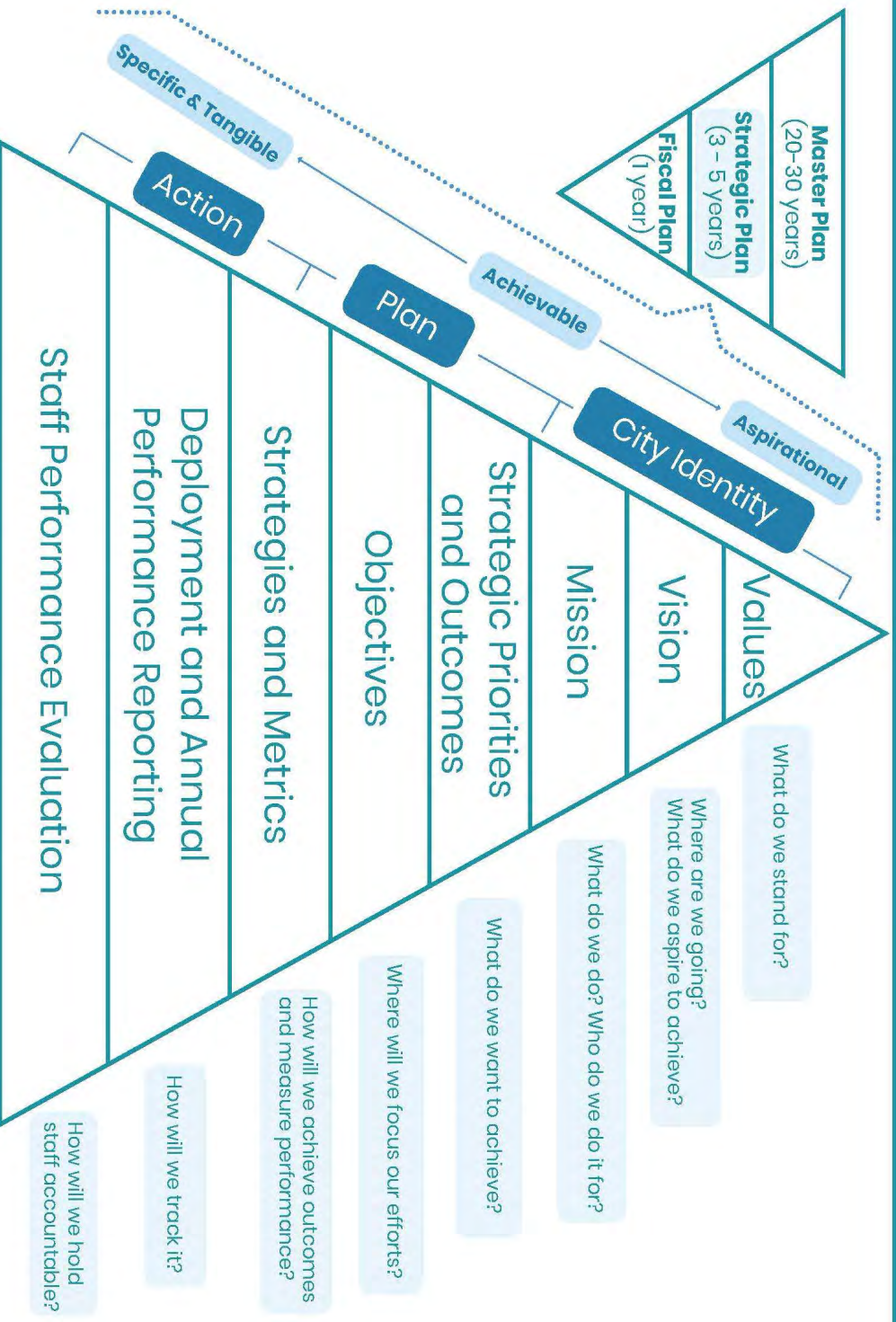
We began our strategic planning journey in November of 2018. Within five months, City Manager Washington:

- Created an eight-person Executive Strategy Team
- Appointed a Strategic Plan Project Manager, who managed a ten-person Project Team and an additional 27 Outcome Team members
- Engaged over 1,000 City employees in-person in a discussion about values and his desire to use a strategic plan to focus City work
- Hosted four strategic planning workshops with City Commission, totaling 11 hours
- Partnered with Mayor Rosalynn Bliss on the City's first Digital Town Hall, which focused on our strategic planning process

In the beginning, we created a strategic plan framework to guide the creation of our plan. This framework demonstrates:

- How the strategic plan aligns with the long-term master plan and short-term fiscal plan
- How our values, Vision and Mission shape our City's identity and create the roadmap for the strategic plan
- How the plan's priorities, outcomes, objectives, strategies and metrics work together to define what we hope to achieve, how we plan to achieve it and how we will measure our progress
- How the City will hold itself accountable to the plan through annual performance reports and staff performance evaluations

Strategic Plan Framework



Plan Elements

Strategic Priorities

Strategic priorities are the high-level “buckets” through which we organize our work.

Outcomes

Plan outcomes are what we hope to accomplish within each of the strategic priorities.

Objectives

Objectives identify where we will focus our efforts. There are multiple objectives within each strategic priority.

Strategies

Strategies identify how we will achieve our objectives and desired outcomes.

Metrics

We will measure how well we are achieving our objectives and desired outcomes through our metrics. Unless otherwise noted, the intention is to meet the goal within the plan’s timeframe.

Using the plan

We will use this plan to guide our operations and financial investments. As we continue to work more collaboratively internally and externally, we will uncover more opportunities for innovation, sustainability and enhanced customer service.

This plan is intended to be a living breathing document. As this is the City’s first strategic plan, we will be learning throughout the implementation phase. We recognize and acknowledge that updates will need to be made and we commit to being transparent about our learnings and forthcoming updates.

Find information about this plan and monitor our performance at:

www.grandrapidsmi.gov/strategicplan

Values

Our values are what we stand for. They are embedded throughout the entire plan and guide all City work.

Accountability

Always acting with integrity and transparency and being responsible for what we do and say.

Collaboration

Working together in partnership with others; teamwork.

Customer Service

Professionally serving those who live in, work in or visit the city. Providing respectful, excellent, high quality service and assistance before, during and after the person's interactions with the City.

Equity

Leveraging City influence to intentionally remove and prevent barriers created by systemic and institutional injustice.

Innovation

Challenging how things have been done before. Fulfilling community needs by offering new ways to serve our customers and enhance operations. Being nimble, self-aware and open to feedback.

Sustainability

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

Vision

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

Mission

To elevate quality of life through excellent City services.

Priorities



Governmental Excellence

A fiscally resilient government powered by high performing and knowledgeable staff equipped with the appropriate tools and resources to offer excellent, equitable and innovative public service.



Economic Prosperity and Affordability

Residents, employees and businesses have pathways to financial growth and security.



Engaged and Connected Community

Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.



Health and Environment

The health of all people and the environment are advocated for, protected and enhanced.



Mobility

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



Safe Community

All people feel safe and are safe at all times throughout our community.

Equity

“...Racial inequities have been baked into government, and ... racial inequities across all indicators for success are deep and pervasive. We also know that other groups of people are still marginalized, including based on gender, sexual orientation, ability and age, to name but a few. Focusing on racial equity provides the opportunity to introduce a framework, tools and resources that can also be applied to other areas of marginalization.” (2019, Government Alliance on Race and Equity)

The City of Grand Rapids is dedicated to advancing equitable outcomes and opportunities by leading with racial equity to address root causes of disparities. The City defines equity as the condition achieved when people have the tools, resources and connections necessary to be fully engaged and prepared to benefit from the opportunities they seek. Racial equity is achieved when one's race or ethnicity does not determine, in a statistical sense, how one experiences opportunity, power and life outcomes.

This targeted approach on racial equity will advance our universal goal of elevating quality of life in Grand Rapids. Equity is one of the City's six values and must be embedded into all of our decisions, policies and practices. In an effort to dismantle the systemic and institutional injustice that has been prevalent throughout our history, the City has made the conscious choice to highlight equity in each priority area of our strategic plan.

The first objective in this plan outlines the City's commitment to creating a structure within City operations to lift up racial equity throughout the organization so that each department has the knowledge, skills and support to intentionally remove and prevent barriers created by systemic and institutional injustice.

Additionally, to the extent possible, all plan metrics will be disaggregated by race and ethnicity, and when needed as a proxy, by geography (Census tracts, Wards, etc). This statement is an urgent call to action to transform government to achieve positive and sustainable community level impact.

The City of Grand Rapids centers racial equity so that the recognition listed on page four of this document will be the lived reality of all Grand Rapids residents, regardless of race or ethnicity. When we read those rankings and recognitions, we must always ensure Grand Rapids is the “Best Place to Retire” and “Most Affordable City for Business Professionals to Live and Work” for everyone who calls Grand Rapids home. We must be mindful of the areas that require improvement such as being ranked 122nd in U.S. for Hispanic Entrepreneurs (2018, WalletHub), 2nd Worst for African Americans Economically (2015, Forbes) and 39th for Residential Segregation (2018, Apartment List).

We are fully aware of the challenges and opportunities before us as we lead with equity. We also know that as a municipality, we are uniquely positioned to reduce disparities through policy, intentional practices, transparency and accountability. The City, in partnership with organizational allies and community, can help make Grand Rapids truly the “Best Place to Live in the U.S.” for everyone.



Governmental Excellence

73

A fiscally resilient government powered by high performing and knowledgeable staff equipped with the appropriate tools and resources to offer excellent, equitable and innovative public service.

Objective 1: Embed equity throughout government operations.

Strategies

1. Create infrastructure to elevate and organize equity work within the City and investments in Neighborhoods of Focus
2. Disaggregate all data, to the extent possible, by race, ethnicity, gender identity and geography
3. Evaluate the racial equity impacts of major policy proposals and initiatives and of existing projects and services
4. Require all departments to apply a racial equity lens to budgetary requests
5. Identify systemic issues that cause disparate outcomes in the justice system and implement strategies to address those issues within the City's span of influence

Draft Metrics

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

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

- # of problem-solving specialty court program graduates by court type
2018: See below Goal: to be created

| Court type | Race | | Gender | |
|-----------------------|-----------|-----------------|----------|----------|
| | Caucasian | People of Color | Male | Female |
| Drug & Sobriety Court | 75 (75%) | 25 (25%) | 67 (67%) | 33 (33%) |
| Comm. Outreach | 12 (32%) | 25 (68%) | 20 (54%) | 17 (46%) |

- % reduction in recidivism rate for problem-solving specialty court graduates by court type
2018: 15% greater reduction (Drug & Sobriety Court) compared to non-participants
Goal: To be created



Objective 2: Foster and maintain fiscal sustainability.

Strategies

1. Establish and adhere to fiscal policies
2. Continue funding annual actuarially determined employer contributions to the defined benefit retirement system, including Other Post-Employment Benefits (OPEB) and pension retirement systems
3. Improve cost effectiveness through asset management, continuous improvement and innovation
4. Strategically leverage outside funding (i.e. grants, philanthropic support, government funding)
5. Evaluate costs and efficiencies in enterprise utility services (water, sewer, waste collection and parking)
6. Create and implement equity and environmental sustainability scorecards for capital requests

Draft Metrics

- General Operating Fund (GOF) reserve level
2018: 22.5% Goal: 15%
- Stabilization Fund Level
2018: 10.7% Goal: 10%
- Bond rating
2018: AA Goal: AA+
- % of defined benefit retirement systems funded
2018: 82.1% Goal: 100%
- % of asset classes managed by asset management plans
2018: Being calculated Goal: To be created
- \$ of external funding (grants, sponsorships, etc.) received annually by department
2018: Not previously calculated Goal: To be created
- # of online payments made, disaggregated by service
2018: Being calculated Goal: To be created



Objective 3: Attract, hire, train and retain high performing employees.

Strategies

1. Develop a workplace culture based on City values that improves employee communications, engagement and satisfaction
2. Evaluate and implement employee–friendly policies to meet the diverse needs of our evolving workforce
3. Offer a competitive benefits package that enhances employee recruitment and retention and incentivizes wellness
4. Use evidence–based, data–driven methodology to reduce barriers to employment and improve quality of hires, reduce turnover and increase workforce diversity to reflect the demographics of the community
5. Align skills, staffing levels and employee evaluation system with priorities, strategies and metrics
6. Develop mandatory employee training programs, including trainings on City values and programs, cultural competency and core competencies (e.g. skills assessment, budgeting)
7. Use internship and apprenticeship programs to increase the pipeline of candidates for hard-to-fill positions and to increase workforce diversity

Draft Metrics

- New hire demographics

| Category | Race | | | | | | Gender | |
|---------------------------|-------|-------|-------|------|------|------|--------|-------|
| | C | AA | H | A | NA | M-R | M | F |
| 2018 Permanent Hires Qty. | 100 | 15 | 8 | 1 | 0 | 4 | 80 | 48 |
| 2018 Permanent Hires % | 78.1% | 11.7% | 6.3% | 0.8% | 0.0% | 3.1% | 62.5% | 37.5% |
| Citywide Labor Force* | 64.9% | 17.2% | 13.9% | 2.0% | 0.1% | 1.7% | 50.7% | 49.3% |
| Metro Area Labor Force* | 83.7% | 6.3% | 6.9% | 1.9% | 0.2% | 1.0% | 49.4% | 50.6% |

Source: US Census Bureau 2010 Labor Force statistics

C: Caucasian AA: African American H: Hispanic A: Asian NA: Native American M-R: Multi-racial

- Employee turnover rate
2018: 91%
Goal: Less than 10%
- Position vacancy rate
2018: 4.8%
Goal: Less than 5%
- Time from requisition request to offer acceptance for non-sworn employees
2018: 75 days
Goal: 60 days
- Time from requisition request to offer acceptance for sworn employees (police and fire)
2018: 120 days
Goal: 90 days



Objective 4: Ensure we have the appropriate number, location and type of facilities/workspaces to meet the demands of government operations, the community and our growing/changing population.

Strategies

1. Conduct a facility/workspace analysis that includes evaluation of collaboration spaces, remote work options, self-service options (digital City Hall) and alternative workspaces to increase customer service and equity
2. Maximize City facility occupancy
3. Ensure safe, healthy and well-maintained City facilities
4. Make all facilities welcoming and accessible for all customers with an emphasis on people with disabilities, people that speak a language other than English and people that are transgender and/or non-binary
5. Track who is coming to City facilities, when and for what reason

Draft Metrics

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



Objective 5:

Leverage technology systems to support secure data collection and storage, performance management, decision making, internal communications and data sharing with the community.

76

Strategies

1. Conduct a City-wide technology needs assessment and expand the City's technology strategy
2. Develop and implement a performance management program that ensures accountability, collaboration and innovation by embedding data analytics into operational decision making
3. Create an information technology (IT) master plan with all departments included
4. Increase the amount of open data accessible to the public
5. Develop a Smart Cities strategy that embeds equity and includes infrastructure, technology, security, data management, engagement and communication
6. Identify procurement barriers to ensure technology solutions can be implemented quickly and efficiently and increase the use of pilot-to-procurement to test solutions

Draft Metrics

- % of cloud based solutions
2018: 60% Goal: To be created
- % of solutions compliant with security standards for payment, privacy, etc.
2018: 100% Goal: 100%
- # of services digitized
2018: 40% Goal: 70% by June 2020
- # of open data sets published online
2018: 47 Goal: 20 additional per year
- % internal satisfaction with information technology services and solutions provided
2018: Survey to be conducted Goal: To be created



Objective 6:

Update the Master Plan to enable smart equitable growth.

Strategies

1. Complete scoping of Master Plan update that considers available City and community capacity to participate, and leverages existing plans (GR Forward, Age Friendly Communities, etc.)
2. Begin comprehensive Master Plan public process phase taking into account the results of the 2020 Census and after scoping is complete
3. Apply appropriate land use strategies that create a sustainable mix of uses, housing types, and densities including policies to encourage affordable and mixed-income housing

Draft Metrics

- % of residents/businesses satisfied with quality of life in their neighborhood
2018: Survey not yet conducted Goal: To be created
- % of Master Plan process participants that are residents of color
2018: Not started Goal: To be created



Economic Prosperity and Affordability

Residents, employees and businesses have pathways to financial growth and security.

Objective 1: Support a resilient business environment by optimizing processes and regulations for property development and business-related permitting and approval processes and regulations.

Strategies

1. Eliminate unnecessary licensing and regulation processes and revise those that are sub-optimal or are contributing to disparate outcomes
2. Streamline access to licences, permits and approval processes for development applications
3. Increase accessibility of information on property development and business related processes that are available to the public to enhance the experience of the City's diverse customer base
4. Provide regular training and education opportunities that help users navigate the development and approval process
5. Create and staff a small business development program

Draft Metrics

- % of new buildings and commercial renovations approved administratively
2018: 91%
Goal: 90%
- # of days to administratively approve projects from permit application to approval for projects where board/commission approval is not required
2018: 33 days
Goal: 28 days
- # of days for board/commission approval from board/commission application to permit approval
2018: 75 days
Goal: 70 days
- % of customers satisfied with services related to development or business regulation
2018: Survey not yet conducted
Goal: To be created
- # of businesses and/or individuals attending trainings that enhance their understanding of City rules and processes related to property development or business permitting and regulation
2018: 138
Goal: To be created

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

Strategies

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

Draft Metrics

- \$ of private investment supported by City incentives, disaggregated by industry segments
2018: \$187.5M* Goal: \$150M annually
*\$12M: Real Estate (mixed-use) development, \$60M Medical/Advanced Manufacturing, \$9.2M Food/Ag processing, \$6.2M Manufacturing
- \$ spent on micro-local businesses (MLBE), minority-owned businesses (MBE), and women-owned businesses (WBE) by businesses receiving City incentives
2018: Data not previously collected Goal: To be created
- \$ and % of total City contract expenses paid to each: micro-local businesses (MLBE), minority-owned businesses (MBE), women-owned businesses (WBE) and companies providing apprenticeship opportunities
2018: See table below* Goal: To be created
*Data on apprenticeships being calculated

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

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

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

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

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

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

Strategies

1. Support post-secondary degree attainment and skilled-trades certification, particularly for people of color² and first-generation students
2. Support attainment of livable wage employment (more than \$15/hour) through influence on contractors and vendors
3. Support employment and workforce development efforts in historically marginalized communities and Neighborhoods of Focus
4. Increase the number of jobs supported by City incentives that pay at least \$15/hour
5. Leverage the river restoration project for diverse economic growth opportunities

Draft Metrics

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



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

Strategies

1. Facilitate increased housing supply through the development of a variety of housing types
2. Facilitate increased affordable housing supply
3. Reduce barriers to housing and home ownership
4. Support services to help people stay in their homes
5. Prioritize geographic areas to target economic development incentives for housing development

Draft Metrics

- % of households that spend more than 30% (cost-burdened) and 50% (severely cost-burdened) of their income on housing
2018: Being calculated Goal: To be created
- # of net new housing units by type and price point (i.e. single-family, multi-family, 60% AMI, 80% AMI, etc.)
2018: 1,358* Goal: To be created
*239 for households with income at or below 80% of the Area Median Income (AMI)
- Rental vacancy rate
2018: Being calculated Goal: To be created
- Months supply of homes for sale
2018: Average 1.5 Goal: To be created
- Homeownership rate
2018: 54%* Goal: To be created
*American Community Survey (ACS) Estimate
- # of 61st District Court Eviction Cases
2018: 3,730; rate per 100 households: 11.1% Goal: To be created
- # of vacant lots returned from Kent County Land Bank Authority that are redeveloped for affordable housing
2018: Not applicable Goal: 10



Objective 5: Support efforts that contribute to making Grand Rapids a destination City.

Strategies

1. Collaborate with community partners to market Grand Rapids as a destination city
2. Promote a range of special events that highlight and celebrate the arts, cultural diversity, outdoor recreation and innovation in the community
3. Maintain and enhance quality, accessible public spaces (not green spaces)
4. Partner with Downtown Grand Rapids Inc. (DGR), The Right Place and Experience Grand Rapids to promote Grand Rapids for business and tourist attraction opportunities
5. Support efforts of Corridor Improvement Authorities to promote neighborhood business districts

Draft Metrics

- # of art, cultural, outdoor recreation or unique events permitted by the City annually
2018: 254 Goal: 250
- # of hotel nights
2018: Being calculated Goal: To be created
- # of visitors
2018: Being calculated Goal: To be created
- Occupancy rate of commercial real estate in downtown Grand Rapids and in Grand Rapids as a whole
2018: Being calculated Goal: To be created



Engaged and Connected Community

81

Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.

Objective 1: Enhance communication with the public.

Strategies

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

Draft Metrics

- # or % of staff trained on communication protocols
2018: Protocols not yet created Goal: To be created
- % of external customer inquiries responded to within target response time disaggregated by department
2018: Tracking system not created Goal: To be created
- # of Freedom of Information Act (FOIA) requests received
2018: 1,703 Goal: To be created
- # of unique website visits per year
2018: 1,273,000 Goal: To be created



Objective 2: Develop a community engagement strategy across all City programs and initiatives.

82

Strategies

1. Map all existing and planned community engagement efforts across all departments
2. Develop equity-centered protocols, standards, training and staff skills for community engagement
3. Create a community engagement guidebook and training curriculum
4. Identify outreach and engagement gaps, such as with historically marginalized populations, and create a plan to address those gaps
5. Increase participation in Census 2020
6. Identify trusted voices in the community to collaborate with for future engagement efforts
7. Track attendance of community engagement activities to learn patterns and test targeted approaches
8. Create and test a tool that compares community feedback to approved plan/initiative (i.e. Master Plan) and implementation, when appropriate and where feasible, with notation of differences

Draft Metrics

- # of engagement events led by the City or where the City is a key partner disaggregated by department
2018: Data not previously collected Goal: To be created
- # of people participating in events led by the City or where the City is a key partner disaggregated by department
2018: Data not previously collected Goal: To be created
- % of staff with outreach responsibilities trained in community engagement per the community engagement guidebook
2018: Training not yet created Goal: To be created
- % increase in Census completion among hard to count populations
2018: Census not conducted Goal: To be created



Objective 3: Create a process to gauge and enhance community perception.

Strategies

1. Survey community for their perception of City services, events, programs and facilities
2. Assess residents' sense of belonging in the city
3. Create a process for incorporating feedback to refine and improve outcomes
4. Communicate more about successful programs and outcomes achieved by the City

Draft Metrics

- % of customers who report being satisfied or very satisfied with the overall quality of services provided by the City
2018: Survey not yet conducted Goal: To be created
- % of residents who express high levels of satisfaction with the outcomes of their engagement with the City
2018: Survey not yet completed Goal: To be created
- % of stakeholders who report a sense of belonging
2018: Survey not yet completed Goal: To be created
- % of stakeholders who believe the City values authentic dialogue with them
2018: Survey not yet completed Goal: To be created
- # of people and organizations surveyed and % completion
2018: Survey not yet completed Goal: To be created



Objective 4: Elevate resident voice in City operations.

Strategies

1. Develop equitable opportunities for resident service on boards and commissions and offer onboarding process for successful participation
2. Increase resident awareness of opportunities to leverage their voice
3. Leverage partnerships and neighborhood leadership to gather and lift up resident voice
4. Elevate resident voice in the Master Plan

Draft Metrics

- # of total engagement activities focused on resident issues disaggregated by department
2018: Data not previously collected Goal: To be created
- # of total residents participating in engagement activities disaggregated by department
2018: Data not previously collected Goal: To be created
- % variance between the percentage of residents of a particular race/ethnicity represented on City Boards and Commissions compared to the percentage of that race/ethnicity in the overall city
2018: Data not previously collected Goal: To be created
- % voter participation
2018: 56%* (27% - 77% range by precincts) Goal: To be created
*Average across the City for 2018 General state election, based on 136,946 registered voters
- # of residents participating in City in-depth learning opportunities (i.e. Our City Academy, Neighborhood Leadership Academy and Grand Rapids Neighborhood Summit)
2018: 399 Goal: To be created





Health and Environment

84

The health of all people and the environment are advocated for, protected and enhanced.

Objective 1:

Reduce carbon emissions and increase climate resiliency.

Strategies

1. Create carbon reduction goals and integrate goals into appropriate City plans, including the Comprehensive Master Plan
2. Reduce the carbon footprint of City operations (buildings, utilities and fleet)
3. Assess the feasibility and cost of offsetting 100% of City electricity with renewable sources by FY2025
4. Create and support programs and policies to reduce carbon emissions from the building and transportation sectors throughout the community
5. Create a Climate Action and Adaptation Plan in partnership with the community
6. Work with community partners and businesses to achieve a 40% tree canopy

Draft Metrics

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

Objective 2:

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

Strategies

1. Expand parks and active open spaces to reduce disparities in park deficient neighborhoods
2. Increase grade level of park maintenance as prescribed in Parks and Recreation Master Plan
3. Increase accessible, diverse and inclusive recreational programs and facilities to encourage utilization by all races, ages and abilities
4. Close gaps in the City's segments of the regional multi-use trail system
5. Increase the number of children connected to nature through expanded recreational and youth employment opportunities and through increased access to natural areas

Draft Metrics

85

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

Objective 3:

Protect and preserve our water resources.

Strategies

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

Draft Metrics

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



Objective 4:

Minimize waste generation and promote waste diversion practices.

Strategies

1. Evaluate advanced refuse collection system that combines trash, recycling and composting services bundled together
2. Improve the quality and amount of recycling collected throughout the City
3. Enhance compost operations for the community
4. Implement waste diversion programs within City operations

Draft Metrics

- Residential waste diversion rate
2018: 23%*
*Does not include yard waste
Goal: To be created
- # of City facilities that have implemented a zero waste program
2018: Program does not currently exist
Goal: To be created
- Tons of compost processed onsite at Domtar
2018: Process not created yet
Goal : To be created

Objective 5:

Collaborate with and support partners working to reduce health disparities and the resulting undesired outcomes.

Strategies

1. Collaborate with partners to increase resources available to address lead-based paint hazards
2. Collaborate with Invest Health and other partners to evaluate how additional community support can be provided to people suffering from mental health challenges and/or addiction, with a focus on evaluating residents that are both high users of emergency services and frequently incarcerated
3. Evaluate opportunities to decrease opioid abuse
4. Continue to collaborate with Invest Health to implement a process to implement "Health in All" policies
5. Evaluate policy options to support urban agriculture
6. Measure and understand air quality and the health impacts of poor air quality

Draft Metrics

- % of children with elevated blood lead levels per tested child
2018: 6% (City), 10% (49507)
Goal: To be created
- # of calls for Grand Rapids emergency services by people experiencing mental health challenges and/or addiction
2018: Data not previously collected
Goal: To be created
- # of emergency room visits by people experiencing mental health challenges and/or addiction
2018: Data not previously collected
Goal : To be created
- # of people experiencing mental health challenges and/or addiction who have been incarcerated
2018: Data not previously collected
Goal : To be created
- # of opioid overdose deaths per 100,000 people
2017: 93 (all of Kent County)
Goal : To be created
- # of air quality data points shared publicly
2018: Program not in place
Goal : To be created



Mobility

87

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

Objective 1:

Create an accessible multi-modal transportation experience and reduce single-occupant vehicle travel.

Strategies

1. Improve ridership on and explore expansion of the Fare Free transit network (i.e. DASH, Route 19) and The Rapid
2. Increase biking by improving bicycle network and ensuring facilities are maintained
3. Increase walkability by increasing sidewalk network and ensuring facilities are maintained
4. Create employment related transportation solutions within Neighborhoods of Focus
5. Reduce household transportation costs and eliminate cost barriers to accessing mobility solutions

Draft Metrics

- % of annual trips to work where people use transit, walking, biking and ride sharing
2017: 20.9% total (Transit: 4.2%; Walking: 3.8%; Biking: 2.2%; (combined with taxi and motorcycle in Census data); Ridesharing: 10.7%)
Goal: 55% total (transit: 20%; Walking: 10%; Biking: 5%; Ridesharing: 20% by 2035)
- % of population within a ½ mile of 15 minute or less public transit service all day
2018: 19.5% (72.8% for peak service times) Goal: 50%
- % of sidewalk network plowed
2018: Service not previously offered Goal: 25%
- # of sidewalk miles completed
2018: 921.93 Goal: 1,107.33
- # of feasible locations needing American with Disabilities Act (ADA) compliant ramps installed
2018: 7,153 Goal by FY2024: 5,653 (improve 1,500)
- # of jobs accessible in a 30 minute transit ride
2018: 108,924 (cnt.org) Goal: 150,000
- % of 18+ year olds aware of travel options
2018: Survey not previously completed Goal: To be created



Objective 2

Pursue innovative, 21st century mobility options.

Strategies

1. Pilot new mobility programs (carshare, bikeshare, e-scooter and Universal Dispatch Application) and ensure that they are available and accessible in each Ward and the Neighborhoods of Focus
2. Develop a regional mobility and transportation demand management program with public and private partners
3. Pilot autonomous and connected vehicle services
4. Complete a shared micro-mobility plan that includes bikeshare and e-scooters
5. Create innovative and active City fleet programs and travel options for City employees

88

Draft Metrics

- # of 18+ year olds using carshare, bikeshare, e-scooter and Universal Dispatch Application
2018: Programs not previously offered Goal: To be created
- # of 18+ year olds using autonomous and connected vehicle services
2018: Programs not previously offered Goal: To be created
- # and % usage of City-owned electric vehicle charging stations
2018: 8 public charging stations with 16 ports and 3 fleet chargers with 6 ports
Goal: 20 public charging stations with 40 ports and 6 fleet chargers with 12 ports
- % of 18+ year olds aware of new mobility travel options
2018: Survey not previously completed Goal: To be created

Objective 3

Develop an effective, customer responsive parking system.

Strategies

1. Develop future proofed parking developments (e.g. parking facilities that can convert to other uses)
2. Educate and inform the public on parking options and new technology
3. Develop a Parking Master Plan to guide future investments
4. Modernize parking equipment to allow for multiple forms of payment

Draft Metrics

- % occupied on and off-street parking in Downtown and neighborhood business districts
2018: ~95% for off-street monthly permits (baseline to be developed for on-street)
Goal: 85% occupancy for on and off-street parking
- % of 16+ year olds aware of parking options
2018: Survey not previously conducted Goal: To be created

Strategies



Safe Community

All people feel safe and are safe at all times throughout our community.

Objective 1:

Develop knowledge and skills across City departments to better prepare for emergencies with a particular focus on our ability to deliver safety services to vulnerable and historically marginalized populations.

Strategies

1. Create plans and communication strategies for all major risks within the city
2. Ensure all City employees assigned an emergency operations center role or cross functional field work during major emergencies are trained to the appropriate level
3. Pursue data driven and evidenced-based strategies to address root causes of police and fire related emergencies (i.e. Cure Violence Assessment)
4. Cross-reference code compliance data with fire and police department information systems
5. Employ multi-disciplinary approaches, data-driven improvements, and broad policy changes to determine effective strategies for protecting vulnerable road users and for the creation of safer roadways

Draft Metrics

- | | |
|---|---------------------|
| • % of designated employees trained to the appropriate National Emergency Management Certification level 2018: 70% | Goal: 90% |
| • % of community members who say they feel response to weather related emergencies is delivered effectively 2018: Survey not previously conducted | Goal: 90% |
| • % of Grand Rapids Police Department Community Policing Specialists trained in Crime Prevention Through Environmental Design 2018: Being calculated | Goal: To be created |

Objective 2:

Create a shared understanding with the community regarding timely, equitable and effective safety outcomes and align performance expectations and resource investments accordingly.

91

Strategies

1. Increase critical metric compliance for fire, hazardous materials, technical rescue, water rescue and EMS response to 90%
2. Increase police critical performance metrics when responding to emergency incidents
3. Develop the ability to effectively communicate, staff, manage and respond to major weather events, including activation of the City's Emergency Operations Center (EOC)
4. Develop the ability to effectively communicate, staff, manage and respond to social and environmental risks resulting from opioids, mental health challenges, active violence, micro-mobility, autonomous vehicles and the reactivation of the Grand River
5. Identify transportation safety issues through data analysis, staff expertise and community inputs and equitably deliver appropriate and effective solutions throughout the community
6. Develop and implement a data-driven, actionable and comprehensive Vision Zero transportation safety plan with meaningful input from the community
7. Ensure civil and criminal court cases are processed in an efficient and timely manner

Draft Metrics

- % critical performance compliance for fire response including both distribution and concentration measures
2018: Distribution 86.7%, Concentration 93.14% Goal: > 90%
- % of police responses to in-progress (priority 0–3) calls for service within 8 minutes and 30 Seconds
2018: Being calculated Goal: 85%
- # of crashes and crash rates in relation to traffic counts and vehicle speeds by mode
2018: Being calculated Goal: To be created
- # of serious injuries and fatalities by mode
2018: 155 serious injuries (5 bicyclists, 115 cars/light trucks, 6 motorcycles, 25 pedestrians, 4 other) and 15 fatalities (0 bicyclists, 8 vehicles, 4 pedestrians, 2 motorcycle) from 87 crashes
Goal: 0 (long-term Vision Zero goal)
- \$ invested in addressing transportation safety issues broken down into all the E's of safety (Evaluation, Enforcement, Engineering and Education)
2018: Being calculated Goal: To be created
- % of criminal cases completed (initiation to close) within 126 days
2018: 94% Goal: 90%
- % of civil cases completed (initiation to close) within 84 days
2018: 95% Goal: 90%





Objective 3:

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

62

Strategies

1. Create a fully functional neighborhood recovery center within a reasonable distance of the impacted area within 24 hours of an extended major emergency for geographically specific incidents
 2. Standardize use of building referral forms to properly document and inform code compliance and the fire department of potential hazards
 3. Properly document large scale incidents using National Incident Management Forms to preserve the lessons learned, update current operating guidelines and apply for reimbursement from State or National funds if applicable
- % of time staff critically review the City's response to an emergency requiring primary personnel operate the Emergency Operations Center (EOC) 60 days after the incident occurred
2018: 100%
Goal: 100%

Draft Metrics

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Objective 4:

Provide professional community oriented policing services to enhance trust, and ensure the legitimacy of the police department and the safety of every resident, business and visitor.

Strategies

1. Complete the police staffing and deployment study to develop an adequate and consistent staffing model throughout the entire community
2. Ensure the Commission on Accreditation for Law Enforcement Agencies (CALEA) mandated evaluations are completed and policies and procedures are adhered to in a way that fairly and equitably addresses disparities
3. Use findings from the annual review process to identify gaps in current administrative or operational subjects in order to develop training curriculum that increases performance and improves the safety of the community and sworn police personnel. This training may include, but is not limited to, Ethics every two years, Unbiased Policing every two years, and Mental Health Awareness every 3 years
4. Equip police officers with tools and support to help during mental health crises
5. Participate in the National Police Foundation Open Data Initiative and share information and data publicly
6. Annually document and share publicly the statistical findings of Internal Affairs findings (i.e. unreasonable use of force complaints and violations of the Unbiased Policing Policy)
7. Increase Grand Rapids Police Department community engagement
8. Employ interdepartmental data sharing and problem solving with resident voices in order to gain a holistic understanding of situations taking place within our community
9. Evaluate and design innovative policing models that equitably protect and serve residents while creating a path to healthy relationships between police and community

Draft Metrics

- % of beats covered 24/7/365
2018: Being calculated Goal: 100%
- % of Part I and II index crime rates by service area
2018: 18,705 (Central 12%, East 25% North 20% South 24% and West 19%)
Goal: To be created
- # of uniformed personnel trained in Crisis Intervention Training
2018: 19 Goal: To be created
- # of community events participating in and # of officers participating in community events
2018: Being calculated Goal: To be created
- % of Freedom of Information Act (FOIA) requests denied by the City that were overturned by the court
2018: 0% Goal: 0%
- % of Civilian Appeal Board findings that differ from Internal Affairs Unit findings
2018: 0% Goal: To be created
- # of complaints filed against sworn and civilian Grand Rapids Police Department employees submitted to Internal Affairs broken down by outcome
2018 Unreasonable use of force: 16 exonerated, 1 unfounded, 0 sustained
2018 Biased policing: 5 exonerated, 3 not sustained, 0 sustained
Goal: To be created
- % of annual average Elucd scores measuring residents' level of trust, satisfaction and how safe they feel
2018: Survey finalized late in 2018 Goal: To be created

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Objective 5:

Support efforts to ensure all residents have safe, stable and permanent housing.

Strategies

1. Actively partner in community efforts to end homelessness
2. Support programs that provide permanent housing solutions through the use of evidence-based practices
3. Support, leverage and promote home repair and home safety services to improve safety and maintenance of existing housing supply
4. Identify all touch points with residents regarding housing and cross-promote services to improve the health, safety, efficiency and affordability of homes
5. Increase the number of occupied rental dwellings certified

Draft Metrics

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

Implementation

94

We must successfully implement this plan to focus the City's finite resources to achieve our desired outcomes. The creation of a strategic plan is the first step in an important journey to achieving more equitable, effective and sustainable operations.

With the completion of this written plan, we now turn our focus to creating a robust implementation process that will include:

- Establishing a performance management team responsible for managing the successful implementation of the plan
- Assigning accountability to staff for measuring, tracking, accomplishing and reporting on the progress of strategies and metrics
- Creating a robust information and data tracking system that supports detailed analysis of performance
- Training staff on the plan, implementation process and performance management expectations
- Establishing a cadence of report-outs on progress, which will include internal staff reporting as well as an annual report to the Commission and public
- Publishing performance information and data publicly on the website and through other communication methods
- Updating the plan as needed
- Reorganizing the budget and budget process to align with the plan
- Integrating strategic plan performance measures into employee evaluations

Each year, the City Manager proposes the City's budget around April. As a part of the budget proposal, the City Manager will highlight the key strategies from this plan that we are investing in for the upcoming fiscal year, which runs from July 1 through June 30. This plan is a four year plan and we are working to understand how we can invest to achieve our desired outcomes within this timeframe. We will be learning as we go for these first few years, but we are excited to be on this journey and we hope that this plan helps you better understand our priorities and direction.

Find information about this plan and monitor our performance at:

www.grandrapidsmi.gov/strategicplan

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95

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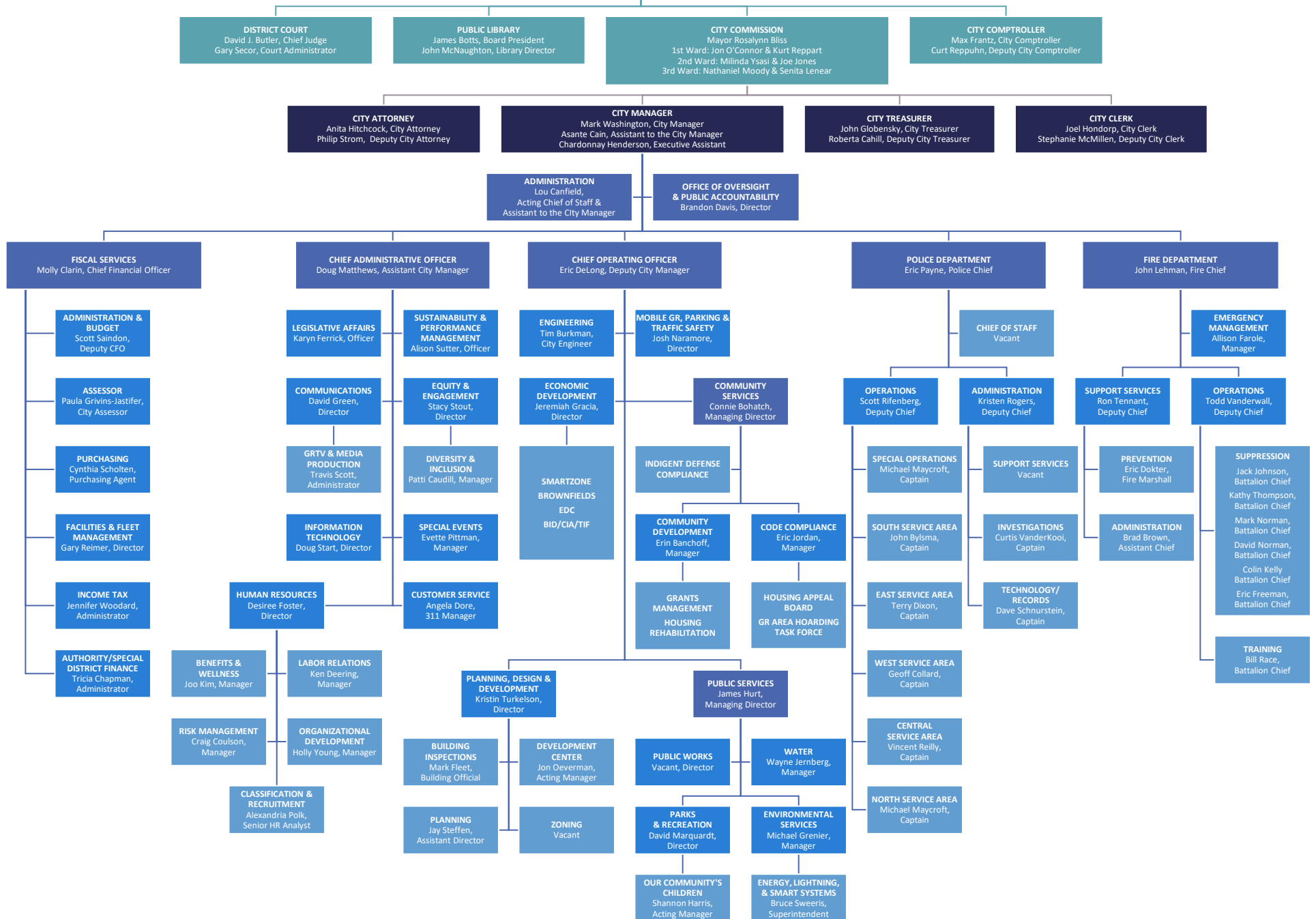
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RESIDENTS OF GRAND RAPIDS



ABOUT THE CITY

INTRODUCTION

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

According to the 2010 Census, the City's population is 188,040 and the Grand Rapids Combined Statistical Area (CSA) population is 1,321,557. The 2010 Grand Rapids CSA includes Allegan, Barry, Ionia, Kent, Mecosta, Montcalm, Muskegon, and Ottawa counties. Current census estimates indicate the City's population is 201,013.

Louis Campau, a French trader, established a trading post here in 1826. Although he wasn't the first non-native settler, Campau became perhaps the most important settler when, in 1831, he paid \$90 to the federal government for what is now the Grand Rapids central business district.

The City was first incorporated as a village in 1838. In 1850 it was incorporated as a city under a mayor-council form of government, and remained that way until 1916, when the commission-manager form of government was adopted under the authority of the Home Rule City Act (Michigan Public Act 279 of 1909, as amended.) The present commission is composed of seven members. Two members are elected on a non-partisan basis from each of the City's three wards, and one member is elected at-large on a non-partisan basis to serve as Mayor. The Comptroller is also elected at-large on a non-partisan basis.

In November, 2014, the City's electorate approved a measure limiting an individual to two terms as City Commissioner and two terms as Mayor. A person is eligible to serve as City Commissioner for two terms then an additional two terms as Mayor.

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

TAX BASE

In addition to service fees, grants, and state and federal support, the City relies on income and property taxes to support operations and capital investments.

In 1967, the City's electorate approved a two mill reduction in the City's maximum authorized general operating property tax millage to be replaced by an income tax imposed on income earned within the City regardless of the taxpayer's location. Income taxed includes business net income and employee salaries and wages. Currently the City's income tax rate is 1.5% for taxpayers located or residing in the City and 0.75% for taxpayers earning income within the City but located or residing outside the City.

Property taxes are levied on a property's Taxable Value for which annual increases are limited to the inflation rate until the property is sold, improved, or transferred to a new owner. The 2020 (FY2021) Taxable Value for industrial, commercial, utility, and residential real and personal properties is \$5.6 billion; a 6.17% increase over FY2020. Industrial property accounts for 4.65% of total taxable value, commercial property accounts for

34.80% and utility-related property for 2.47%. The remaining 58.09% is residential property.

ECONOMY

Since its introduction as the Furniture City in 1876, Grand Rapids area businesses lead in quality, technical expertise, and innovation. Grand Rapids manufacturing has diversified beyond furniture and now includes advanced manufacturing, communications and information technology, medical devices, food and beverages, and aerospace and defense. Grand Rapids is also a leading center for sustainability and renewable energy and excels in commercializing a wealth of new discoveries: anything from pharmaceuticals to iPhone applications. The City is the headquarters for Steelcase Inc. –

the world's leading designer and manufacturer of office systems – as well as American Seating Company.

During the last twenty years, the City's economy has diversified beyond manufacturing – the medical services, biomedical research, agribusiness, technology, and higher education sectors continue to expand. Non-manufacturing employment in the MSA now accounts for 81% of the labor force leaving 19% of area workers employed in manufacturing. (Source: The Right Place Inc.)

The following table reflects the diversity of the major employers in the Grand Rapids MSA.

| TOP TEN EMPLOYERS IN THE GRAND RAPIDS MSA | | |
|--|--|---------------------|
| Company | Product or Service | Number of Employees |
| Spectrum Health | Hospitals, clinics, and medical services | 25,000 |
| Meijer, Inc. | Retailer – groceries and general merchandise | 10,340 |
| Mercy Health / St. Mary's | Hospitals, clinics, and medical services | 8,500 |
| Gentex Corporation | Glass product manufacturing | 5,800 |
| Gordon Food Service Inc | Wholesale / distribution | 5,000 |
| Amway Corporation | Hotels; health, beauty, & home product manufacturing | 3,791 |
| Herman Miller, Inc. | Office, commercial, & health industry furniture design and manufacturing | 3,621 |
| Perrigo Company | Generic & over-the-counter pharmaceuticals | 3,500 |
| Steelcase, Inc | Office, commercial, & health industry furniture design and manufacturing | 3,500 |
| Farmers Insurance Group | Insurance | 3,500 |
| Source: The Right Place, Inc., West Michigan Overview, June 22, 2020 | | |

UTILITIES

City businesses and residents are supplied with natural gas through DTE Energy and electricity from Consumers Energy. The City owns and operates water supply and sewage treatment systems which service City businesses and residents and several other cities and townships in the area via more than 1,188 and 925 miles of lines, respectively. The City's water system relies exclusively on water drawn from Lake Michigan. The filtration plant became operational in 1962, and was expanded in 1992. The City's water quality meets or exceeds requirements set forth by the federal government and the State of Michigan.

In 1992, the City initiated the separation of combined sewer and stormwater infrastructure contributing to Grand River pollution during major rain events. The west-side sewer separation and construction of a 30-million gallon storm water retention basin was completed in 1996 and most of the east-side sewer separation was completed in 2006. Completion of the first two phases resulted in an approximate 99.9% reduction of annual combined sewer overflow volume. The final phases required by the City's Long Term Combined Sewer Overflow Control Program were completed in December 2015, well in advance of the State of Michigan's December 31, 2019 deadline.

TRANSPORTATION

The City is crossed by two interstate expressways. Passenger rail service is provided by Amtrak. Class I freight railroad services are provided by CSX, Canadian National Railroad / Grand Trunk, Norfolk Southern, Canadian Pacific / Soo Line and other railroads. The Gerald R. Ford International Airport, located thirteen miles southeast of the central City, is served by six passenger airlines - Allegiant, American, Delta, Frontier, Southwest, and United Airlines. Greyhound, Trailways, Indian Trails, and the Interurban Transit Partnership provide bus service.

In 2015, the voters approved to extend a 0.2% increase in the income tax rate dedicated to the rehabilitation and reconstruction of the City's streets. It was determined by the Vital Streets Oversight Commission that \$22 million investment was needed over 15 years to bring the City's streets into 70% good or fair conditions.

Bicycling facilities are typically installed or upgraded during street reconstruction and resurfacing projects following the guidelines and recommendations of the City's Vital Streets Plan, Vital Streets Design Guidelines, and the Bicycle Action Plan. As of December 2020, there are 114 miles of bicycle facilities within the City including several types of bicycle lanes (standard, advisory and buffered), signed bike routes, separated bike lanes, and off-street multi-use paved trails. The Grand Valley Metro Council tracks the region's transportation networks and currently shows there are approximately 385 miles of bicycling facilities within the City and surrounding communities.

EDUCATION

In addition to public and private K-12 school systems, the Grand Rapids MSA is home to 16 four-year public and private colleges and universities including downtown satellite campuses for Western Michigan University, Michigan State University, Central Michigan University, Ferris State University, Davenport University, and the Thomas M. Cooley Law School. Grand Valley State University, located west of the City, opened a downtown campus in 1988 on the Grand River downtown and continues to expand. In addition to the four-year universities, the City is also home to the Grand Rapids Community College, a two-year general and technical educational institution which is operated with a countywide property tax millage.

The Van Andel Institute ("VAI"), an eight-story 400,000 square foot independent biomedical research and education facility, is located in downtown Grand Rapids next to

Spectrum Health-Butterworth Hospital and Helen DeVos Children's Hospital. Established by Jay and Betty Van Andel in 1996, VAI has grown into a premiere research and educational institution that supports the work of more than 400 scientists, educators, and staff. Michigan State University's (MSU) College of Human Medicine, which relocated from East Lansing, Michigan to the City, is adjacent to VAI and the hospitals as is MSU's Research Center which opened in September 2017.

CULTURE

The City has several performing arts theaters; professional opera, symphony, and ballet companies; three art museums; and a zoo. Just outside the City, the Frederik Meijer Gardens and Sculpture Park was ranked by *The Art Newspaper* as one of the top 100 most-visited art museums worldwide in 2012.

On the Grand River downtown is the Grand Rapids Public Museum. Owned by the City but operated by a non-profit organization, the Museum showcases Grand Rapids' natural and cultural history, a 50-foot diameter planetarium, and a working antique carousel. In August 2015, a Grand Rapids Public Schools elementary magnet school began operating within the Museum. In August 2018, the Museum High School opened at the original Public Museum building at 54 Jefferson Avenue, S.E.

A highlight of downtown Grand Rapids is the Gerald R. Ford Presidential Museum which documents the presidency of President Ford, who grew up and represented the region in Congress for many years. President Ford died in 2006. After memorial services in California and Washington D.C., he was interred in Grand Rapids on the museum grounds. His influential wife, Elizabeth (Betty) Bloomer Ford, was interred next to her husband after she passed away in 2011.

Due to the COVID-19 pandemic, the Annual Festival of the Arts, will be celebrating twice in 2021, in the traditional first

weekend in June and also in September, featuring Michigan artists spread throughout downtown and instrumentalist performing in social zones. "Festival," typically features three days of performing arts on six stages, plus film presentations, fine art exhibitions, food sales, and interactive activities for children and adults. Because most public events scheduled after mid-March 2020 were canceled due to COVID-19, many citizens were ready to get out for events like "The Bridge GR" and "World of Winter" which were designed to be socially distanced.

Beginning in 2009, the people of Grand Rapids proved they are open to new ideas when the first ArtPrize® competition brought two hundred thousand people to downtown Grand Rapids. These popular annual events are part arts festival and part evolving social experiment. For 18 days, art is exhibited throughout the city in public parks and museums, in galleries and vacant storefronts, in bars and on bridges. ArtPrize awards go directly to the artists, through grants to support their ambitious work and through prizes which the public decides through the ArtPrize mobile app.

ENTERTAINMENT

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

Construction of the \$211 million DeVos Place downtown convention center was completed in 2005. The facility has a 40,000 square foot ballroom, 26 meeting rooms, a 685 space underground parking facility, and a 162,000 square foot exhibition hall. DeVos Place also includes a 2,400 seat performing arts theater which is home to the Grand Rapids Symphony, the Grand Rapids Ballet, Opera Grand Rapids and Broadway Grand Rapids.

RECREATION AND SPORTS

Grand Rapids has more than 1,800 acres of parkland at 74 locations throughout the City. On November 5, 2013, the voters of Grand Rapids approved a seven-year dedicated property tax millage for park rehabilitation and repairs, park improvements, and swimming pool operations. On November 5, 2019, the voters of Grand Rapids approved a permanent dedicated property tax millage for park improvements, park operations, maintenance, swimming pool operations and expanded recreational programming. The goal of the dedicated property tax is to maintain 70% of City parks within a showpiece facility (Level A) or comprehensive stewardship (Level B) classification as opposed to managed care (Level C) or reactive management/crisis response (Level D).

The Grand Rapids region has year-round sports and recreation activities including downhill and cross-country skiing, ice skating, hunting/fishing, hiking, camping, boating, and golfing. Within City limits, salmon and other game fish can be caught in the Grand River. The public can watch migrating fish use the downtown fish ladder to work their way around the Sixth Street dam.

The West Michigan Whitecaps, a minor league baseball team created in 1994, plays at LMCU Ballpark which is ten minutes north of downtown Grand Rapids. The ballpark also hosts several outdoor events including community garage sales, the Winter Brew Festival, and concerts.

Since 2010, the signature event of the West Michigan Sports Commission (WMSC) has been the Meijer State Games of Michigan, which is a multi-sport, Olympic-style event. The annual Summer Games events began in 2010 and in 2014 the WMSC inaugurated the Winter Games. The USA Masters Games and the 2020 Summer Games events were affected by COVID-19 concerns, in response, Virtual Games will be held in early 2021. The philosophy of the games is everyone participates regardless of age or ability; everyone is

welcome; and everyone plays. The Meijer State Games of Michigan is a grassroots organization which relies on thousands of local volunteers and the support of corporate partners.

BUDGET TIMELINE FY2022 – 2026 BUDGET PROCESS

INTERNAL SERVICE FUNDS BUDGETS

| | |
|------------------|---|
| Monday, Sep 28 | Budget Office Distributes Instructions to ISF Departments |
| Thursday, Oct 15 | Training in the PB Budget System takes place for ISF Departments |
| Thursday, Oct 29 | PB is opened for ISF Department personnel who have completed training |
| Friday, Nov 20 | ISF Budgets Due |

OPERATING DEPARTMENT BUDGETS

| | |
|-------------------|---|
| Wednesday, Dec 16 | Training in the PB Budget System takes place for Operating Departments |
| Monday, Dec 21 | Budget Office Distributes Instructions to Operating Departments |
| Monday, Dec 21 | PB is opened for Operating Department personnel who have completed training |
| Friday, Jan 22 | Operating Budgets Due |

CAPITAL BUDGET REQUESTS

| | |
|-------------------|--|
| Monday, Dec 21 | Capital project instructions distributed |
| Monday, Jan 11 | Capital project requests due |
| Wednesday, Jan 27 | City Manager begins review of Capital project requests |

FY2022 FEE OMNIBUS

| | |
|-------------------|---|
| Monday, Dec 21 | Fee instructions distributed. |
| Friday, Jan 22 | Fee information due. |
| Tuesday, April 27 | Set Public Hearing for consideration of FY2022 Fee Omnibus. |
| Tuesday, May 11 | Hold Public Hearing for proposed FY2022 Fee Omnibus. |
| Tuesday, May 18 | Resolution to Adopt FY2022 Fee Omnibus. |

BUDGET OFFICE & CITY MANAGER REVIEW PROCESS

| | |
|---|--|
| Monday, Nov 23 to Tuesday, Dec 8 | Budget Office Reviews ISF Submittals. |
| Wednesday, Dec 9 | City Manager Reviews ISF Submittals. |
| Monday, Jan 25 to Friday, Feb 12 | Budget Office Reviews Operating Department Submittals. |
| Monday, Feb 15 to Friday, Mar 12 | City Manager Reviews Operating Department Submittals. |
| Monday and Tuesday March 15 & 16 | City Manager Decisions |
| Wednesday, Mar 17 to Monday April 26 | Budget Office prepares and produces FY2022Prelim Fiscal Plan |
| Tuesday, Apr 27 | City Manager presents FY2022 Prelim Fiscal Plan to City Commission |

CITY COMMISSION REVIEW & ADOPTION PROCESS

| | |
|------------------|--|
| Tuesday, May 4 | City Commission Budget Review Workshop |
| Thursday, May 6 | Budget Town Hall |
| Tuesday, May 11 | Set Public Hearing for proposed FY2022 Millage and Budget. |
| Tuesday, May 11 | City Commission Budget Review Workshop |
| Tuesday, May 18 | Committee of the Whole Budget Discussion |
| Tuesday, May 18 | Hold Public Hearing for proposed FY2022 Millage and Budget |
| Thursday, May 20 | Resolution to Adopt FY2022 Millage and Budget |
| Thursday, July 1 | 2022 Fiscal Year begins. |

BUDGET PROCESS

INTRODUCTION

State of Michigan Public Act 2 of 1968, as amended, known as the "Uniform Budgeting and Accounting Act", requires that governmental units adopt an annual budget. The City of Grand Rapids Fiscal Plan is designed to meet or exceed the requirements established in that Act. The following is a brief introduction describing the planning, amending, and structure of the City's budget document.

FUND STRUCTURE FOR BUDGETED FUNDS

WHAT ARE "BUDGETARY BASIS" AND "ACCOUNTING BASIS"?

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

MODIFIED ACCRUAL BASIS

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

ACCRUAL BASIS

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

For funds that use the modified accrual basis, the portion of year-end fund balance reserved for outstanding compensated absence liabilities (for example, unused vacation) is not considered part of budgetary reserves. Other than this one difference, the City endeavors to have the budgetary basis parallel the accounting basis.

RESOURCE ALLOCATION

The annual budget is developed within the context of a five-year plan.

The budget process begins with the City Manager and his Executive Team reviewing and gaining consensus relative to forecasted income tax, property tax, property tax administration fees, State-shared revenues, (i.e. sales tax) and other revenue forecasts prepared by fiscal staff for the upcoming five fiscal years.

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

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

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

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

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

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

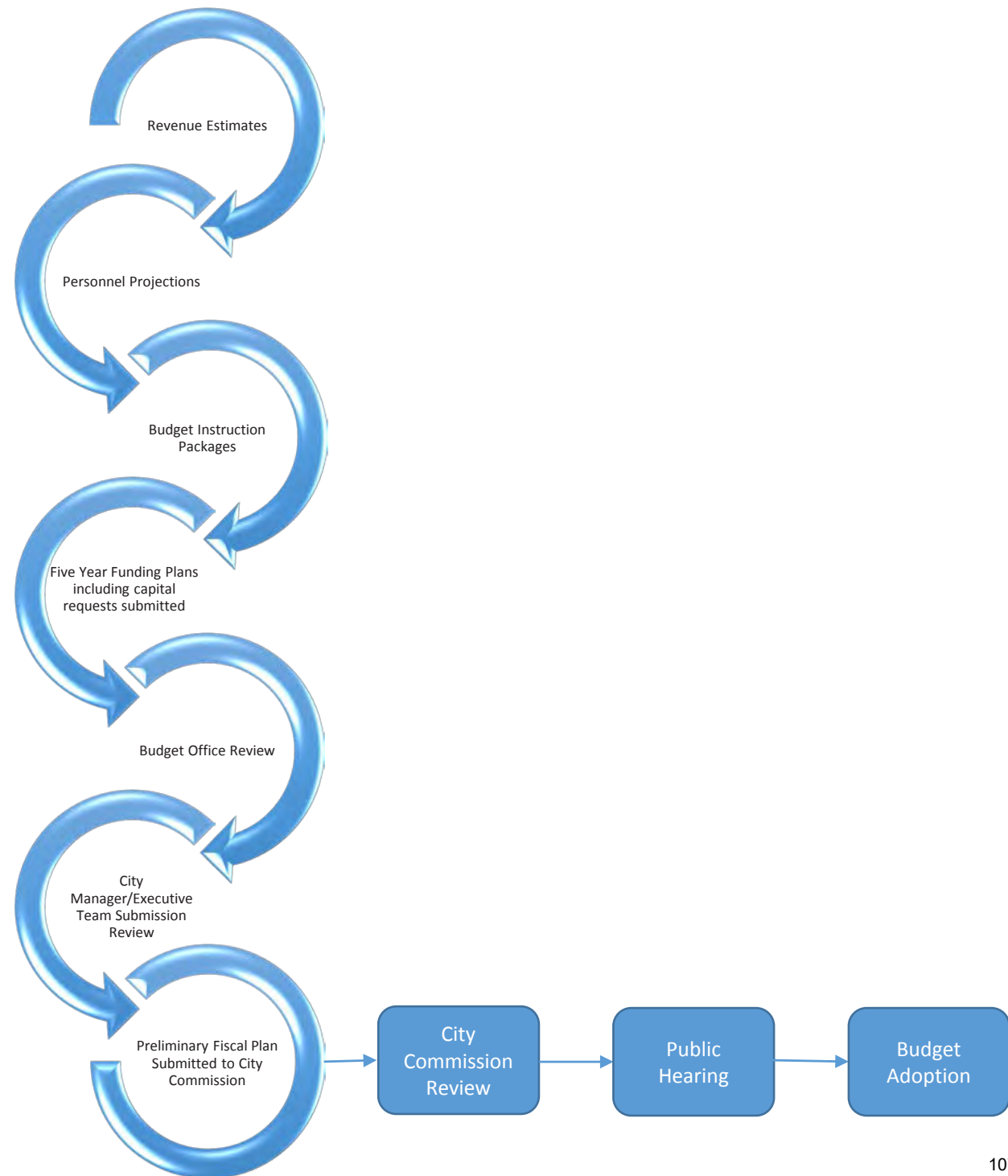
Data entered into the budgeting system by the departments and adjusted by the Budget Office, as approved by City Commission, will be interfaced with the City's accounting system (after the budget is adopted), and become the current budget on July 1st.

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

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

BUDGET AMENDMENTS

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



BUDGET GUIDELINES

INTRODUCTION

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

The City has many funding priorities. The City is restricted by a large body of laws, program mandates, rules, grantor restrictions and fund matching requirements, and staff is always attentive to those limitations on the operations. It is the City's historical practice to effectively and efficiently manage its operations in conformity with community wants and needs, but it must also remain attentive to legal directives and restrictions. The City has employed a series of General Financial Guidelines for many years. The City Commission last updated the guidelines in February of 2014. This section provides background information and rationale for each set of the guidelines.

The FY2022 budget process is well underway. We continue to provide the budget forecasts within the context of our five-year plan. The projections are not intended to be a prediction of future budgetary results; rather, they serve as a financial "base case" or "benchmark" that the City Commission and others can use to assess the potential effects of policy decisions.

GUIDELINE 1 - BALANCING THE BUDGET

BACKGROUND

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

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

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

RATIONALE

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

FIVE-YEAR CONTEXT

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

The key assumptions that significantly influence the financial forecast are shown later in this section. If we believe that alternative economic variables regarding future year revenue growth or labor costs should be used, staff can assess the impact of such alternative assumptions and illustrate the likely impacts. It is extremely important to remain focused on the

economic factors that have the highest probability of occurring. Hope cannot replace reason.

SPENDING AUTHORIZATION VS. APPROPRIATIONS

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

Appropriation lapse is influenced by the length of time it takes for vacant positions to be filled. Further, calculated savings from mid-year changes (e.g. reductions in force) need to account for the likely delays from the time that changes are announced until the time that the change is put into effect. During the long road back from the 2009 recession, the City held positions open for long periods of time while executing the Transformation Investment Plan. Since the City in recent years has added more jobs than were being eliminated, it is likely that the lapse will be greater than prior years. The FY2022 Fiscal Plan contains an assumed lapse of \$4.7 million in the General Operating Fund. This amount is consistent with actual realized lapse over the last several fiscal years. The appropriation lapse guidelines in other funds is as follows, however, actual budgeted lapse may vary depending on specific circumstances in each Fund:

| <u>FUND/DEPARTMENT</u> | <u>LAPSE %</u> |
|------------------------|-----------------|
| District Court | 3.00% |
| All Other Funds | Discretionary % |
| | |

BALANCED BUDGET

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

GUIDELINE 2 - CONTINGENCIES

BACKGROUND

The City must plan for and allocate funding for contingencies. Unanticipated and unforeseen events can and do occur. They occur with varying degrees of significance and with varying degrees of duration. The City recognizes the importance of emergency reserves that can provide a financial cushion in years of poor revenue receipts or in the event of a major emergency.

RATIONALE

Contingency appropriations and sufficient fund balance reserves must be maintained for unanticipated expenditures or revenue shortfalls, and to preserve flexibility throughout the fiscal year to make adjustments in funding for programs approved in connection with the annual budget. The objective is for the City to be in a strong fiscal position that will be able to weather negative economic trends. This is important since the City is restricted by the requirements of various laws that limit the City from raising taxes without voter approval, thus increasing the resources available requires long lead times. Additional factors that influence the need for and the level of fund balance reserves include the following:

To provide cash balances to facilitate the conducting of financial transactions.

Investment of reserves to provide additional program funding resources in the form of investment income.

To advance the funding for reimbursement type of grants.

To provide the ability to mitigate State budget actions that may reduce City revenue.

To front-fund or completely fund, if necessary, disaster costs or costs associated with being predominantly self-insured. (Self-insurance is only possible if reserves are set aside. In the absence of funded financial reserves the City would have no insurance.)

To provide the ability to absorb large liability settlements without the need for issuing judgment obligation bonds or to divert funding away from valued programs and critical services.

CONTINGENT ACCOUNT

BACKGROUND

Policy 700-6 states that the General Operating Fund Contingent Appropriation (allowance for unforeseen obligations) will be established each year at \$1,500,000.

FY2022 PLANNING ISSUES

The FY2022 Fiscal Plan includes \$1,500,000 for the Contingent Account appropriation in the GOF for each year of the five year forecast as established in Policy 700-6.

FUND BALANCE & UNRESTRICTED CASH

BACKGROUND

Policy 700-6 also indicates that the unappropriated /unreserved /unassigned fund balance of the General Operating Fund will be maintained at not less than 15% of current GOF spending and the Budget Stabilization Fund shall be no less than 10%. Current spending includes expenditures plus transfers out.

The fund balance amounts shown on the fund statements are excluding the amounts that are reflected in the Comprehensive Annual Financial Report (Annual Report) as reserved or otherwise previously committed to some use or purpose. The fund statements for the fiscal plan differentiate fund balance between assigned to meet fund balance policy guidelines and unassigned. The unassigned amounts can be positive or negative. This differs from the Annual Report presentation where assigned fund balances cannot exceed the actual amount of fund balance available. In the Fiscal Plan, negative unassigned cash balance is the extent that fund is below fund balance target levels.

Enterprise and Internal Service funds characterize the fund equity as “unrestricted cash”. In most cases, the unrestricted cash is approximately equal to the working capital. We focus on unrestricted cash because that is the best measure of discretionary resources in funds using full accrual accounting. We have designed our Enterprise and Internal Service funds to generate cash from user charges (fees) in amounts sufficient to pay operating, maintenance, debt service, and a limited amount of “cash and carry” capital. Cash generated from bonds are only available to fund capital.

FY2022 PLANNING ISSUES

FY2021 Income tax revenues are estimated to decline 17.6% (over \$18 million) from the FY2020 Actual financial results, significantly impacting FY2022 fiscal planning. This sharp decline is attributable to the economic fallout from the ongoing COVID-19 pandemic. FY2022 Income tax revenues are budgeted to increase 2.0% over FY2021's estimate. FY2023 is projected to increase 6.0% and FY2024 through FY2026 is forecast to grow 3.0% year-over-year. The income tax growth projections are conservative anticipating a steady but gradual economic recovery in the upcoming years. The American Rescue Plan Act (ARPA) provides significant relief from the economic and health effects of the COVID-19 pandemic and the ongoing recession. This includes funding to address revenue losses, such as income tax, experienced as a result of the crisis. Income tax trends are monitored weekly throughout the fiscal year.

At the onset of the “Great Recession of 2008,” the City’s initial response was to do what could be done to hunker down and let the storm blow over while hoping for a better day. When it became clear that we were not going to grow our way out and that no one was going to bail us out and that better days were not going to arrive, the City had no choice but to begin implementing significant staff reductions as well as other hefty cost cutting measures. This type of response would not be possible during future recessions. The primary reason for this is that the City has already reduced headcount by approximately 20% since Fiscal Year 2002. This is why it is imperative that the City continues to maintain an unassigned General Operating Fund and Budget Stabilization Fund balance to policy guidelines. Fiscal Year 2013 saw the first deposit into the Budget Stabilization Fund of \$3,683,466 or 3.1% of General Operating Fund expenditures. In FY2016, the GOF and Budget Stabilization Funds were fully funded to the 15% and 10% guideline level respectively and ended FY2020 at 25.6% and 9.9% respectively.

GUIDELINE 3 - CAPITAL IMPROVEMENT EXPENDITURE PROGRAM

BACKGROUND

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

RATIONALE

The City must recognize the impact of new capital projects on the annual operating budget of the City. Future maintenance costs need to be identified and incorporated into the annual operating budget when new projects are completed. These costs include such things as departmental staffing, building maintenance, custodial services, landscaping, furniture and fixtures, etc. It is important to understand that capital assets need to be regularly maintained to achieve the estimated useful life of the capital asset.

The hierarchy of Sustainable Asset Management and the hallmark of Capital Planning is that existing assets must be in a state of good repair before considering and approving enhancement or expansion of the capital asset base.

A five-year capital improvement program is prepared and updated each year. The operating impact of each project should be identified and incorporated into the annual operating budget. The City will endeavor to maintain capital assets on a regular basis. Within legal limits and the constraints of

operating budgets, debt may be issued for the purchase or renovation of capital assets.

New projects will be specifically approved and added to the Capital Improvement Program. Before inclusion in the five-year capital program, information is obtained on the complete scope of work, a description of the different project phases, cost estimates for the total project (which should include adjustments for inflation based on the construction or development schedule) and recommended funding sources for the total project. Once approved, material changes to the scope of work concerning existing projects (i.e. Budget Substitutions) must be approved by the Fiscal Committee of the City Commission.

Each year the City prepares a Capital Financing Plan in conjunction with the Capital Budget. The plan details the sources of financing for all capital projects included in the Capital Budget. The plan considers all potential sources of funding including grants and developer contributions, dedicated sources of funding such as water and sewer charges for services, or other Special Revenue or Internal Service Fund fees, general tax revenues, and debt financing.

GUIDELINE 4 - CAPITAL RESERVE FUND

BACKGROUND

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

The FY2015 budget established the framework for the Public Assets pillar aimed at long-term sustainability of public capital assets. Half of the City, Village, and Township Revenue Sharing Program (CVTRS) revenues are now pledged toward capital asset management, and the City Commission also authorized increasing the income tax set-aside by 1% (to 5%) in FY2015. The FY2018 budget reduced the income tax set-aside to 4.5%. This dropped to 4.25% for for the FY2020 and FY2021 Fiscal Plans. The FY2022 Fiscal Plan forecasts a

gradual increase of 0.25% annually in the income tax set-aside beginning in FY2024, culminating in a 5.0% set-aside by FY2026. The capital set-aside percentages apply only to the 1.3% base income tax revenues. These funding mechanisms are currently sufficient to provide support and ensure sustainable asset management strategies will be appropriately funded.

FY2022 PLANNING ISSUES

The funding sources noted above, along with the development of a long-term Capital Management Plan, has matched ongoing revenues to the ongoing replacement or rehabilitation expenditures in the Capital Improvement Fund. Careful monitoring will ensure sustainable asset management is achieved long into the future.

GUIDELINE 5 - STREETS CAPITAL FUND

BACKGROUND

The City's 21st Century Task Force concluded that Gas and Weight Tax receipts would be insufficient to maintain the Major and Local Streets. The Task Force recommended that the General Operating Fund provide supplemental funding to the Streets Capital Fund. The General Operating Fund provided supplemental funding for many years but the General Operating Fund support ended due to financial pressures in the General Operating Fund.

FY2022 PLANNING ISSUES

The Sustainable Streets Task Force had been meeting since early 2012. They concluded that the condition of major and local streets was deteriorating and additional ongoing revenues were necessary to reverse the trend. This prompted the decision to ask voters for a 15 year extension to the temporary income tax rate approved by voters in 2010 which would be dedicated to Vital Streets. Following voter approval of a ballot measure to extend the 0.2% increase in the income

tax rate for 15 years, the Vital Streets Oversight Commission was formed and began meeting periodically.

The Vital Streets Capital Plan requires investment of \$22 million annually for 15 years, to bring streets into 70% good and fair condition by the end of the 15 year extension of the income tax rate increase. Included in the \$22 million, the City committed to provide a "maintenance of effort" of approximately \$3.5 million from gas and weight tax revenues and \$13 million of GOF support. FY2022 estimates \$11.7 million in revenue from the income tax extension which began in FY2016 as well as the required increased State funding of at least \$6 million per year, with grants making up the remainder. State funding was secured when voters approved Proposal 1 on May 5, 2015.

OTHER BUDGET POLICIES

There are other policy issues that the City is required to consider in developing the budget. These items arose in conjunction with ballot measures where the taxpayers considered dedicated sources of funding for the Public Library and increased funding for Parks through a dedicated 7 year millage, and more recently, a dedicated permanent millage.

PUBLIC LIBRARY

The Public Library Fund is designated as the depository of revenues from the Library Millage, (currently 2.3406 mills) of the General Operating levy. Such funds are restricted, by City Charter, to the operating/maintenance expenses and capital improvement needs of the Grand Rapids Public Library System.

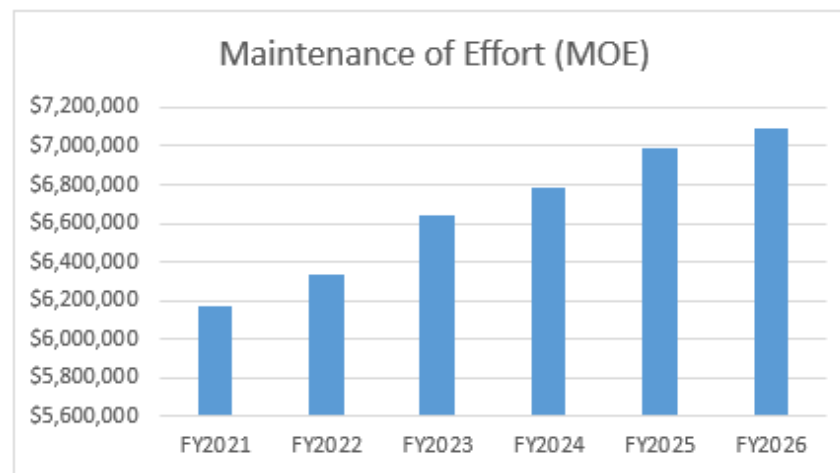
POLICE

Annual General Operating Fund appropriations in support of Police services shall be established in an amount equal to not less than 32% of the total annual GOF appropriation. The FY2022 Preliminary Fiscal Plan GOF appropriation in support of Police services is 35.79%.

PARK AND RECREATIONAL PROJECTS AND PROGRAMMING

The Grand Rapids Parks and Recreation Department is at a pivotal moment in establishing a new direction for the city's parks and recreation system and has been energizing the community and partner organizations through meaningful and active engagement. Today, the Grand Rapids Parks and Recreation Department is within a stage of rebuilding. This includes grounding an established and strong internal culture, strategically building a sustainable organizational structure, and continuing to build a strong external identity within the community that is committed to a sustainable and inclusive urban park and recreation system. Citizens of Grand Rapids continue to emphasize the importance of parks and recreational opportunities as an essential public service. This importance was consistently heard across all demographics of Grand Rapids' increasingly diverse community through over a year of distinct and meaningful engagement as part of the unanimously adopted Strategic Parks and Recreation Master Plan. The importance of parks and recreational opportunities was also heard through a recent ballot initiative where residents of Grand Rapids overwhelmingly approved a proposal that will provide dedicated funding for parks, pools, operations and recreation through a permanent millage of 1.25 mills starting in July 1, 2021 (FY2022).

Delivering on the commitment to be a sustainable and inclusive urban park and recreation system, the Grand Rapids Parks and Recreation Department continues to be diligent in aligning resources with level of service. The Department continues to be strategic in managing under the established Maintenance of Effort (MOE) investment from the General Operating Fund. The recently approved permanent millage investment guidelines use the FY2021 General Operating Fund investment as a baseline for General Operating Fund support going forward. As illustrated in the following chart, the MOE is anticipated to grow in FY2022 over the FY2021 baseline of \$6.17 million by almost \$162,000. By FY2026, the MOE is anticipated to be over \$7.0 million:



In coordination with the parks millage capital investments, the maintenance of effort has helped to enable us to improve our level of maintenance as depicted below:

Target: 70% of parks in the “A” or “B” maintenance level of service

| Level of Service | Pre-Millage | 2018 | FY22 Goal* | Target |
|------------------------------------|-------------|-------|------------|--------|
| A - Showpiece Facility | 0.0% | 5.2% | 9.1% | 10.0% |
| B - Comprehensive Stewardship | 14.1% | 15.4% | 64.9% | 60.0% |
| C - Managed Care | 64.1% | 82.1% | 26.0% | 30.0% |
| D - Reactive Mgmt/ Crisis Response | 21.8% | 2.6% | 0.0% | 0.0% |

*Supported by 2019 millage

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

2022 Budget Input Payroll Rate Sheet

| Category | 2022 | 2023 | 2024 | 2025 | 2026 |
|--|-----------|-----------|-----------|-----------|-----------|
| Clothing Allowance | | | | | |
| CLOTHING (Clothing Allowance) | 1080.00 | 1080.00 | 1080.00 | 1080.00 | 1080.00 |
| Education | | | | | |
| EDUCATION 500 (Education \$500) | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 |
| EDUCATION 750 (Education \$750) | 750.00 | 750.00 | 750.00 | 750.00 | 750.00 |
| Health Insurance | | | | | |
| HEALTH (HEALTH) | 14480.00 | 16618.00 | 19021.00 | 21059.00 | 22900.00 |
| HEALTH LIBRARY (HEALTH LIBRARY) | 12930.00 | 13577.00 | 14255.00 | 14968.00 | 15716.00 |
| Lump Sum | | | | | |
| LUMP SUM (Lump Sum) | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| LUMP SUM FIRE (Lump Sum Fire) | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| LUMP SUM POLC (Lump Sum Police) | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Pension and Medicare Supplement | | | | | |
| MEDSUP FIRE (MEDSUP FIRE) | 0.80% | 0.80% | 0.80% | 0.80% | 0.80% |
| MEDSUP GENERAL (MEDSUP GENERAL) | 0.70% | 0.70% | 0.70% | 0.70% | 0.70% |
| MEDSUP POLC COMMAND (MEDSUP POLICE COMMAND) | 0.70% | 0.70% | 0.70% | 0.70% | 0.70% |
| MEDSUP POLC OFCSGTS (MEDSUP POLICE OFFICERS AND SERGEANTS) | 0.50% | 0.50% | 0.50% | 0.50% | 0.50% |
| PENSION FIRE (PENSION FIRE) | 28.62% | 28.40% | 28.13% | 28.50% | 27.51% |
| PENSION GENERAL (PENSION GENERAL) | 24.53% | 24.56% | 24.83% | 25.05% | 25.03% |
| PENSION POLC COMMAND (PENSION POLICE COMMAND) | 28.62% | 28.40% | 28.13% | 28.50% | 27.51% |
| PENSION POLC OFCSGTS (PENSION POLICE OFFICERS AND SERGEANTS) | 28.62% | 28.40% | 28.13% | 28.50% | 27.51% |
| Retiree Health | | | | | |
| RET HLTH ECO (RETIREE HEALTH ECO) | 4.19% | 4.25% | 4.25% | 4.22% | 4.20% |
| RET HLTH FIRE (RETIREE HEALTH FIRE) | 7.73% | 7.53% | 7.17% | 6.79% | 6.44% |
| RET HLTH GENERAL (RETIREE HEALTH GENERAL) | 5.28% | 5.36% | 5.37% | 5.33% | 5.30% |
| RET HLTH LIBRARY (RETIREE HEALTH LIBRARY) | 3.26% | 3.23% | 2.81% | 2.76% | 2.70% |
| RET HLTH POLICE (RETIREE HEALTH POLICE) | 5.44% | 5.14% | 4.82% | 4.52% | 4.27% |
| Employer FICA | | | | | |
| MEDICARE (Medicare Only) | 1.45% | 1.45% | 1.45% | 1.45% | 1.45% |
| SOCSEC (Social Security & Medicare) | 6.20% | 6.20% | 6.20% | 6.20% | 6.20% |
| TOTAL (Total) | 7.65% | 7.65% | 7.65% | 7.65% | 7.65% |
| SOCSEC (OASDI Limit) | 142800.00 | 149400.00 | 156000.00 | 156000.00 | 156000.00 |

2022 Budget Input Payroll Rate Sheet

| Category | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---------|---------|---------|---------|---------|
| Fiscal Wage Increase Factor | | | | | |
| SALARY 61ST () | 2.50% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY APACITY () | 2.50% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY APACOURT () | 2.50% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY APPOINTED () | 2.50% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY CITY () | 2.50% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY CITYMNGR () | 2.50% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY COMMSUPV () | 2.40% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY COURT () | 2.50% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY ELECTED () | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY EXECPLAN () | 2.50% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY IAFF () | 2.50% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY LIBRMGT () | 2.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY LIBRPAGE () | 2.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY LIBRPT () | 2.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY LIBRRF () | 2.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY LIBRSUPV () | 2.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY MGTNON () | 2.50% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY POLC1 () | 2.70% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY POLC2 () | 2.50% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY POLC4 () | 2.30% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY POLC5 () | 2.75% | 0.00% | 0.00% | 0.00% | 0.00% |
| SALARY POLC5 CAPTAIN () | 2.60% | 0.00% | 0.00% | 0.00% | 0.00% |
| Trade Skill Stipend | | | | | |
| TRADE SKILL STIPEND (Trade Skill Stipend) | 8000.00 | 8000.00 | 8000.00 | 8000.00 | 8000.00 |
| Unemployment Compensation | | | | | |
| UNE_FT (Unemployment FT) | 0.14% | 0.14% | 0.14% | 0.14% | 0.14% |
| UNE_PPT (Unemployment PPT) | 0.14% | 0.14% | 0.14% | 0.14% | 0.14% |
| UNE_PT (Unemployment PT) | 3.79% | 3.79% | 3.79% | 3.79% | 3.79% |
| Monthly Parking Rates | | | | | |
| Government Center Ramp | 149.00 | 153.47 | 158.07 | 162.82 | 167.70 |
| GREIU Parking Rates | 64.66 | 66.60 | 68.60 | 70.66 | 72.78 |
| Mileage Rates | 0.575 | 0.575 | 0.575 | 0.575 | 0.575 |

2022 Budget Input Payroll Rate Sheet

| Category | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|-------|-------|-------|-------|-------|
| Appropriation Lapse (9959) | | | | | |
| General Fund (Budget Office to apply lapse) | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| District Court (Dept to apply lapse) | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| All Other Departments (Subject to Budget Office review) | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |

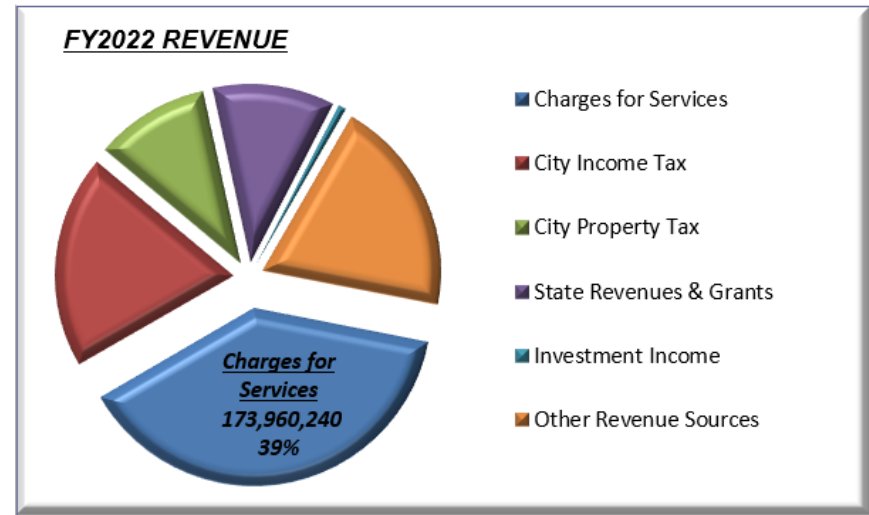
REVENUE OVERVIEW

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

The General Operating Fund (GOF) is where the City accounts for most tax supported activities. Several years ago City income tax and property tax revenues were 38.6% and 16.9% of total GOF revenues respectively, but for FY2022 the proportionate shares are projected to be 41.4% and 8.8%. The shift to the more economically volatile Income Tax as the primary GOF revenue source has contributed, in part, to the ongoing GOF budget constraints. Also contributing to the City's economic challenges are reductions in the statutory revenue sharing program which has never fully recovered from earlier highs, as well as the impacts of the COVID-19 pandemic, which have reduced anticipated local income tax revenues due to State work from home orders. FY2022 GOF income tax revenue is projected to be 13.8% less than the FY2021 Adopted Budget.

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

Group 1 - Charges for Services



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

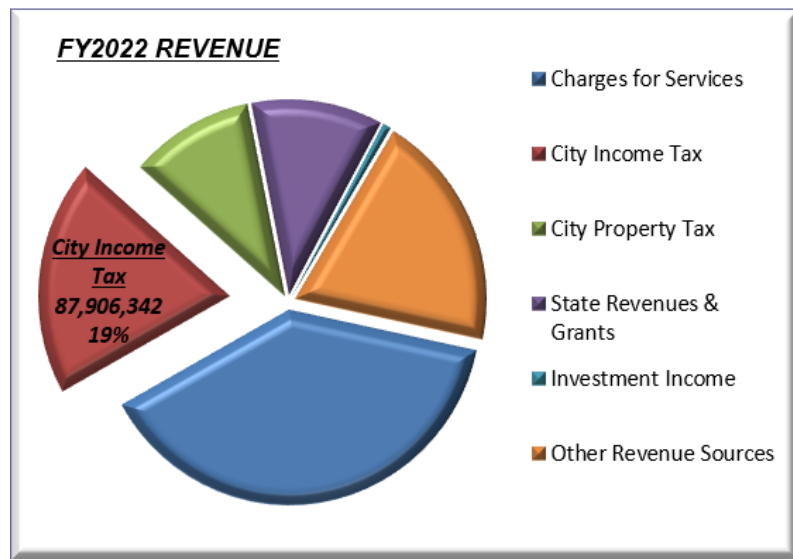
Other City funds with user fee revenues include the 61st District Court, Refuse Collection and Disposal, Building Inspection, Streets, Vehicle Storage, and Parks Funds. Examples of charges for services include Licensing Fees, Refuse Collection and Disposal Fees, Inspection Fees and Special Event Fees.

This category is an increasingly larger revenue source as the City has focused more attention on full cost recovery from user

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

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

Group 2 - City Income Taxes



With the approval of Michigan Public Act 284 in 1964, as amended, the State authorized Michigan cities to adopt uniform city income tax ordinances if approved by the City's voters.

Income tax receipts are deposited into the General Operating Fund, Capital Reserve Fund, Vital Streets Fund and the Sidewalk Repair Fund.

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

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

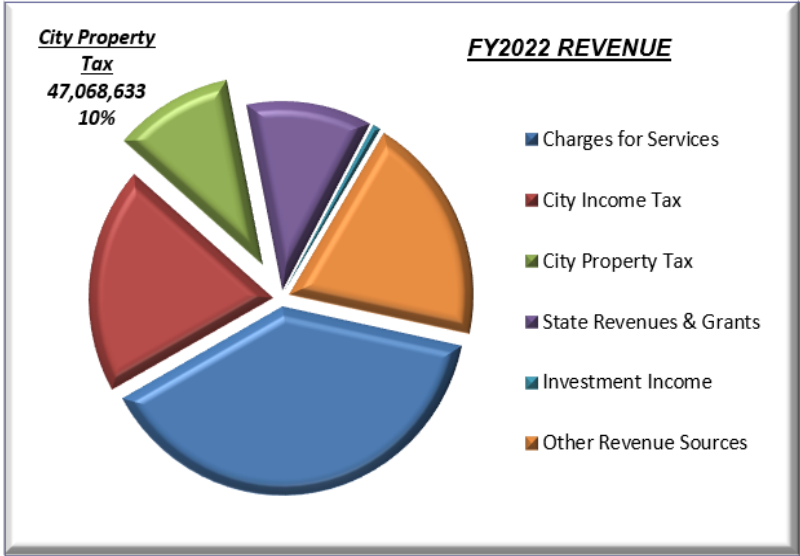
Beginning July 1, 2010, the dependency exemption was lowered from \$750 to \$600 per dependent.

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

FY2020 year-end income tax revenues trended slightly below FY2019 revenues with a decline of 0.45%. A substantial decline is expected in FY2021 as a result of the ongoing COVID-19 pandemic and ensuing economic fallout. Staff anticipate that FY2021 will end the year down 17.6% over FY2020 results driven largely by non-resident taxpayers

working from home in response to COVID-19 safety protocols as well as a portion of the City’s revenue base shifting from taxable salaries and wages to non-taxable unemployment compensation. Ongoing compliance efforts are anticipated to mitigate a portion of the revenue loss. This budget anticipates a 2.0% increase in income taxes in FY2022, a 6% increase in FY2023 and then a 3.0% increase each year of the remaining forecast period of FY2024-FY2026. The income tax growth projections are conservative anticipating a steady but gradual economic recovery in the upcoming years. This is in alignment with economic forecasts at the State level. The American Rescue Plan Act of 2021 (ARPA) provides significant relief from the economic and health effects of the COVID-19 pandemic and the ongoing recession. The ARPA was signed into law by President Joseph Biden on March 11, 2021 and includes funding to address revenue losses, such as income tax, experienced as a result of the crisis. Staff monitor actual income tax receipts weekly and also pay close attention to key economic indicators while making income tax receipt projections for future year Fiscal Plans.

Group 3 - City Property Taxes



Real Property Tax

Property taxes, currently the City’s fifth largest overall source of funds, have long been a serious citizen concern in Michigan. The General Property Tax Act, Michigan Public Act 206 of 1893, is regularly amended by State legislators but voters approved major changes in 1978 and 1994 which affect the City of Grand Rapids’ property tax revenues on an ongoing basis.

In 1978, the “Headlee Amendment” and enabling legislation, Michigan Public Act 35 of 1979, placed limitations on increases of property tax millage rates by the State. The Headlee Amendment effectively reduces the maximum authorized tax rate that can be levied by a local taxing unit. Under the Headlee Amendment, if taxable property values rise faster than consumer prices, the maximum authorized millage rate is reduced, or “rolled back” to what would have been calculated if the inflation rate were used for valuation.

Until 1994, property taxes were based on a property’s assessed value or an amount equal to 50% of the property’s market value. This meant that property taxes went up and down in close relation to an increase or decrease in property value. With the passage of Proposal A, however, the tax was stabilized. In fact, some of the tax burden was shifted from property to sales tax, which was increased from 4% to 6%.

Proposal A created a new basis by which property tax would be calculated: the taxable value of the property. The taxable value of a property can only increase each year by the lesser of the rate of inflation or 5%. This allowed property values to rise in the 1990s without a corresponding rise in taxes. Unfortunately, it can also allow property values to fall without a corresponding decrease in taxes. It should also be noted that new construction and transfers of ownership are exceptions to the cap.

The initial Headlee Amendment permitted rolled back millages to be adjusted upward when property tax values increased by

less than the rate of inflation. However, the Legislature eliminated any millage rate recovery for this situation following the passage of Proposal A in 1994.

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

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

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

Leading up to the 2007/2008 great recession, the gap between the City's SEV and TV peaked at approximately 15%. Viewing this gap in terms of the property tax base indicates that the City was not allowed to collect taxes on 15% of the value on the assessment roll. However, the large gap between SEV and TV allowed the City's property tax base to annually grow by slightly more than the CPI in the years leading up to the great recession.

Due to declines in property values that ensued between 2007 and 2013, the gap between SEV and TV eroded from 15% to less than 4%. During this same time, the City's property tax base declined as TV's of individual properties dropped below SEV's. Since 2015, the City's taxable value has turned positive as the real estate market continues to improve, however Proposal A will continue to limit growth in property tax revenue.

Personal Property

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

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

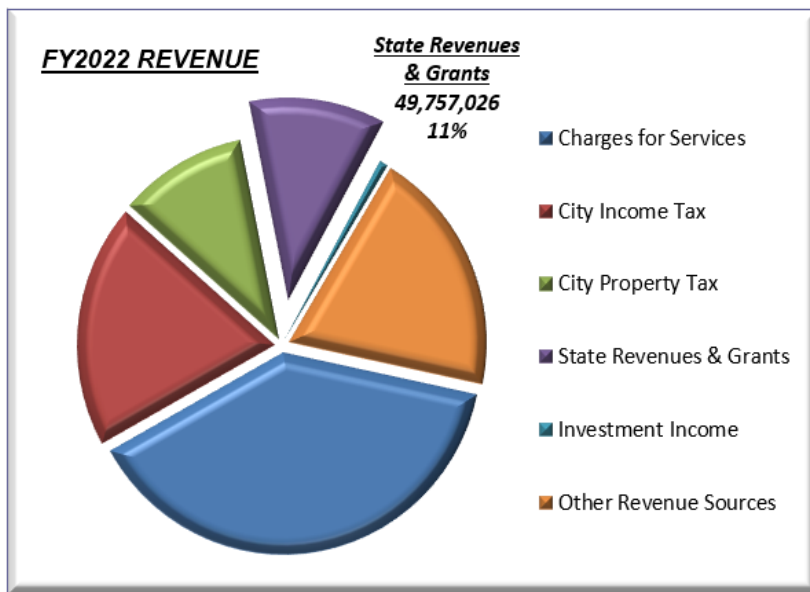
The "Eligible Manufacturing Personal Property" exemption eliminates personal property taxes on personal property which is used either for industrial processing, or direct integrated support of industrial processing. The exemption is phased in over several years beginning in 2016. By 2023, all eligible manufacturing personal property will be exempt in the State of Michigan.

Other features of the bills include a proportion of "Use Tax" revenues be redirected to local units of government to offset revenue losses caused by the exemptions; establishment of a "State Essential Services Assessment" which was levied against exempt personal property in 2016 with the revenue going to the State's general fund; and creation of the "Local Community Stabilization Authority" which will receive and disburse the local communities share of the State "Use Tax." Each municipality's percentage of general operating millage used to fund the cost of essential services (police, fire ambulance or jails) in the municipality's fiscal year ending in 2012 will be used in the calculation of each municipality's Local Community Stabilization Share Revenue Essential Services Distribution starting in 2016. The total amount projected to be received by the City's General Fund in FY2022 for Essential Services is \$381,457.

City Property Tax Conclusion

The effects of the recovering real property market, combined with the expectation of 100% reimbursement for personal property exemption losses, are expected to result in steady property tax revenue increases of slightly above 2%. Property taxes are also a key source of funding for most of the City's component units, including the Downtown Development Authority, the Monroe North Tax Increment Financing Authority, the Smart Zone Local Development Financing Authority, the Brownfield Redevelopment Authority, and the various corridor improvement districts.

Group 4 - State Revenues and Grants



State Revenues and Grants include three major sources of revenues. State grants, state shared revenues and gas and weight taxes. These are historically the City's third largest source of funds, but rank as the fourth in the FY2022 revenue

projections due to the adverse impacts of COVID-19. State revenues and grants are dependent on the State's economic health.

State Grants

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

State Shared Revenues

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

Overall, State Revenue Sharing distributions are well below the highs received in 2002, primarily due to cuts in the statutory (now CVTRS) component of the revenue. The last several years have shown small increases in the Constitutional revenue sharing distributions while the CVTRS payments have remained constant. Staff have projected FY2021 State Revenue Sharing distributions to increase 8.3% over FY2020 receipts. This is comprised of a 4.9% increase in constitutional revenue sharing and a 20% increase in statutory (CVTRS) revenue sharing. The significant increase in the statutory portion is due to the fact that the State suspended the August 2020 CVTRS revenue sharing payment. Replacement funding

was provided by the Coronavirus Relief Local Government Grants (CRLGG) Program. Staff have projected FY2022 State Revenue Sharing distributions to decline by 1.6% from the FY2021 forecast. This is comprised of a 2.8% decrease in constitutional revenue sharing and a 2% increase in statutory (CVTRS) revenue sharing. Staff projections are based upon the most recent State of Michigan guidance (Executive Recommendation updated February 11, 2021). Constitutional Revenue Sharing distributions are deposited to the General Administration Account and CVTRS revenues are split evenly between the General Fund and Capital Reserve Fund.

State Gas and Weight Taxes

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

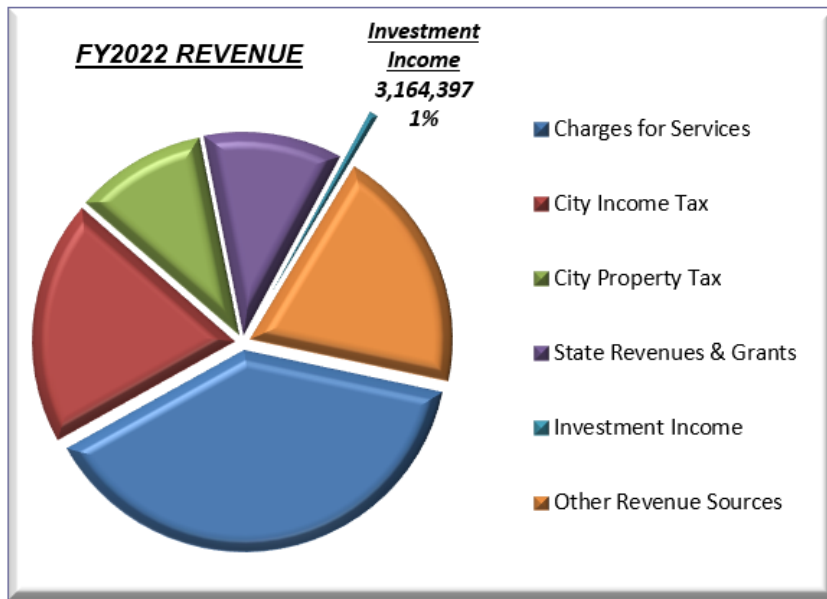
These funds (known as “Gas and Weight Taxes”) are distributed to cities and villages, after certain deductions by the State, on the basis of population and mileage for the type of street when compared to the total for the State.

Based upon State estimates, staff anticipate Gas and Weight taxes to increase by 5.8% in FY2021 compared to FY2020 receipts. Staff are forecasting a somewhat similar increase in FY2022 at 4.9% with FY2023 and beyond set to a more conservative 1% due to long-term uncertainties. A decline of 15% was originally forecast for FY2021 due to the economic impact of the COVID-19 pandemic and the anticipated decline in motor fuel consumption. Fortunately, this decline has not been realized to date and Gas and Weight taxes continue to outperform the prior year forecast. The State of Michigan took action in 2016 (City’s FY2017 and beyond) and passed legislation that increased gas and weight taxes, as well as registration and other fees which will provide increased

revenues to municipalities across the state. The State has taken a phased-in approach since 2016 with the goal of increasing revenues by approximately \$9 million annually to the City. The first \$6 million of the increased revenue will be allocated to Vital Streets as promised in the Investment Guidelines and any amounts exceeding \$6 million will be allocated between Vital Streets Capital and Operations proportionately. The \$6 million threshold has been exceeded since FY2019 and this is projected to continue through the current forecast.

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

Group 5 - Investment Earnings



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

- Bonds, securities, and other obligations of the United States or an agency or instrumentality of the United States.

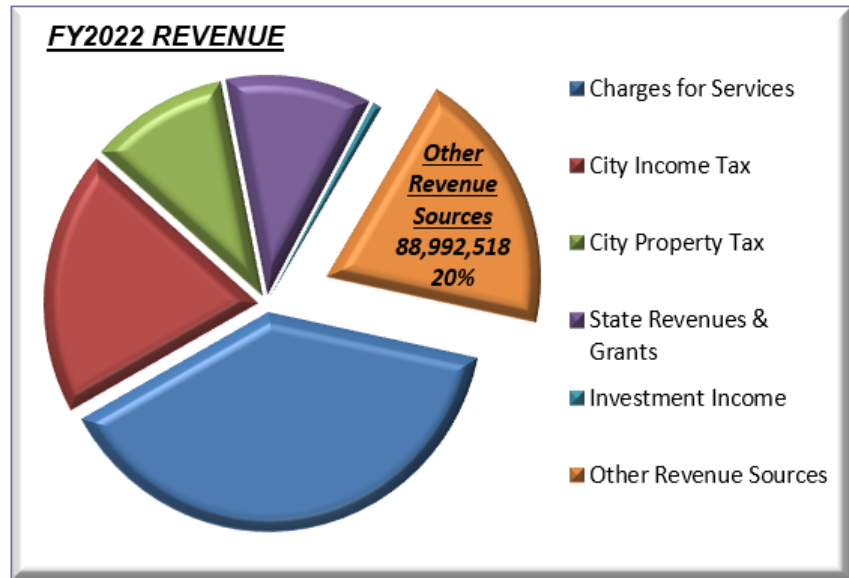
- Certificates of deposit, savings accounts, deposit accounts, or depository receipts of a financial institution, subject to a variety of criteria.
- Commercial paper rated at the time of purchase within the two highest classifications established by not less than two of the standard ratings services and that matures not more than 270 days after date of purchase.
- United States or federal agency or instrumentality obligation repurchase agreements.
- Bankers' acceptances of United States Banks.
- Obligations of Michigan or any of its political subdivisions that at the time of purchase are rated as investment grade by not less than one standard rating service.
- Mutual funds registered under the federal Investment Company Act of 1940 (title I of chapter 686, 54 Stat. 789, 15 USC 80a-1 to 80a-3 and 80a-4 to 80a-64) composed of investment vehicles which are legal for direct investment by local units of government in Michigan. These investments are also subject to a variety of criteria.
- Investment pools organized under the Local Government Investment Pools Act (Michigan Public Act 121 of 1985,) as amended, and/or organized under the Surplus Funds Investment Pool Act (Michigan Public Act 367 of 1982.) subject to a variety of criteria.

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

level of risk when investing the City's funds. However, the City's investments are still subject to the risks summarized below. Additional information regarding investment risk is described in the City's audited Comprehensive Annual Financial Report available online.

- **Credit Risk:** The risk that an issuer or other counter-party to an investment will not fulfill its obligations.
- **Custodial Credit Risk:** The risk that, in the event of a failure of the counter-party, the City may not be able to recover the value of investments or collateral securities that are in the possession of an outside party.
- **Interest Rate Risk:** This risk is the exposure of investments to changes in market value when interest rates change.
- **Concentration of Credit Risk:** The City's Investment Policy places limits on the amount that may be invested in any one issuer. The policy allows a maximum investment of 25% of available funds to be invested per financial institution at the time of the investment. In other words, the City Treasurer may not place all of the City's "eggs" in one basket.
- Over the last few years, the City took a different approach to investing excess cash balances. The City contracted with third-party money managers and has been aggressively placing excess funds for more active management by these professional managers. This approach has been paying off with increased overall yields, however, the impacts of the COVID-19 pandemic have recently limited potential investment gains.

Group 6 - Other Revenue Sources



Cost Allocation

Other sources of revenue include a multitude of minor items including funds transferred from non-General Operating Funds to the General Operating Fund for centralized support services like human resources and accounting. The amounts are determined by the City's Cost Allocation Plan which is prepared in compliance with the requirements of 2 CFR Part 200, "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards."

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

Grants

Normally grant revenues and expenditures are budgeted entirety via a budget amendment in the fiscal year they are received. For multiple year grants, these appropriations remain in effect until the grant is closed so there is no subsequent budget activity in future fiscal years. The current year estimate includes only the actual revenue receipts and expenditures that are anticipated to take place during the fiscal year. The following year's proposed grants budgeted in the Fiscal Plan are those new grants that are awarded and not previously budgeted. The budget authority for these new grants will also remain in effect until they are closed. In Fiscal Years 2021 and 2022, the City is anticipating receipt of a significant federal grant award resulting from the recently passed American Rescue Plan Act of 2021 (ARPA). The City anticipates receipt of \$47 million in both FY2021 and FY2022 (around mid-May of each year) for a total estimated award of \$94 million. The ARPA specifies allowable uses and certain restrictions with a deadline of December 31, 2024 to utilize the funds. Further detailed guidance from the U.S. Department of Treasury is expected. The estimated award for this federal grant is forecasted in the budget and has significantly increased the Other Revenue Sources group as compared to previous fiscal plans.

Fiduciary Funds

The total revenues of the City's budgeted funds include fiduciary funds. These funds are used to account for assets held in trust by the City for the benefit of individuals or other entities. An example being Other Post Employment Benefits or "OPEB" trust funds, which were created to pay for employee retiree healthcare benefits.

STATEMENT OF ACQUISITION AND USE OF SURVEILLANCE EQUIPMENT AND SURVEILLANCE SERVICES

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

THE FY2022 FISCAL PLAN DOES NOT INCLUDE FUNDING FOR ANY NEW PROGRAMS OR PROJECTS THAT MEET THE CRITERIA AND DEFINITION OF POLICY NUMBER 15-03.



CITY OF
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RAPIDS
MICHIGAN
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INTRODUCTION TO FUND SUMMARIES

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

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

GOVERNMENTAL FUND TYPES

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

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

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

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

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

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

PROPRIETARY FUND TYPES

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

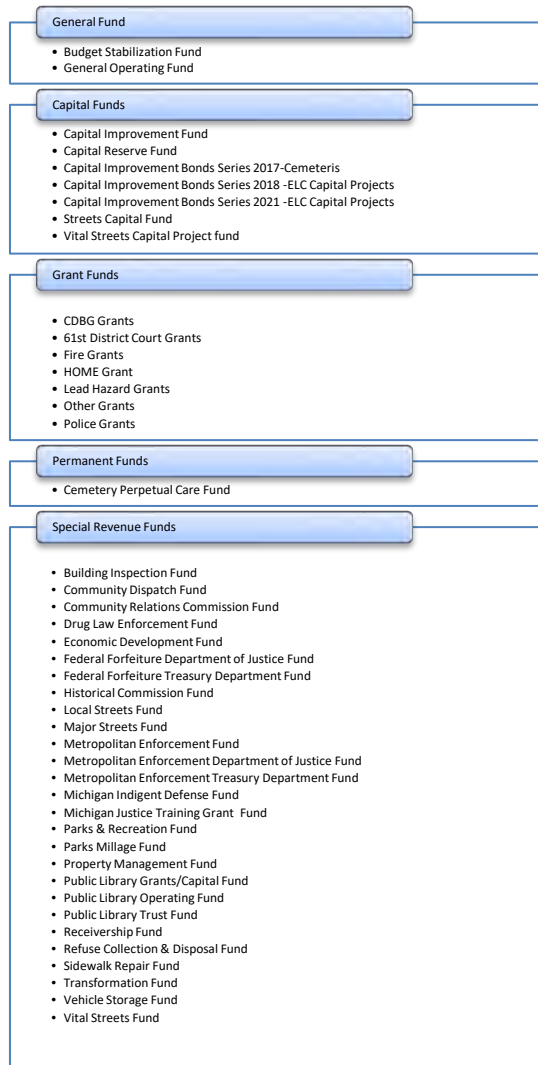
ENTERPRISE - Accounts for business type activities. Municipal utilities, convention centers, parking operations and other activities supported largely by user charges may be accounted for by this type fund.

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

The individual fund statements supported by supplemental information for each of the budgeted funds follow the combined fund statement. Each fund statement provides a two-year financial history of the fund, as well as an additional five years projection. Statements have been organized by fund type.

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

Modified Accrual Basis of Budgeting and Accounting



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

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

Modified Accrual Basis

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

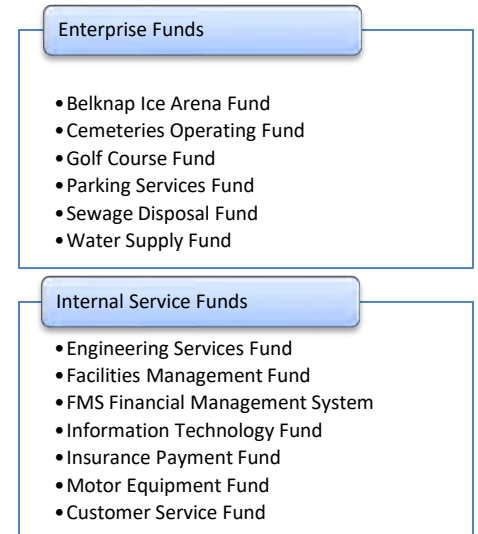
Accrual Basis

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

Difference between the City’s Budgetary Basis and Accounting Basis

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

Accrual Basis of Budgeting and Accounting



CITY FUNDS BY CLASSIFICATION WITH APPROVED APPROPRIATIONS

\$546,098,662 - JULY 1, 2021

| GENERAL OPERATING | |
|------------------------|----------------|
| General Operating Fund | \$ 155,955,117 |

| SPECIAL REVENUE | |
|---|-----------------------|
| Building Inspection | \$ 5,430,104 |
| 61st District Court | 12,327,040 |
| Drug Law Enforcement | 324,692 |
| Economic Development Corporation (EDC) | 122,956 |
| Federal Forfeitures - Department of Justice | 70,000 |
| Historical Commission | 5,400 |
| Local Streets | 7,093,575 |
| Major Streets | 23,462,754 |
| Metropolitan Enforcement Team-Dept of Justice | 70,000 |
| Michigan Indigent Defense Commission | 655,510 |
| Michigan Justice Training | 55,000 |
| Parks and Recreation | 8,577,603 |
| Parks Millage | 5,344,879 |
| Property Management | 315,580 |
| Public Library Operating | 12,166,466 |
| Public Library Grants/Projects | 935,000 |
| Receivership Subfund | 5,000 |
| Refuse Collection | 16,993,089 |
| Sidewalk Repair | 2,448,749 |
| CRC-Rosa Activities | 5,000 |
| Vehicle Storage Facility | 859,945 |
| Vital Streets Operating | 10,409,727 |
| | <u>\$ 107,678,069</u> |

| INTERNAL SERVICE | |
|-----------------------------------|----------------------|
| Engineering Services | \$ 6,156,879 |
| Facilities Operating | 5,460,474 |
| Facilities Capital | 1,160,109 |
| FMS Fund | 646,569 |
| Information Technology Operating | 6,793,880 |
| Information Technology Capital | 664,479 |
| Customer Service | 2,057,575 |
| Insurance Health Subfund | 29,010,291 |
| Insurance Risk Management Subfund | 5,495,184 |
| Motor Equipment Operating | 8,030,010 |
| Motor Equipment Capital | 5,515,583 |
| | <u>\$ 70,991,033</u> |

| ENTERPRISE | |
|--------------------------------|-----------------------|
| Auto Parking Operating | \$ 16,258,731 |
| Auto Parking Capital | 1,750,000 |
| Belknap Ice Arena | 238,500 |
| Cemetery Operating | 1,500,435 |
| Cemetery Golf Course | 715,630 |
| Sewage Disposal Operations | 51,792,700 |
| Sewage Disposal Capital | 9,625,000 |
| Water Supply System Operations | 54,432,715 |
| Water Supply System Capital | 29,695,000 |
| | <u>\$ 166,008,711</u> |

| GRANTS | |
|-------------------------------------|---------------------|
| Community Development Block Grant | \$ 5,102,965 |
| Home Investment Partnership Program | 1,446,276 |
| Other Grants | 124,065 |
| | <u>\$ 6,673,306</u> |

| CAPITAL IMPROVEMENT | |
|--------------------------|----------------------|
| Capital Reserve | \$ 10,381,537 |
| Capital Improvement | 8,185,957 |
| Streets-Capital Projects | 200,000 |
| Vital Streets Capital | 8,570,277 |
| | <u>\$ 27,337,771</u> |

| PERMANENT | |
|-------------------------|-----------|
| Cemetery Perpetual Care | \$ 60,546 |

| FIDUCIARY (INFORMATIONAL) | |
|------------------------------------|----------------------|
| General Retiree Health Care | \$ 4,844,396 |
| Police Officer Retiree Health Care | 3,593,282 |
| Firefighter Retiree Health Care | 2,839,843 |
| Library Retiree Health Care | 116,588 |
| | <u>\$ 11,394,109</u> |

**CITY OF GRAND RAPIDS, MICHIGAN
COMBINED BUDGETED FUNDS
FISCAL YEAR 2022**

**STATEMENT OF REVENUES AND APPROPRIATIONS
July 1, 2021**

| | GENERAL OPERATING | SPECIAL REVENUE | CAPITAL IMPROVEMENT | PERMANENT | FIDUCIARY | ENTERPRISE | INTER-FUND ELIMINATIONS | TOTAL ALL FUNDS | MEMORANDUM ONLY INTERNAL SERVICE FUNDS |
|------------------------------------|----------------------|----------------------|------------------------|-----------------|---------------------|----------------------|----------------------------|----------------------|--|
| REVENUES: | | | | | | | | | |
| 401 Taxes | \$88,477,071 | \$37,148,592 | \$9,349,312 | \$ - | \$ - | \$ - | \$ - | \$134,974,975 | \$ - |
| 450 Licenses and Permits | 2,437,736 | 4,246,447 | - | - | - | 79,000 | - | 6,763,183 | 164,000 |
| 500 Intergovernmental Revenues | 65,611,575 | 35,667,793 | 4,933,867 | - | - | 2,474,500 | - | 108,687,735 | 24,115 |
| 600 Charges for Services | 14,234,044 | 17,890,474 | - | 19,200 | 7,227,535 | 134,588,987 | - | 173,960,240 | 44,938,475 |
| 655 Fines and Forfeitures | 2,160,000 | 190,000 | - | - | - | 1,334,000 | - | 3,684,000 | - |
| 664 Interest and Rents | 808,664 | 778,492 | 205,517 | 51,546 | 3,606,954 | 2,184,896 | - | 7,636,069 | 15,094,756 |
| 671 Other Revenue | 286,035 | 941,000 | 1,624,777 | - | - | 1,357,446 | - | 4,209,258 | 6,520,172 |
| 695 Other Financing Sources | 2,124,518 | 18,870,954 | 14,426,791 | 112,696 | - | 36,465,854 | (\$61,067,117) | 10,933,696 | - |
| From (To) Fund Balance | (20,184,526) | (1,382,377) | (3,202,493) | (122,896) | 559,620 | (12,475,972) | - | (36,808,644) | 4,249,515 |
| TOTAL REVENUES | \$155,955,117 | \$114,351,375 | 27,337,771 | \$60,546 | \$11,394,109 | \$166,008,711 | (\$61,067,117) | \$414,040,512 | \$70,991,033 |
| APPROPRIATIONS: | | | | | | | | | |
| A110 Public Library | \$ - | \$13,101,466 | \$ - | \$ - | \$ 11,988 | \$ - | (\$748,358) | \$12,365,096 | \$ - |
| A120 Clerk's Office | 2,198,425 | - | - | - | - | - | - | 2,198,425 | - |
| A130 Executive Office | 3,798,097 | - | 10,381,537 | - | - | - | (7,537,008) | 6,642,626 | - |
| B210 Community Services | 670,435 | 21,251,298 | 174,000 | 60,546 | - | 2,454,565 | (3,419,208) | 21,191,636 | - |
| B220 Public Services | - | 51,871,485 | 10,170,277 | - | - | - | (12,044,948) | 49,996,814 | 6,156,879 |
| B230 Parks Operations | - | - | - | - | - | - | - | - | - |
| C310 Design Devt & Community Enga | 6,112,310 | 5,957,633 | - | - | - | - | (940,990) | 11,128,953 | - |
| C315 Economic Development | - | - | - | - | - | - | - | - | - |
| C320 Engineering | - | - | - | - | - | - | - | - | - |
| C330 Enterprise Services | 6,450,340 | 1,414,881 | 1,056,000 | - | - | 144,500,561 | (19,884,376) | 133,537,406 | - |
| C335 Parking and Mobility | - | 6,340,605 | 960,000 | - | - | 18,008,731 | (2,481,197) | 22,828,139 | - |
| C340 Economic Development | 323,404 | 438,536 | - | - | - | - | (10,119) | 751,821 | - |
| D410 Human Resources | 3,062,678 | - | - | - | - | - | - | 3,062,678 | 34,505,475 |
| D420 Administrative Services | 1,425,947 | 5,000 | - | - | - | - | - | 1,430,947 | 2,057,575 |
| E510 Police | 62,318,226 | 519,692 | - | - | - | - | - | 62,837,918 | - |
| E520 Fire | 33,290,496 | - | 400,000 | - | - | - | (87,074) | 33,603,422 | - |
| E530 District Court | - | 12,327,040 | - | - | - | - | (237,085) | 12,089,955 | - |
| E540 Attorney's Office | 3,181,843 | - | - | - | - | - | - | 3,181,843 | - |
| F610 Facilities & Fleet Management | - | - | 3,616,180 | - | - | - | (159,834) | 3,456,346 | 20,166,176 |
| F620 Fiscal Services | 27,946,155 | 859,945 | - | - | - | - | (13,516,920) | 15,289,180 | - |
| F630 Technology & Change Mgmt | - | - | 579,777 | - | - | - | - | 579,777 | 8,104,928 |
| F640 Treasury | 2,404,055 | 258,394 | - | - | - | 1,044,854 | - | 3,707,303 | - |
| F650 Comptroller's Office | 2,772,706 | - | - | - | - | - | - | 2,772,706 | - |
| G110 Retirement Activities | - | - | - | - | 11,382,121 | - | - | 11,382,121 | - |
| G310 Other Activities | - | 5,400 | - | - | - | - | - | 5,400 | - |
| TOTAL APPROPRIATIONS | \$155,955,117 | \$114,351,375 | \$27,337,771 | \$60,546 | \$11,394,109 | \$166,008,711 | (\$61,067,117) | \$414,040,512 | \$70,991,033 |

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2020 - 2022
JULY 1, 2021**

| | GENERAL FUND | | | SPECIAL REVENUE FUNDS | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 2020 | 2021 | 2022 | 2020 | 2021 | 2022 |
| | Actual | Estimated | Budget | Actual | Estimated | Budget |
| FINANCIAL SOURCES: | | | | | | |
| 401 Taxes | \$ 101,575,839 | \$ 86,632,035 | \$ 88,477,071 | \$ 36,597,936 | \$ 34,842,756 | \$ 37,148,592 |
| 450 Licenses and Permits | 2,446,429 | 2,235,069 | 2,437,736 | 4,218,519 | 2,473,309 | 4,246,447 |
| 500 Intergovernmental Revenues | 19,966,944 | 74,655,870 | 65,611,575 | 35,816,131 | 42,439,925 | 35,667,793 |
| 600 Charges for Services | 13,043,716 | 13,300,351 | 14,234,044 | 16,355,591 | 16,230,759 | 17,890,474 |
| 655 Fines and Forfeitures | 1,787,125 | 1,634,631 | 2,160,000 | 231,910 | 132,331 | 190,000 |
| 664 Interest and Rents | 2,693,604 | 783,171 | 808,664 | 2,937,171 | 907,111 | 778,492 |
| 671 Other Revenue | 1,670,466 | 791,540 | 286,035 | 2,242,309 | 1,980,720 | 941,000 |
| 695 Other Financing Sources | 4,461,231 | 3,763,705 | 2,124,518 | 28,314,839 | 29,249,706 | 18,870,954 |
| TOTAL SOURCES | \$ 147,645,354 | \$ 183,796,372 | \$ 176,139,643 | \$ 126,714,406 | \$ 128,256,617 | \$ 115,733,752 |
| EXPENDITURES: | | | | | | |
| A110 Public Library | \$ - | \$ - | \$ - | \$ 11,758,550 | \$ 13,982,639 | \$ 13,101,466 |
| A120 Clerk's Office | 2,393,195 | 2,730,218 | 2,198,425 | - | - | - |
| A130 Executive Office | 3,054,355 | 3,134,307 | 3,798,097 | 291,975 | - | - |
| B210 Community Services | 240,300 | 781,523 | 670,435 | 21,251,997 | 24,977,296 | 21,251,298 |
| B220 Public Services | - | - | - | 50,353,393 | 67,393,703 | 51,871,485 |
| B230 Parks Operations | - | - | - | - | - | - |
| C310 Design Devt & Community Engagement | 5,639,144 | 5,856,075 | 6,112,310 | 5,348,782 | 5,286,488 | 5,957,633 |
| C315 Economic Development | - | - | - | - | - | - |
| C320 Engineering | - | - | - | - | - | - |
| C330 Enterprise Services | 6,249,435 | 5,978,305 | 6,450,340 | 1,210,941 | 1,386,071 | 1,414,881 |
| C335 Parking and Mobility | - | - | - | 6,044,192 | 5,514,588 | 6,340,605 |
| C340 Economic Development | 101,783 | 480,810 | 323,404 | 920,243 | 1,352,460 | 438,536 |
| D410 Human Resources | 2,862,652 | 2,393,552 | 3,062,678 | - | - | - |
| D420 Administrative Services | 819,135 | 1,578,129 | 1,425,947 | 88,750 | 5,000 | 5,000 |
| E510 Police | 54,947,266 | 55,363,265 | 62,318,226 | 7,288,453 | 7,148,745 | 519,692 |
| E520 Fire | 31,904,915 | 34,057,245 | 33,290,496 | 449,649 | - | - |
| E530 District Court | - | - | - | 13,977,386 | 13,858,170 | 12,327,040 |
| E540 Attorney's Office | 2,829,388 | 3,013,941 | 3,181,843 | - | - | - |
| F610 Facilities & Fleet Management | - | - | - | 696,014 | 829,057 | - |
| F620 Fiscal Services | 28,961,719 | 29,662,944 | 27,946,155 | 517,500 | 232,500 | 859,945 |
| F630 Technology & Change Management | 224,062 | - | - | - | - | - |
| F640 Treasury | 2,190,692 | 2,241,024 | 2,404,055 | 217,550 | 203,835 | 258,394 |
| F650 Comptroller's Office | 2,412,162 | 2,632,718 | 2,772,706 | - | - | - |
| G310 Other Activities | - | - | - | 634 | 1,000 | 5,400 |
| TOTAL USES | \$ 144,830,203 | \$ 149,904,056 | \$ 155,955,117 | \$ 120,416,009 | \$ 142,171,552 | \$ 114,351,375 |
| Net Increase (Decrease) | | | | | | |
| in Fund Balance | \$ 2,815,151 | \$ 33,892,316 | \$ 20,184,526 | \$ 6,298,397 | \$ (13,914,935) | \$ 1,382,377 |
| General Contingencies and Reserves | | | | | | |
| | - | 1,819,803 | - | - | (1,819,803) | - |
| Fund Balance - July 1 | 34,222,645 | 37,037,796 | 72,749,915 | 63,332,247 | 69,630,644 | 53,895,906 |
| Fund Balance - June 30 | \$ 37,037,796 | \$ 72,749,915 | \$ 92,934,441 | \$ 69,630,644 | \$ 53,895,906 | \$ 55,278,283 |

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2020 - 2022
JULY 1, 2021**

| | DEBT SERVICE | | | CAPITAL IMPROVEMENT | | |
|---|---------------------|-------------------|----------------|----------------------------|----------------------|----------------------|
| | 2020 Actual | 2021 Estimated | 2022 Budget | 2020 Actual | 2021 Estimated | 2022 Budget |
| FINANCIAL SOURCES: | | | | | | |
| 401 Taxes | \$ - | \$ - | \$ - | \$ 9,584,090 | \$ 9,122,595 | \$ 9,349,312 |
| 450 Licenses and Permits | - | - | - | - | - | - |
| 500 Intergovernmental Revenues | - | - | - | 2,899,744 | 5,379,591 | 4,933,867 |
| 600 Charges for Services | - | - | - | - | - | - |
| 655 Fines and Forfeitures | - | - | - | - | - | - |
| 664 Interest and Rents | - | - | - | 1,204,766 | 287,181 | 205,517 |
| 671 Other Revenue | - | - | - | 1,732,108 | 4,310,187 | 1,624,777 |
| 695 Other Financing Sources | - | - | - | 13,436,203 | 27,071,841 | 14,426,791 |
| TOTAL SOURCES | \$ - | \$ - | \$ - | \$ 28,856,911 | \$ 46,171,395 | \$ 30,540,264 |
| EXPENDITURES: | | | | | | |
| A110 Public Library | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A120 Clerk's Office | - | - | - | - | - | - |
| A130 Executive Office | - | - | - | 14,012,778 | 13,031,785 | 10,381,536 |
| B210 Community Services | - | - | - | 786,766 | 2,430,000 | 174,000 |
| B220 Public Services | - | - | - | 9,487,240 | 11,817,341 | 10,170,277 |
| B230 Parks Operations | - | - | - | - | - | - |
| C310 Design Devt & Community Engagement | - | - | - | - | - | - |
| C315 Economic Development | - | - | - | - | - | - |
| C320 Engineering | - | - | - | - | - | - |
| C330 Enterprise Services | - | - | - | 4,702,184 | 7,660,994 | 1,056,000 |
| C335 Parking and Mobility | - | - | - | 492,778 | 505,811 | 960,000 |
| C340 Economic Development | - | - | - | - | - | - |
| D410 Human Resources | - | - | - | - | - | - |
| D420 Administrative Services | - | - | - | - | - | - |
| E510 Police | - | - | - | 162,803 | 115,000 | - |
| E520 Fire | - | - | - | 262,454 | 200,000 | 400,000 |
| E530 District Court | - | - | - | - | - | - |
| E540 Attorney's Office | - | - | - | - | - | - |
| F610 Facilities & Fleet Management | - | - | - | 4,109,863 | 3,063,571 | 3,616,180 |
| F620 Fiscal Services | - | - | - | - | - | - |
| F630 Technology & Change Management | - | - | - | 161,402 | 574,037 | 579,777 |
| F640 Treasury | - | - | - | - | - | - |
| F650 Comptroller's Office | - | - | - | - | - | - |
| G310 Other Activities | - | - | - | - | - | - |
| TOTAL USES | \$ - | \$ - | \$ - | \$ 34,178,268 | \$ 39,398,539 | \$ 27,337,770 |
| Net Increase (Decrease) | | | | | | |
| in Fund Balance | \$ - | \$ - | \$ - | \$ (5,321,357) | \$ 6,772,856 | \$ 3,202,494 |
| General Contingencies and Reserves | - | - | - | - | - | - |
| Fund Balance - July 1 | - | - | - | 14,037,782 | 8,716,425 | 15,489,281 |
| Fund Balance - June 30 | \$ - | \$ - | \$ - | \$ 8,716,425 | \$ 15,489,281 | \$ 18,691,775 |

CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2020 - 2022
JULY 1, 2021

| | PERMANENT FUNDS | | | TOTAL GOVERNMENTAL FUNDS | | |
|---|---------------------|---------------------|---------------------|--------------------------|-----------------------|-----------------------|
| | 2020 | 2021 | 2022 | 2020 | 2021 | 2022 |
| | Actual | Estimated | Budget | Actual | Estimated | Budget |
| FINANCIAL SOURCES: | | | | | | |
| 401 Taxes | \$ - | \$ - | \$ - | \$ 147,757,865 | \$ 130,597,386 | \$ 134,974,975 |
| 450 Licenses and Permits | - | - | - | 6,664,948 | 4,708,378 | 6,684,183 |
| 500 Intergovernmental Revenues | - | - | - | 58,682,819 | 122,475,386 | 106,213,235 |
| 600 Charges for Services | 27,271 | 19,200 | 19,200 | 29,426,578 | 29,550,310 | 32,143,718 |
| 655 Fines and Forfeitures | - | - | - | 2,019,035 | 1,766,962 | 2,350,000 |
| 664 Interest and Rents | 131,429 | 58,992 | 51,546 | 6,966,970 | 2,036,455 | 1,844,219 |
| 671 Other Revenue | - | - | - | 5,644,883 | 7,082,447 | 2,851,812 |
| 695 Other Financing Sources | 106,521 | 123,898 | 112,696 | 46,318,794 | 60,209,150 | 35,534,959 |
| TOTAL SOURCES | \$ 265,221 | \$ 202,090 | \$ 183,442 | \$ 303,481,892 | \$ 358,426,474 | \$ 322,597,101 |
| EXPENDITURES: | | | | | | |
| A110 Public Library | \$ - | \$ - | \$ - | \$11,758,550 | \$13,982,639 | \$13,101,466 |
| A120 Clerk's Office | - | - | - | 2,393,195 | 2,730,218 | 2,198,425 |
| A130 Executive Office | - | - | - | 17,359,108 | 16,166,092 | 14,179,633 |
| B210 Community Services | 96,727 | 67,992 | 60,546 | 22,375,790 | 28,256,811 | 22,156,279 |
| B220 Public Services | - | - | - | 59,840,633 | 79,211,044 | 62,041,762 |
| B230 Parks Operations | - | - | - | - | - | - |
| C310 Design Devt & Community Engagement | - | - | - | 10,987,926 | 11,142,563 | 12,069,943 |
| C315 Economic Development | - | - | - | - | - | - |
| C320 Engineering | - | - | - | - | - | - |
| C330 Enterprise Services | - | - | - | 12,162,560 | 15,025,370 | 8,921,221 |
| C335 Parking and Mobility | - | - | - | 6,536,970 | 6,020,399 | 7,300,605 |
| C340 Economic Development | - | - | - | 1,022,026 | 1,833,270 | 761,940 |
| D410 Human Resources | - | - | - | 2,862,652 | 2,393,552 | 3,062,678 |
| D420 Administrative Services | - | - | - | 907,885 | 1,583,129 | 1,430,947 |
| E510 Police | - | - | - | 62,398,522 | 62,627,010 | 62,837,918 |
| E520 Fire | - | - | - | 32,617,018 | 34,257,245 | 33,690,496 |
| E530 District Court | - | - | - | 13,977,386 | 13,858,170 | 12,327,040 |
| E540 Attorney's Office | - | - | - | 2,829,388 | 3,013,941 | 3,181,843 |
| F610 Facilities & Fleet Management | - | - | - | 4,805,877 | 3,892,628 | 3,616,180 |
| F620 Fiscal Services | - | - | - | 29,479,219 | 29,895,444 | 28,806,100 |
| F630 Technology & Change Management | - | - | - | 385,464 | 574,037 | 579,777 |
| F640 Treasury | - | - | - | 2,408,242 | 2,444,859 | 2,662,449 |
| F650 Comptroller's Office | - | - | - | 2,412,162 | 2,632,718 | 2,772,706 |
| G310 Other Activities | - | - | - | 634 | 1,000 | 5,400 |
| TOTAL USES | \$ 96,727 | \$ 67,992 | \$ 60,546 | \$ 299,521,207 | \$ 331,542,139 | \$ 297,704,808 |
| Net Increase (Decrease) | | | | | | |
| in Fund Balance | \$ 168,494 | \$ 134,098 | \$ 122,896 | \$ 3,960,685 | \$ 26,884,335 | \$ 24,892,293 |
| General Contingencies and | | | | | | |
| Reserves | (27,259) | - | - | (27,259) | - | - |
| Fund Balance - July 1 | 1,329,814 | 1,471,049 | 1,605,147 | 112,922,488 | 116,855,914 | 143,740,249 |
| Fund Balance - June 30 | \$ 1,471,049 | \$ 1,605,147 | \$ 1,728,043 | \$ 116,855,914 | \$ 143,740,249 | \$ 168,632,542 |

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2020 - 2022
JULY 1, 2021**

ENTERPRISE FUNDS

| | 2020 Actual | 2021 Estimated | 2022 Budget |
|---|-----------------------|-----------------------|-----------------------|
| FINANCIAL SOURCES: | | | |
| 401 Taxes | \$ - | \$ - | \$ - |
| 450 Licenses and Permits | 105,459 | 79,000 | 79,000 |
| 500 Intergovernmental Revenues | 106,174 | 41,909 | 2,474,500 |
| 600 Charges for Services | 125,008,543 | 124,792,316 | 134,588,987 |
| 655 Fines and Forfeitures | 769,300 | 1,136,000 | 1,334,000 |
| 664 Interest and Rents | 7,205,944 | 2,569,547 | 2,184,896 |
| 671 Other Revenue | 1,540,614 | 1,767,199 | 1,357,446 |
| 695 Other Financing Sources | 29,983,955 | 25,591,403 | 36,465,854 |
| TOTAL SOURCES | \$ 164,719,989 | \$ 155,977,374 | \$ 178,484,683 |
| EXPENDITURES: | | | |
| A110 Public Library | \$ - | \$ - | \$ - |
| A120 Clerk's Office | - | - | - |
| A130 Executive Office | - | - | - |
| B210 Community Services | 2,455,813 | 3,166,136 | 2,454,565 |
| B220 Public Services | - | - | - |
| B230 Parks Operations | - | - | - |
| C310 Design Devt & Community Engagement | - | - | - |
| C315 Economic Development Dept | - | - | - |
| C320 Engineering | - | - | - |
| C330 Enterprise Services | 185,944,985 | 124,103,569 | 144,500,561 |
| C335 Parking and Mobility | 20,756,200 | 17,235,741 | 18,008,731 |
| C340 Economic Development | - | - | - |
| D410 Human Resources | - | - | - |
| D420 Administrative Services | - | - | - |
| E510 Police | - | - | - |
| E520 Fire | - | - | - |
| E530 District Court | - | - | - |
| E540 Attorney's Office | - | - | - |
| F610 Facilities & Fleet Management | - | - | - |
| F620 Fiscal Services | - | - | - |
| F630 Technology & Change Management | - | - | - |
| F640 Treasury | 847,845 | 982,505 | 1,044,854 |
| F650 Comptroller's Office | - | - | - |
| G310 Other Activities | - | - | - |
| TOTAL USES | \$ 210,004,843 | \$ 145,487,951 | \$ 166,008,711 |
| Net Increase (Decrease) in Fund Balance | \$ (45,284,854) | \$ 10,489,423 | \$ 12,475,972 |
| General Contingencies and Reserves | (20,706,842) | (15,997,355) | (17,887,772) |
| Fund Balance - July 1 | 232,439,656 | 166,447,960 | 160,940,028 |
| Fund Balance - June 30 | \$ 166,447,960 | \$ 160,940,028 | \$ 155,528,228 |

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2020 - 2022
JULY 1, 2021**

| | INTERNAL SERVICE FUNDS | | |
|--|-------------------------------|-----------------------|-----------------------|
| | 2020 Actual | 2021 Estimated | 2022 Budget |
| FINANCIAL SOURCES: | | | |
| 401 Taxes | \$ - | \$ - | \$ - |
| 450 Licenses and Permits | 232,895 | 164,000 | 164,000 |
| 500 Intergovernmental Revenues | 959,891 | 244,556 | 24,115 |
| 600 Charges for Services | 47,909,923 | 44,797,624 | 44,938,475 |
| 655 Fines and Forfeitures | - | - | - |
| 664 Interest and Rents | 16,215,194 | 14,533,356 | 15,094,756 |
| 671 Other Revenue | 6,579,431 | 6,303,599 | 6,520,172 |
| 695 Other Financing Sources | 612,660 | - | - |
| TOTAL SOURCES | \$ 72,509,994 | \$ 66,043,135 | \$ 66,741,518 |
| EXPENDITURES: | | | |
| A110 Public Library | \$ - | \$ - | \$ - |
| A120 Clerk's Office | - | - | - |
| A130 Executive Office | - | - | - |
| B210 Community Services | - | - | - |
| B220 Public Services | 5,302,827 | 5,483,337 | 6,156,879 |
| B230 Parks Operations | - | - | - |
| C310 Design Devt & Community Engagement | - | - | - |
| C315 Economic Development Dept | - | - | - |
| C320 Engineering | - | - | - |
| C330 Enterprise Services | - | - | - |
| C335 Parking and Mobility | - | - | - |
| C340 Economic Development | - | - | - |
| D410 Human Resources | 29,761,234 | 30,760,727 | 34,505,475 |
| D420 Administrative Services | 1,952,218 | 1,850,944 | 2,057,575 |
| E510 Police | - | - | - |
| E520 Fire | - | - | - |
| E530 District Court | - | - | - |
| E540 Attorney's Office | - | - | - |
| F610 Facilities & Fleet Management | 22,979,537 | 23,245,979 | 20,166,176 |
| F620 Fiscal Services | - | - | - |
| F630 Technology & Change Management | 6,507,632 | 8,325,635 | 8,104,928 |
| F640 Treasury | - | - | - |
| F650 Comptroller's Office | - | - | - |
| G310 Other Activities | - | - | - |
| TOTAL USES | \$ 66,503,448 | \$ 69,666,622 | \$ 70,991,033 |
| Net Increase (Decrease) in Fund Balance | \$ 6,006,546 | \$ (3,623,487) | \$ (4,249,515) |
| General Contingencies and Reserves | (152,143) | (5,263) | (5,263) |
| Fund Balance - July 1 | 65,571,451 | 71,425,854 | 67,797,104 |
| Fund Balance - June 30 | \$ 71,425,854 | \$ 67,797,104 | \$ 63,542,326 |

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2020 - 2022
JULY 1, 2021**

| | FIDUCIARY FUNDS | | |
|--|------------------------|----------------------|----------------------|
| | 2020 | 2021 | 2022 |
| | Actual | Estimated | Budget |
| REVENUES: | | | |
| 401 Taxes | \$ - | \$ - | \$ - |
| 450 Licenses and Permits | - | - | - |
| 500 Intergovernmental Revenues | - | - | - |
| 600 Charges for Services | 11,649,125 | 7,742,971 | 7,227,535 |
| 655 Fines and Forfeitures | - | - | - |
| 664 Interest and Rents | 1,802,954 | 3,611,170 | 3,606,954 |
| 671 Other Revenue | - | - | - |
| 695 Other Financing Sources | - | - | - |
| | | | |
| TOTAL SOURCES | \$ 13,452,079 | \$ 11,354,141 | \$ 10,834,489 |
| | | | |
| EXPENSES: | | | |
| A110 Public Library | \$ 13,315 | \$ 11,365 | \$ 11,988 |
| A120 Clerk's Office | - | - | - |
| A130 Executive Office | - | - | - |
| B210 Community Services | - | - | - |
| B220 Public Services | - | - | - |
| B230 Parks Operations | - | - | - |
| C310 Design Devt & Community Engagement | - | - | - |
| C315 Economic Development Dept | - | - | - |
| C320 Engineering | - | - | - |
| C330 Enterprise Services | - | - | - |
| C335 Parking and Mobility | - | - | - |
| C340 Economic Development | - | - | - |
| D410 Human Resources | - | - | - |
| D420 Administrative Services | - | - | - |
| E510 Police | - | - | - |
| E520 Fire | - | - | - |
| E530 District Court | - | - | - |
| E540 Attorney's Office | - | - | - |
| F610 Facilities & Fleet Management | - | - | - |
| F620 Fiscal Services | - | - | - |
| F630 Technology & Change Management | - | - | - |
| F640 Treasury | - | - | - |
| F650 Comptroller's Office | - | - | - |
| G110 Retirement Activities | 10,884,083 | 10,918,800 | 11,382,121 |
| | | | |
| TOTAL USES | \$ 10,897,398 | \$ 10,930,165 | \$ 11,394,109 |
| | | | |
| Net Increase (Decrease) in Fund Balance | \$2,554,681 | \$423,976 | (\$559,620) |
| | | | |
| General Contingencies and Reserves | - | - | - |
| | | | |
| Retained Earnings - July 1 | 69,871,721 | 72,426,402 | 72,850,378 |
| | | | |
| Retained Earnings - June 30 | \$ 72,426,402 | \$ 72,850,378 | \$ 72,290,758 |



CITY OF
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RAPIDS
MICHIGAN
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FUND DESCRIPTIONS

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

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

This fund may be used for the following purposes:

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

Major Revenue Source: Surplus revenues from the General Fund

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

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

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|-------------------|-------------------|-------------------|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenues | | | | | | | | | |
| 664-Investment Income & Rentals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Budget Stabilization Total Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Budget Stabilization NET INCOME (LOSS) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | 14,298,835 | 14,298,835 | 14,298,835 | 14,298,835 | 14,298,835 | 14,298,835 | 14,298,835 | 14,298,835 | 14,298,835 |
| Ending Fund Balance | 14,298,835 | 14,298,835 | 14,298,835 | 14,298,835 | 14,298,835 | 14,298,835 | 14,298,835 | 14,298,835 | 14,298,835 |

| | | | | | | | | |
|--|-------------|------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| General Operating Fund Total Expenditures | 144,830,203 | Total GOF Expenditures | 149,904,056 | 155,955,117 | 163,035,395 | 166,020,725 | 163,917,315 | 166,160,318 |
| Transfer to BSF | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| | 144,830,203 | | 149,904,056 | 155,955,117 | 163,035,395 | 166,020,725 | 163,917,315 | 166,160,318 |
| 10% of GOF Expenditures | 14,483,020 | | 14,990,406 | 15,595,512 | 16,303,540 | 16,602,073 | 16,391,732 | 16,616,032 |
| Reserve Targets: | | | | | | | | |
| Operating Transfer from General Operating Fund | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest Revenue (Treasurer) | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| Cumulative Budget Stabilization Fund Reserves | 14,298,835 | | 14,298,835 | 14,298,835 | 14,298,835 | 14,298,835 | 14,298,835 | 14,298,835 |
| Percent of Total General Operating Fund Expenditures | 9.9% | | 9.5% | 9.2% | 8.8% | 8.6% | 8.7% | 8.6% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|--------------------|--------------------|--------------------|---------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| REVENUE | | | | | | | | | |
| 401-Taxes | | | | | | | | | |
| Income | 86,781,692 | 84,588,771 | 84,588,771 | 71,517,840 | 72,948,197 | 77,325,089 | 79,436,574 | 81,605,154 | 83,833,375 |
| Property | 14,794,146 | 15,110,168 | 15,110,168 | 15,114,195 | 15,528,874 | 15,857,340 | 16,182,212 | 16,526,861 | 16,879,701 |
| 450-Licenses & Permits | 2,446,429 | 2,811,168 | 2,811,168 | 2,235,069 | 2,437,736 | 2,566,889 | 2,581,028 | 2,526,789 | 2,474,644 |
| 501-Federal Grants | 0 | 0 | 6,821,143 | 13,326,194 | 0 | 0 | 0 | 0 | 0 |
| 501 American Rescue Plan Act (ARPA) Grant | | | | 40,359,869 | 42,691,436 | | | | |
| 539-State Grants | 19,966,944 | 18,203,292 | 18,203,292 | 20,969,807 | 20,853,841 | 21,315,297 | 21,717,666 | 21,767,967 | 22,071,990 |
| 580-Contribution from Local Units | 0 | 0 | 0 | 0 | 2,066,298 | 2,062,171 | 2,058,054 | 2,053,852 | 2,049,658 |
| 600-Charges for Services | 13,043,716 | 14,843,354 | 14,941,354 | 13,300,351 | 14,234,044 | 14,026,130 | 14,363,833 | 14,740,114 | 15,128,585 |
| 655-Fines & Forfeitures | 1,787,125 | 2,253,000 | 2,253,000 | 1,634,631 | 2,160,000 | 2,215,000 | 2,270,000 | 2,370,000 | 2,470,000 |
| 664-Investment Income & Rentals | 2,693,604 | 884,263 | 884,263 | 783,171 | 808,664 | 519,178 | 680,235 | 809,592 | 875,505 |
| 671-Other Revenues | 1,670,466 | 427,097 | 707,949 | 791,540 | 286,035 | 287,904 | 289,822 | 466,788 | 292,956 |
| 695-Other Financing Sources | 2,866,231 | 2,744,482 | 2,744,482 | 2,733,705 | 2,124,518 | 1,646,220 | 1,648,222 | 1,650,224 | 1,652,288 |
| 695 Principal Payment Rec'd on Gov't Center Ramp | 1,595,000 | 1,030,000 | 1,030,000 | 1,030,000 | 0 | 0 | 0 | 0 | 0 |
| GENERAL FUND OPERATING Total Revenue | 147,645,354 | 142,895,595 | 150,095,590 | 183,796,372 | 176,139,643 | 137,821,218 | 141,227,646 | 144,517,341 | 147,728,702 |
| EXPENDITURES | | | | | | | | | |
| <u>GENERAL FUND OPERATING (GFGEN)</u> | | | | | | | | | |
| 701-Personal Services | 92,256,609 | 94,793,223 | 97,004,261 | 95,965,261 | 104,913,442 | 110,073,399 | 112,915,866 | 115,468,681 | 116,560,994 |
| 751-Supplies | 1,939,894 | 1,806,230 | 1,927,511 | 1,858,377 | 1,883,129 | 2,065,674 | 2,075,467 | 2,144,810 | 2,172,616 |
| 800-Other Services and Charges | 27,510,458 | 28,974,604 | 31,822,835 | 29,158,342 | 29,676,438 | 30,542,124 | 30,836,949 | 32,020,438 | 32,598,374 |
| 800 American Rescue Plan Act (ARPA) Investments | 0 | 0 | 0 | 0 | 7,250,000 | 7,250,000 | 7,000,000 | 0 | 0 |
| 970-Capital Outlays | 2,117,296 | 1,135,159 | 1,635,912 | 2,762,214 | 1,025,559 | 1,482,956 | 1,368,138 | 1,337,001 | 1,339,820 |
| 990-Debt Service | 58,267 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 6,590,260 | 6,195,483 | 6,219,983 | 5,713,865 | 2,038,718 | 2,030,844 | 2,028,296 | 2,130,210 | 2,454,536 |
| 995 Appropriation Lapse | 0 | -4,917,134 | -4,917,134 | -2,000,000 | -4,700,000 | -4,750,000 | -4,800,000 | -4,900,000 | -5,000,000 |
| 995 Contingent Appropriation | 0 | 1,726,059 | 1,726,059 | 1,200,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| 995 Parks Subsidy (Maintenance of Effort) | 6,385,419 | 6,172,056 | 6,172,056 | 6,172,056 | 6,333,890 | 6,639,892 | 6,779,816 | 6,991,500 | 7,088,565 |
| 995 Vital Streets | 850,000 | 850,000 | 3,400,000 | 3,400,000 | 0 | 0 | 0 | 850,000 | 850,000 |
| 995 61st District Court Fund Subsidy | 7,122,000 | 5,673,941 | 5,673,941 | 5,673,941 | 6,033,941 | 6,200,506 | 6,316,193 | 6,374,675 | 6,595,413 |
| 995 Budget Stabilization Fund | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 998 Economic Resiliency and Recovery Program | 0 | 482,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GENERAL FUND OPERATING Total Expenditures | 144,830,203 | 142,892,121 | 150,665,424 | 149,904,056 | 155,955,117 | 163,035,395 | 166,020,725 | 163,917,315 | 166,160,318 |
| GF OPERATING REV OVER/(UNDER) EXPENDITURES | 2,815,151 | 3,474 | (569,834) | 33,892,316 | 20,184,526 | (25,214,177) | (24,793,079) | (19,399,974) | (18,431,616) |
| Beginning Fund Balance | 34,222,645 | 37,037,796 | 37,037,796 | 37,037,796 | 72,749,915 | 92,934,441 | 67,720,264 | 42,927,185 | 23,527,211 |
| Transfer from Community Dispatch Fund | 0 | 0 | 0 | 1,819,803 | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 37,037,796 | 37,041,270 | 36,467,962 | 72,749,915 | 92,934,441 | 67,720,264 | 42,927,185 | 23,527,211 | 5,095,595 |
| | 25.6% | 25.9% | 24.2% | 48.5% | 59.6% | 41.5% | 25.9% | 14.3% | 3.1% |
| Assigned to Operations - 15% of Total Spending | 21,724,530 | 21,433,818 | 22,599,814 | 22,485,608 | 23,393,268 | 24,455,309 | 24,903,109 | 24,587,597 | 24,924,048 |
| Assigned to American Rescue Plan Act (ARPA) Investments | - | - | - | 10,959,504 | 26,632,177 | 19,382,177 | 12,382,177 | 12,382,177 | 12,382,177 |
| Assigned to Cannabis Justice | - | - | - | 209,513 | 810,617 | 1,730,950 | 2,816,643 | 3,686,343 | 4,556,545 |
| Unassigned Fund Balance | 15,313,265 | 15,607,452 | 13,868,148 | 39,095,289 | 42,098,379 | 22,151,827 | 2,825,256 | (17,128,907) | (36,767,175) |
| Total | 37,037,796 | 37,041,270 | 36,467,962 | 72,749,915 | 92,934,441 | 67,720,264 | 42,927,185 | 23,527,211 | 5,095,595 |
| Unassigned Fund Balance as a % of Total Expenditures | 10.6% | 10.9% | 9.2% | 26.1% | 27.0% | 13.6% | 1.7% | -10.4% | -22.1% |

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

| Budget Object Rollup Code | Budget Object Rollup Name | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 401 | Taxes | \$ 88,477,071 | \$ 93,182,429 | \$ 95,618,786 | \$ 98,132,015 | \$ 100,713,076 |
| 450 | Licenses & Permits | \$ 2,437,736 | \$ 2,566,889 | \$ 2,581,028 | \$ 2,526,789 | \$ 2,474,644 |
| 501 | Federal Grants | \$ 42,691,436 | \$ | \$ | \$ | \$ |
| 539 | State Grants | \$ 20,853,841 | \$ 21,315,297 | \$ 21,717,666 | \$ 21,767,967 | \$ 22,071,990 |
| 580 | Contribution from Local Units | \$ 2,066,298 | \$ 2,062,171 | \$ 2,058,054 | \$ 2,053,852 | \$ 2,049,658 |
| 600 | Charges for Services | \$ 14,234,044 | \$ 14,026,130 | \$ 14,363,833 | \$ 14,740,114 | \$ 15,128,585 |
| 655 | Fines & Forfeitures | \$ 2,160,000 | \$ 2,215,000 | \$ 2,270,000 | \$ 2,370,000 | \$ 2,470,000 |
| 664 | Investment Income & Rentals | \$ 808,664 | \$ 519,178 | \$ 680,235 | \$ 809,592 | \$ 875,505 |
| 671 | Other Revenues | \$ 286,035 | \$ 287,904 | \$ 289,822 | \$ 466,788 | \$ 292,956 |
| 695 | Other Financing Sources | \$ 2,124,518 | \$ 1,646,220 | \$ 1,648,222 | \$ 1,650,224 | \$ 1,652,288 |
| Grand Total | | \$ 176,139,643 | \$ 137,821,218 | \$ 141,227,646 | \$ 144,517,341 | \$ 147,728,702 |

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

| Department Number | Department Name | Budget Object Rollup Code | Budget Object Rollup Name | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|-------------------|-------------------------------------|---------------------------|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 101 | City Commission | 600 | Charges for Services | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| | City Commission Total | | | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| 172 | Executive Office | 450 | Licenses & Permits | \$ 42,849 | \$ 49,396 | \$ 50,384 | \$ 51,392 | \$ 52,419 |
| | | 600 | Charges for Services | \$ 146,756 | \$ 148,893 | \$ 150,371 | \$ 151,879 | \$ 153,417 |
| | | 664 | Investment Income & Rentals | \$ 88,420 | \$ 116,391 | \$ 118,719 | \$ 121,093 | \$ 123,515 |
| | | 695 | Other Financing Sources | \$ 140,000 | \$ 140,000 | \$ 140,000 | \$ 140,000 | \$ 140,000 |
| | Executive Office Total | | | \$ 418,025 | \$ 454,680 | \$ 459,474 | \$ 464,364 | \$ 469,351 |
| 191 | Comptroller | 600 | Charges for Services | \$ 350 | \$ 350 | \$ 350 | \$ 350 | \$ 350 |
| | | 671 | Other Revenues | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| | Comptroller Total | | | \$ 2,850 | \$ 2,850 | \$ 2,850 | \$ 2,850 | \$ 2,850 |
| 212 | Fiscal Services | 671 | Other Revenues | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| | Fiscal Services Total | | | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| 215 | Clerk | 450 | Licenses & Permits | \$ 375,000 | \$ 546,500 | \$ 620,000 | \$ 620,000 | \$ 620,000 |
| | | 600 | Charges for Services | \$ 67,500 | \$ 72,500 | \$ 72,500 | \$ 72,500 | \$ 72,500 |
| | | 671 | Other Revenues | \$ | \$ | \$ | \$ 175,000 | \$ |
| | Clerk Total | | | \$ 442,500 | \$ 619,000 | \$ 692,500 | \$ 867,500 | \$ 692,500 |
| 253 | Treasurer | 401 | Taxes | \$ 15,510,874 | \$ 15,839,340 | \$ 16,164,212 | \$ 16,508,861 | \$ 16,861,701 |
| | | 539 | State Grants | \$ 381,457 | \$ 378,860 | \$ 378,860 | \$ 378,860 | \$ 378,860 |
| | | 600 | Charges for Services | \$ 413,882 | \$ 419,775 | \$ 425,756 | \$ 431,828 | \$ 437,991 |
| | | 655 | Fines & Forfeitures | \$ 1,900,000 | \$ 1,950,000 | \$ 2,000,000 | \$ 2,100,000 | \$ 2,200,000 |
| | | 664 | Investment Income & Rentals | \$ 720,244 | \$ 402,787 | \$ 561,516 | \$ 688,499 | \$ 751,990 |
| | | 671 | Other Revenues | \$ 102,500 | \$ 102,500 | \$ 102,500 | \$ 102,500 | \$ 102,500 |
| | Treasurer Total | | | \$ 19,028,957 | \$ 19,093,262 | \$ 19,632,844 | \$ 20,210,548 | \$ 20,733,042 |
| 255 | Income Tax | 401 | Taxes | \$ 72,948,197 | \$ 77,325,089 | \$ 79,436,574 | \$ 81,605,154 | \$ 83,833,375 |
| | Income Tax Total | | | \$ 72,948,197 | \$ 77,325,089 | \$ 79,436,574 | \$ 81,605,154 | \$ 83,833,375 |
| 257 | Assessor | 600 | Charges for Services | \$ 30,750 | \$ 30,750 | \$ 30,750 | \$ 30,750 | \$ 30,750 |
| | | 671 | Other Revenues | \$ 600 | \$ 600 | \$ 600 | \$ 600 | \$ 600 |
| | Assessor Total | | | \$ 31,350 | \$ 31,350 | \$ 31,350 | \$ 31,350 | \$ 31,350 |
| 261 | General Administration | 401 | Taxes | \$ 18,000 | \$ 18,000 | \$ 18,000 | \$ 18,000 | \$ 18,000 |
| | | 450 | Licenses & Permits | \$ 1,682,540 | \$ 1,598,215 | \$ 1,518,116 | \$ 1,442,031 | \$ 1,369,759 |
| | | 501 | Federal Grants | \$ 42,691,436 | \$ | \$ | \$ | \$ |
| | | 539 | State Grants | \$ 19,679,700 | \$ 20,150,869 | \$ 20,561,691 | \$ 20,644,355 | \$ 20,948,378 |
| | | 600 | Charges for Services | \$ 6,903,991 | \$ 6,494,591 | \$ 6,623,166 | \$ 6,754,314 | \$ 6,888,078 |
| | | 671 | Other Revenues | \$ 9,350 | \$ 9,350 | \$ 9,350 | \$ 9,350 | \$ 9,350 |
| | | 695 | Other Financing Sources | \$ 480,238 | \$ | \$ | \$ | \$ |
| | General Administration Total | | | \$ 71,465,255 | \$ 28,271,025 | \$ 28,730,323 | \$ 28,868,050 | \$ 29,233,565 |
| 266 | Attorney | 600 | Charges for Services | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 |
| | Attorney Total | | | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 |
| 271 | Admin Services Support | 671 | Other Revenues | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| | Admin Services Support Total | | | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| 301 | Police | 450 | Licenses & Permits | \$ 11,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 |

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

| Department Number | Department Name | Budget Object Rollup Code | Budget Object Rollup Name | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------|---------------------------------------|---------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | | 539 | State Grants | \$ 220,000 | \$ 222,000 | \$ 222,000 | \$ 222,000 | \$ 222,000 |
| | | 600 | Charges for Services | \$ 822,573 | \$ 914,239 | \$ 930,089 | \$ 946,256 | \$ 961,467 |
| | | 655 | Fines & Forfeitures | \$ 260,000 | \$ 265,000 | \$ 270,000 | \$ 270,000 | \$ 270,000 |
| | | 671 | Other Revenues | \$ 84,000 | \$ 84,800 | \$ 85,616 | \$ 86,448 | \$ 86,448 |
| | | 695 | Other Financing Sources | \$ 130,592 | \$ 132,532 | \$ 134,534 | \$ 136,536 | \$ 138,600 |
| | Police Total | | | \$ 1,528,165 | \$ 1,630,571 | \$ 1,654,239 | \$ 1,673,240 | \$ 1,690,515 |
| 325 | Dispatch | 580 | Contribution from Local Units | \$ 2,066,298 | \$ 2,062,171 | \$ 2,058,054 | \$ 2,053,852 | \$ 2,049,658 |
| | Dispatch Total | | | \$ 2,066,298 | \$ 2,062,171 | \$ 2,058,054 | \$ 2,053,852 | \$ 2,049,658 |
| 336 | Fire | 539 | State Grants | \$ 572,684 | \$ 563,568 | \$ 555,115 | \$ 522,752 | \$ 522,752 |
| | | 600 | Charges for Services | \$ 322,883 | \$ 336,066 | \$ 349,760 | \$ 363,986 | \$ 377,945 |
| | Fire Total | | | \$ 895,567 | \$ 899,634 | \$ 904,875 | \$ 886,738 | \$ 900,697 |
| 448 | Street Lighting | 600 | Charges for Services | \$ 2,708,993 | \$ 2,763,635 | \$ 2,846,544 | \$ 2,931,942 | \$ 3,019,900 |
| | | 671 | Other Revenues | \$ 35,435 | \$ 36,498 | \$ 37,593 | \$ 38,721 | \$ 39,882 |
| | Street Lighting Total | | | \$ 2,744,428 | \$ 2,800,133 | \$ 2,884,137 | \$ 2,970,663 | \$ 3,059,782 |
| 533 | Stormwater | 450 | Licenses & Permits | \$ 165,000 | \$ 189,750 | \$ 199,238 | \$ 209,199 | \$ 219,659 |
| | | 600 | Charges for Services | \$ 71,000 | \$ 81,650 | \$ 85,733 | \$ 90,019 | \$ 94,520 |
| | Stormwater Total | | | \$ 236,000 | \$ 271,400 | \$ 284,971 | \$ 299,218 | \$ 314,179 |
| 694 | Community Development Services | 600 | Charges for Services | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| | Community Development Services | | | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| 701 | Planning | 450 | Licenses & Permits | \$ 161,347 | \$ 171,028 | \$ 181,290 | \$ 192,167 | \$ 200,807 |
| | | 600 | Charges for Services | \$ 612,620 | \$ 546,736 | \$ 544,302 | \$ 570,710 | \$ 601,378 |
| | | 695 | Other Financing Sources | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| | Planning Total | | | \$ 778,967 | \$ 722,764 | \$ 730,592 | \$ 767,877 | \$ 807,185 |
| 733 | Code Compliance | 600 | Charges for Services | \$ 2,104,946 | \$ 2,189,145 | \$ 2,276,712 | \$ 2,367,780 | \$ 2,462,489 |
| | | 671 | Other Revenues | \$ 150 | \$ 156 | \$ 163 | \$ 169 | \$ 176 |
| | | 695 | Other Financing Sources | \$ 1,368,688 | \$ 1,368,688 | \$ 1,368,688 | \$ 1,368,688 | \$ 1,368,688 |
| | Code Compliance Total | | | \$ 3,473,784 | \$ 3,557,989 | \$ 3,645,563 | \$ 3,736,637 | \$ 3,831,353 |
| Grand Total | | | | \$ 176,139,643 | \$ 137,821,218 | \$ 141,227,646 | \$ 144,517,341 | \$ 147,728,702 |

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

| Budget Object Rollup Code | Budget Object Rollup Name | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 701 | Personnel Services | \$ 104,913,442 | \$ 110,073,399 | \$ 112,915,866 | \$ 115,468,681 | \$ 116,560,994 |
| 751 | Supplies | \$ 1,883,129 | \$ 2,065,674 | \$ 2,075,467 | \$ 2,144,810 | \$ 2,172,616 |
| 800 | Other Services and Charges | \$ 36,926,438 | \$ 37,792,124 | \$ 37,836,949 | \$ 32,020,438 | \$ 32,598,374 |
| 970 | Capital Outlays | \$ 1,025,559 | \$ 1,482,956 | \$ 1,368,138 | \$ 1,337,001 | \$ 1,339,820 |
| 995 | Other Financing | \$ 11,206,549 | \$ 11,621,242 | \$ 11,824,305 | \$ 12,946,385 | \$ 13,488,514 |
| Grand Total | | \$ 155,955,117 | \$ 163,035,395 | \$ 166,020,725 | \$ 163,917,315 | \$ 166,160,318 |

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

| Department Number | Department Name | Budget Object Rollup Code | Budget Object Rollup Name | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|-------------------|-------------------------------|---------------------------|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 101 | City Commission | 701 | Personnel Services | \$ 547,452 | \$ 607,380 | \$ 634,200 | \$ 651,180 | \$ 665,628 |
| | | 751 | Supplies | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| | | 800 | Other Services and Charges | \$ 38,991 | \$ 32,388 | \$ 27,801 | \$ 28,313 | \$ 28,841 |
| | | 970 | Capital Outlays | \$ | \$ 4,000 | \$ | \$ 4,000 | \$ |
| | City Commission Total | | | \$ 586,943 | \$ 644,268 | \$ 662,501 | \$ 683,993 | \$ 694,969 |
| 172 | Executive Office | 701 | Personnel Services | \$ 1,500,186 | \$ 1,543,493 | \$ 1,578,697 | \$ 1,600,816 | \$ 1,617,682 |
| | | 751 | Supplies | \$ 16,555 | \$ 16,736 | \$ 16,921 | \$ 17,112 | \$ 17,308 |
| | | 800 | Other Services and Charges | \$ 761,116 | \$ 744,440 | \$ 761,398 | \$ 770,162 | \$ 783,962 |
| | | 970 | Capital Outlays | \$ 11,900 | \$ 8,200 | \$ 21,000 | \$ 17,000 | \$ 15,000 |
| | Executive Office Total | | | \$ 2,289,757 | \$ 2,312,869 | \$ 2,378,016 | \$ 2,405,090 | \$ 2,433,952 |
| 180 | Communications | 701 | Personnel Services | \$ 745,100 | \$ 782,948 | \$ 814,191 | \$ 838,242 | \$ 856,140 |
| | | 751 | Supplies | \$ 600 | \$ 600 | \$ 600 | \$ 600 | \$ 600 |
| | | 800 | Other Services and Charges | \$ 174,017 | \$ 174,736 | \$ 175,682 | \$ 176,658 | \$ 177,488 |
| | | 970 | Capital Outlays | \$ 1,680 | \$ 1,680 | \$ 1,680 | \$ 1,680 | \$ 1,680 |
| | Communications Total | | | \$ 921,397 | \$ 959,964 | \$ 992,153 | \$ 1,017,180 | \$ 1,035,908 |
| 191 | Comptroller | 701 | Personnel Services | \$ 1,802,687 | \$ 1,888,687 | \$ 1,974,428 | \$ 2,051,909 | \$ 2,088,399 |
| | | 751 | Supplies | \$ 33,150 | \$ 33,150 | \$ 33,150 | \$ 33,150 | \$ 33,150 |
| | | 800 | Other Services and Charges | \$ 936,869 | \$ 965,415 | \$ 990,714 | \$ 1,020,938 | \$ 1,056,262 |
| | | 970 | Capital Outlays | \$ | \$ 8,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| | Comptroller Total | | | \$ 2,772,706 | \$ 2,895,252 | \$ 3,013,292 | \$ 3,120,997 | \$ 3,192,811 |
| 212 | Fiscal Services | 701 | Personnel Services | \$ 1,006,754 | \$ 1,036,905 | \$ 1,070,742 | \$ 1,101,513 | \$ 1,115,460 |
| | | 751 | Supplies | \$ 7,300 | \$ 7,300 | \$ 7,300 | \$ 7,300 | \$ 7,300 |
| | | 800 | Other Services and Charges | \$ 615,208 | \$ 631,023 | \$ 644,322 | \$ 660,643 | \$ 679,760 |
| | | 970 | Capital Outlays | \$ 2,500 | \$ | \$ | \$ 20,000 | \$ |
| | Fiscal Services Total | | | \$ 1,631,762 | \$ 1,675,228 | \$ 1,722,364 | \$ 1,789,456 | \$ 1,802,520 |
| 215 | Clerk | 701 | Personnel Services | \$ 1,404,704 | \$ 1,538,976 | \$ 1,547,297 | \$ 1,656,060 | \$ 1,518,300 |
| | | 751 | Supplies | \$ 56,200 | \$ 88,700 | \$ 68,700 | \$ 88,700 | \$ 54,200 |
| | | 800 | Other Services and Charges | \$ 731,521 | \$ 895,512 | \$ 810,299 | \$ 953,540 | \$ 777,314 |
| | | 970 | Capital Outlays | \$ 6,000 | \$ 30,000 | \$ 10,000 | \$ 10,000 | \$ 26,000 |
| | Clerk Total | | | \$ 2,198,425 | \$ 2,553,188 | \$ 2,436,296 | \$ 2,708,300 | \$ 2,375,814 |
| 233 | Purchasing | 701 | Personnel Services | \$ 421,700 | \$ 436,540 | \$ 452,952 | \$ 468,176 | \$ 480,504 |
| | | 751 | Supplies | \$ 13,500 | \$ 13,500 | \$ 13,500 | \$ 13,500 | \$ 13,500 |
| | | 800 | Other Services and Charges | \$ 158,471 | \$ 162,784 | \$ 166,601 | \$ 171,123 | \$ 176,064 |
| | | 970 | Capital Outlays | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| | Purchasing Total | | | \$ 595,671 | \$ 614,824 | \$ 635,053 | \$ 654,799 | \$ 672,068 |
| 253 | Treasurer | 701 | Personnel Services | \$ 1,799,688 | \$ 1,873,038 | \$ 1,944,918 | \$ 2,003,400 | \$ 2,048,250 |
| | | 751 | Supplies | \$ 18,000 | \$ 19,300 | \$ 19,850 | \$ 20,400 | \$ 20,950 |
| | | 800 | Other Services and Charges | \$ 573,867 | \$ 592,061 | \$ 612,365 | \$ 636,143 | \$ 660,005 |
| | | 970 | Capital Outlays | \$ 12,500 | \$ 12,500 | \$ 12,500 | \$ 12,500 | \$ 12,500 |
| | Treasurer Total | | | \$ 2,404,055 | \$ 2,496,899 | \$ 2,589,633 | \$ 2,672,443 | \$ 2,741,705 |

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

| Department Number | Department Name | Budget Object Rollup Code | Budget Object Rollup Name | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|-------------------|--|---------------------------|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 255 | Income Tax | 701 | Personnel Services | \$ 1,925,734 | \$ 1,995,301 | \$ 2,063,300 | \$ 2,113,910 | \$ 2,146,597 |
| | | 751 | Supplies | \$ 40,150 | \$ 42,150 | \$ 44,150 | \$ 46,150 | \$ 48,150 |
| | | 800 | Other Services and Charges | \$ 845,981 | \$ 792,494 | \$ 788,447 | \$ 775,600 | \$ 788,128 |
| | | 970 | Capital Outlays | \$ 11,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| | Income Tax Total | | | \$ 2,822,865 | \$ 2,844,945 | \$ 2,910,897 | \$ 2,950,660 | \$ 2,997,875 |
| 257 | Assessor | 701 | Personnel Services | \$ 1,743,696 | \$ 1,808,986 | \$ 1,873,581 | \$ 1,931,224 | \$ 1,976,372 |
| | | 751 | Supplies | \$ 21,220 | \$ 21,745 | \$ 22,270 | \$ 22,795 | \$ 23,320 |
| | | 800 | Other Services and Charges | \$ 523,801 | \$ 536,108 | \$ 528,360 | \$ 548,465 | \$ 543,968 |
| | | 970 | Capital Outlays | \$ 12,350 | \$ 11,400 | \$ 11,400 | \$ 12,350 | \$ 11,400 |
| | Assessor Total | | | \$ 2,301,067 | \$ 2,378,239 | \$ 2,435,611 | \$ 2,514,834 | \$ 2,555,060 |
| 261 | General Administration | 701 | Personnel Services | \$ 2,200 | \$ 2,217,372 | \$ 2,217,372 | \$ 2,217,372 | \$ 2,217,372 |
| | | 751 | Supplies | \$ 11,500 | \$ 11,500 | \$ 11,500 | \$ 11,500 | \$ 11,500 |
| | | 800 | Other Services and Charges | \$ 9,903,989 | \$ 9,835,337 | \$ 9,601,955 | \$ 2,373,914 | \$ 2,391,171 |
| | | 995 | Other Financing | \$ 15,377,101 | \$ 15,841,102 | \$ 16,093,464 | \$ 17,314,832 | \$ 17,956,240 |
| | General Administration Total | | | \$ 25,294,790 | \$ 27,905,311 | \$ 27,924,291 | \$ 21,917,618 | \$ 22,576,283 |
| 266 | Attorney | 701 | Personnel Services | \$ 2,761,167 | \$ 2,878,489 | \$ 2,972,486 | \$ 3,039,039 | \$ 3,086,081 |
| | | 751 | Supplies | \$ 48,250 | \$ 48,250 | \$ 48,250 | \$ 48,250 | \$ 48,250 |
| | | 800 | Other Services and Charges | \$ 352,926 | \$ 360,333 | \$ 367,186 | \$ 375,000 | \$ 382,607 |
| | | 970 | Capital Outlays | \$ 19,500 | \$ 19,500 | \$ 19,500 | \$ 19,500 | \$ 19,500 |
| | Attorney Total | | | \$ 3,181,843 | \$ 3,306,572 | \$ 3,407,422 | \$ 3,481,789 | \$ 3,536,438 |
| 270 | Human Resources | 701 | Personnel Services | \$ 1,754,341 | \$ 1,830,469 | \$ 1,905,306 | \$ 1,958,520 | \$ 1,987,136 |
| | | 751 | Supplies | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| | | 800 | Other Services and Charges | \$ 1,273,337 | \$ 1,290,661 | \$ 1,340,772 | \$ 1,323,921 | \$ 1,378,199 |
| | | 970 | Capital Outlays | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| | Human Resources Total | | | \$ 3,062,678 | \$ 3,156,130 | \$ 3,281,078 | \$ 3,317,441 | \$ 3,400,335 |
| 271 | Admin Services Support | 701 | Personnel Services | \$ 822,064 | \$ 843,831 | \$ 868,084 | \$ 885,024 | \$ 895,788 |
| | | 751 | Supplies | \$ 5,725 | \$ 23,725 | \$ 5,725 | \$ 5,725 | \$ 23,725 |
| | | 800 | Other Services and Charges | \$ 558,478 | \$ 514,780 | \$ 517,804 | \$ 520,998 | \$ 522,632 |
| | Admin Services Support Total | | | \$ 1,386,267 | \$ 1,382,336 | \$ 1,391,613 | \$ 1,411,747 | \$ 1,442,145 |
| 273 | 311 Customer Service | 800 | Other Services and Charges | \$ 39,680 | \$ 100,680 | \$ 100,680 | \$ 100,680 | \$ 100,680 |
| | 311 Customer Service Total | | | \$ 39,680 | \$ 100,680 | \$ 100,680 | \$ 100,680 | \$ 100,680 |
| 301 | Police | 701 | Personnel Services | \$ 45,008,362 | \$ 46,254,789 | \$ 47,369,863 | \$ 48,429,035 | \$ 48,895,461 |
| | | 751 | Supplies | \$ 823,305 | \$ 843,142 | \$ 868,309 | \$ 894,229 | \$ 920,924 |
| | | 800 | Other Services and Charges | \$ 9,687,490 | \$ 10,021,057 | \$ 10,125,986 | \$ 10,334,940 | \$ 10,741,666 |
| | | 970 | Capital Outlays | \$ 292,000 | \$ 451,001 | \$ 416,108 | \$ 423,940 | \$ 432,009 |
| | Police Total | | | \$ 55,811,157 | \$ 57,569,989 | \$ 58,780,266 | \$ 60,082,144 | \$ 60,990,060 |
| 308 | Oversight & Public Accountability | 701 | Personnel Services | \$ 317,201 | \$ 327,292 | \$ 338,652 | \$ 349,362 | \$ 359,452 |
| | | 800 | Other Services and Charges | \$ 88,580 | \$ 89,136 | \$ 89,722 | \$ 90,347 | \$ 90,905 |
| | Oversight & Public Accountability | | | \$ 405,781 | \$ 416,428 | \$ 428,374 | \$ 439,709 | \$ 450,357 |
| 325 | Dispatch | 701 | Personnel Services | \$ 5,699,360 | \$ 5,813,053 | \$ 6,002,932 | \$ 6,160,738 | \$ 6,279,782 |

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

| Department Number | Department Name | Budget Object Rollup Code | Budget Object Rollup Name | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|-------------------|---------------------------------------|---------------------------|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | | 751 | Supplies | \$ 20,375 | \$ 52,375 | \$ 52,375 | \$ 52,375 | \$ 52,375 |
| | | 800 | Other Services and Charges | \$ 364,923 | \$ 376,296 | \$ 386,304 | \$ 397,220 | \$ 410,945 |
| | | 970 | Capital Outlays | \$ 16,630 | \$ 8,302 | \$ 8,551 | \$ 8,808 | \$ 9,072 |
| | Dispatch Total | | | \$ 6,101,288 | \$ 6,250,026 | \$ 6,450,162 | \$ 6,619,141 | \$ 6,752,174 |
| 336 | Fire | 701 | Personnel Services | \$ 28,221,236 | \$ 28,861,584 | \$ 29,485,794 | \$ 29,988,558 | \$ 30,158,425 |
| | | 751 | Supplies | \$ 201,610 | \$ 259,478 | \$ 264,596 | \$ 270,078 | \$ 274,248 |
| | | 800 | Other Services and Charges | \$ 4,206,564 | \$ 4,520,132 | \$ 4,695,025 | \$ 4,875,575 | \$ 5,064,207 |
| | | 970 | Capital Outlays | \$ 574,012 | \$ 870,948 | \$ 794,412 | \$ 733,157 | \$ 738,200 |
| | | 995 | Other Financing | \$ 87,074 | \$ 87,173 | \$ 87,273 | \$ 87,375 | \$ 87,478 |
| | Fire Total | | | \$ 33,290,496 | \$ 34,599,315 | \$ 35,327,100 | \$ 35,954,743 | \$ 36,322,558 |
| 448 | Street Lighting | 701 | Personnel Services | \$ 1,520,976 | \$ 1,581,013 | \$ 1,639,115 | \$ 1,687,536 | \$ 1,718,334 |
| | | 751 | Supplies | \$ 460,489 | \$ 474,304 | \$ 488,533 | \$ 503,188 | \$ 513,338 |
| | | 800 | Other Services and Charges | \$ 2,759,305 | \$ 2,741,922 | \$ 2,825,706 | \$ 2,913,386 | \$ 2,987,658 |
| | | 970 | Capital Outlays | \$ 34,000 | \$ 22,360 | \$ 22,731 | \$ 23,113 | \$ 23,506 |
| | | 995 | Other Financing | (\$ 100,000) | (\$ 100,000) | (\$ 100,000) | (\$ 100,000) | (\$ 100,000) |
| | Street Lighting Total | | | \$ 4,674,770 | \$ 4,719,599 | \$ 4,876,085 | \$ 5,027,223 | \$ 5,142,836 |
| 533 | Stormwater | 701 | Personnel Services | \$ 770,178 | \$ 796,157 | \$ 825,488 | \$ 852,547 | \$ 866,520 |
| | | 751 | Supplies | \$ 7,250 | \$ 7,250 | \$ 7,250 | \$ 7,250 | \$ 7,250 |
| | | 800 | Other Services and Charges | \$ 952,757 | \$ 981,902 | \$ 823,287 | \$ 1,489,121 | \$ 1,347,108 |
| | | 970 | Capital Outlays | \$ 7,680 | \$ 7,865 | \$ 8,056 | \$ 8,253 | \$ 8,253 |
| | | 995 | Other Financing | \$ 37,705 | \$ 38,233 | \$ 38,768 | \$ 39,311 | \$ 39,861 |
| | Stormwater Total | | | \$ 1,775,570 | \$ 1,831,407 | \$ 1,702,849 | \$ 2,396,482 | \$ 2,268,992 |
| 694 | Community Development Services | 701 | Personnel Services | \$ 281,376 | \$ 292,728 | \$ 305,304 | \$ 317,184 | \$ 320,964 |
| | | 751 | Supplies | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| | | 800 | Other Services and Charges | \$ 68,358 | \$ 70,917 | \$ 71,042 | \$ 71,161 | \$ 71,132 |
| | Community Development Services | | | \$ 353,734 | \$ 367,645 | \$ 380,346 | \$ 392,345 | \$ 396,096 |
| 698 | Our Community's Children | 701 | Personnel Services | \$ 233,612 | \$ 80,000 | \$ 81,439 | \$ 81,908 | \$ 83,887 |
| | | 800 | Other Services and Charges | \$ 80,589 | \$ 84,351 | \$ 86,239 | \$ 88,663 | \$ 90,146 |
| | | 970 | Capital Outlays | \$ 2,500 | \$ 2,000 | \$ 2,000 | \$ 2,500 | \$ 2,500 |
| | Our Community's Children Total | | | \$ 316,701 | \$ 166,351 | \$ 169,678 | \$ 173,071 | \$ 176,533 |
| 701 | Planning | 701 | Personnel Services | \$ 1,636,887 | \$ 1,695,253 | \$ 1,758,275 | \$ 1,811,629 | \$ 1,845,587 |
| | | 751 | Supplies | \$ 30,500 | \$ 32,000 | \$ 32,000 | \$ 32,000 | \$ 32,000 |
| | | 800 | Other Services and Charges | \$ 464,485 | \$ 482,679 | \$ 489,062 | \$ 496,527 | \$ 504,088 |
| | | 970 | Capital Outlays | \$ 9,307 | \$ 1,200 | \$ 1,200 | \$ 1,200 | \$ 1,200 |
| | | 995 | Other Financing | \$ 4,669 | \$ 4,734 | \$ 4,800 | \$ 4,867 | \$ 4,935 |
| | Planning Total | | | \$ 2,145,848 | \$ 2,215,866 | \$ 2,285,337 | \$ 2,346,223 | \$ 2,387,810 |
| 728 | Economic Development | 701 | Personnel Services | \$ 221,859 | \$ 233,207 | \$ 244,682 | \$ 255,636 | \$ 258,792 |
| | | 751 | Supplies | \$ 950 | \$ 969 | \$ 988 | \$ 1,008 | \$ 1,028 |
| | | 800 | Other Services and Charges | \$ 100,595 | \$ 102,735 | \$ 104,862 | \$ 107,058 | \$ 109,173 |
| | Economic Development Total | | | \$ 323,404 | \$ 336,911 | \$ 350,532 | \$ 363,702 | \$ 368,993 |

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

| Department Number | Department Name | Budget Object Rollup Code | Budget Object Rollup Name | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------|----------------------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 733 | Code Compliance | 701 | Personnel Services | \$ 2,764,922 | \$ 2,855,908 | \$ 2,946,768 | \$ 3,018,163 | \$ 3,074,081 |
| | | 751 | Supplies | \$ 32,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 |
| | | 800 | Other Services and Charges | \$ 664,540 | \$ 692,245 | \$ 705,328 | \$ 720,342 | \$ 734,265 |
| | | 970 | Capital Outlays | \$ 5,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| | | 995 | Other Financing | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 |
| | Code Compliance Total | | | \$ 3,966,462 | \$ 4,085,153 | \$ 4,189,096 | \$ 4,275,505 | \$ 4,345,346 |
| 907 | Appropriation Lapse | 995 | Other Financing | (\$ 4,700,000) | (\$ 4,750,000) | (\$ 4,800,000) | (\$ 4,900,000) | (\$ 5,000,000) |
| | Appropriation Lapse Total | | | (\$ 4,700,000) | (\$ 4,750,000) | (\$ 4,800,000) | (\$ 4,900,000) | (\$ 5,000,000) |
| Grand Total | | | | \$ 155,955,117 | \$ 163,035,395 | \$ 166,020,725 | \$ 163,917,315 | \$ 166,160,318 |

DEPARTMENT 261 - GENERAL ADMINISTRATION - REVENUES

| | INTERGOVERNMENTAL REVENUES | FY21 ADOPTED | FY21 AMENDED | FY21 ESTIMATE | FY22 REQUEST | FY23 | FORECAST | | |
|--------------------|--|-------------------------|-------------------------|--------------------------|-------------------------|----------------------|----------------------|----------------------|----------------------|
| 261/2550/1010/4390 | Cannabis State Excise Tax Distribution | - | - | - | 332,818 | 523,345 | 648,754 | 441,153 | 449,976 |
| 261/2000/1010/5741 | State Shared Revenues | 14,603,646 | 14,603,646 | 16,981,002 | 16,508,361 | 16,789,003 | 17,074,416 | 17,364,681 | 17,659,881 |
| 261/2000/1010/5741 | CVTRS Revenues & Internet Sales Tax | 2,424,570 | 2,424,570 | 2,782,864 | 2,838,521 | 2,838,521 | 2,838,521 | 2,838,521 | 2,838,521 |
| | INTERGOVERNMENTAL REVENUES SUBTOTAL: | \$ 17,028,216 | \$ 17,028,216 | \$ 19,763,866 | \$ 19,679,700 | \$ 20,150,869 | \$ 20,561,691 | \$ 20,644,355 | \$ 20,948,378 |
| | CHARGES FOR SERVICES | FY21 ADOPTED | FY21 AMENDED | FY21 ESTIMATE | FY22 REQUEST | FY23 | FORECAST | | |
| 261/1020/1010/4770 | Cable Consent Fees | 1,789,403 | 1,789,403 | 1,771,315 | 1,682,540 | 1,598,215 | 1,518,116 | 1,442,031 | 1,369,759 |
| 261/2000/1010/6260 | Steam Franchise | 59,000 | 59,000 | 59,144 | 59,000 | 59,000 | 59,000 | 59,000 | 59,000 |
| 261/8000/1010/6260 | One North Division | 318,000 | 318,000 | 52,654 | 53,575 | 54,513 | 55,467 | 56,437 | 57,425 |
| | CHARGES FOR SERVICES SUBTOTAL: | \$ 2,166,403 | \$ 2,166,403 | \$ 1,883,113 | \$ 1,795,115 | \$ 1,711,728 | \$ 1,632,583 | \$ 1,557,468 | \$ 1,486,184 |
| | OTHER REVENUE | FY21 ADOPTED | FY21 AMENDED | FY21 ESTIMATE | FY22 REQUEST | FY23 | FORECAST | | |
| 261/1020/1010/6743 | Tax donations - Veteran flags | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| 261/1020/1010/6871 | Kent County - Veteran flags | 2,350 | 2,350 | 2,350 | 2,350 | 2,350 | 2,350 | 2,350 | 2,350 |
| 261/1020/1010/4260 | Payment in Lieu of Taxes from GVSU for Belknap Properties (NOBL) | 18,000 | 18,000 | 14,666 | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 |
| 261/2000/1010/5280 | CARES Act Funding | - | 6,821,143 | 13,326,194 | - | - | - | - | - |
| 261/2000/1010/5280 | American Rescue Plan Funding | - | - | 40,359,869 | 42,691,436 | - | - | - | - |
| | OTHER REVENUE SUBTOTAL: | \$ 27,350 | \$ 6,848,493 | \$ 53,710,079 | \$ 42,718,786 | \$ 27,350 | \$ 27,350 | \$ 27,350 | \$ 27,350 |
| | OTHER FINANCING SOURCES | FY21 ADOPTED | FY21 AMENDED | FY21 ESTIMATE | FY22 REQUEST | FY23 | FORECAST | | |
| 261/2000/1010/6340 | Contributions from Other Funds A87 | 6,885,638 | 6,885,638 | 6,885,638 | 7,360,539 | 6,961,583 | 7,100,816 | 7,242,837 | 7,387,693 |
| 261/2000/1010/6340 | CD Grants A87 | (269,454) | (269,454) | (269,454) | (261,763) | (266,998) | (272,338) | (277,785) | (283,341) |
| 261/2000/1010/6340 | MI Justice Training Grant A87 | (4,128) | (4,128) | (4,128) | (3,164) | (3,227) | (3,292) | (3,358) | (3,425) |
| 261/2000/1010/6340 | Property Mgt-Receiverhsip A87 | (286) | (286) | (286) | (349) | (356) | (363) | (370) | (377) |
| 261/2000/1010/6340 | Drug Law Enforcement Grant A87 | (16,835) | (16,835) | (16,835) | (32,947) | (33,606) | (34,278) | (34,964) | (35,663) |
| 261/2000/1010/6340 | Transformation Fund A87 | (684) | (684) | (684) | (511) | (521) | (531) | (542) | (553) |
| 261/2000/1010/6340 | Belknap Ice Arena A87 | (14,357) | (14,357) | (14,357) | (14,902) | (15,200) | (15,504) | (15,814) | (16,130) |
| 261/2000/1010/6340 | GR Building Authority A87 | (2,609) | (2,609) | (2,609) | (3,776) | (3,852) | (3,929) | (4,008) | (4,088) |
| 261/2000/1010/6340 | Uptown Business Improvement District A-87 | (5,542) | (5,542) | (5,542) | (7,282) | (7,428) | (7,577) | (7,729) | (7,884) |
| 261/2000/1010/6340 | Corridor Improvement Districts | (12,995) | (12,995) | (12,995) | (41,069) | (41,890) | (42,728) | (43,583) | (44,455) |
| 261/2000/1010/6340 | Historical Commission A87 | (3,977) | (3,977) | (3,977) | (12,228) | (12,473) | (12,722) | (12,976) | (13,236) |
| 261/2000/1010/6340 | Michigan Indigent Defense Commission | (10,502) | (10,502) | (10,502) | (27,899) | (28,457) | (29,026) | (29,607) | (30,199) |
| 261/2000/1010/6340 | Other Grants A87 | (46,629) | (46,629) | (46,629) | (39,836) | (40,633) | (41,446) | (42,275) | (43,121) |
| 261/2000/1010/6340 | Police Grant A87 | (46,323) | (46,323) | (46,323) | (50,723) | (51,737) | (52,772) | (53,827) | (54,904) |
| 261/2000/1010/6340 | Fire Grant A87 | (2,330) | (2,330) | (2,330) | (4,682) | (4,776) | (4,872) | (4,969) | (5,068) |
| 261/2000/1010/6340 | Vital Streets - Non-Bond - A-87 | (47,495) | (47,495) | (47,495) | (38,517) | (39,287) | (40,073) | (40,874) | (41,691) |
| 261/2000/1010/6340 | Vital Streets - Operating - A-87 | (5,258) | (5,258) | (5,258) | (3,923) | (4,001) | (4,081) | (4,163) | (4,246) |
| 261/2000/1010/6340 | Major Streets - A-87 | (9,162) | (9,162) | (9,162) | (3,719) | (3,793) | (3,869) | (3,946) | (4,025) |
| 261/2000/1010/6340 | Major Streets-Vital Streets | (13,598) | (13,598) | (13,598) | (13,705) | (13,979) | (14,259) | (14,544) | (14,835) |
| 261/2000/1010/6340 | Local Streets-Vital Streets | (9,193) | (9,193) | (9,193) | (8,128) | (8,291) | (8,457) | (8,626) | (8,799) |
| 261/2000/1010/6991 | Government Center Ramp Sale Principal as scheduled | 1,030,000 | 1,030,000 | 1,030,000 | - | - | - | - | - |
| 261/2000/1010/6991 | Government Center Ramp Sale Interest as scheduled | 41,200 | 41,200 | 41,200 | - | - | - | - | - |
| 261/2000/1010/6995 | Repayment of Loan to GOF from Refuse Fund | 494,225 | 494,225 | 494,225 | 480,238 | - | - | - | - |
| 261/2000/1010/6995 | Repayment of Loan to GOF from Parks Millage Fund | 242,400 | 242,400 | 242,400 | - | - | - | - | - |
| | OTHER FINANCING SOURCES SUBTOTAL: | \$ 8,172,106 | \$ 8,172,106 | \$ 8,172,106 | \$ 7,271,654 | \$ 6,381,078 | \$ 6,508,699 | \$ 6,638,877 | \$ 6,771,653 |
| | GRAND TOTAL: | \$ 27,394,075 | \$ 34,215,218 | \$ 83,529,164 | \$ 71,465,255 | \$ 28,271,025 | \$ 28,730,323 | \$ 28,868,050 | \$ 29,233,565 |

DEPARTMENT 261 - GENERAL ADMINISTRATION - EXPENDITURES

| PERSONAL SERVICES | | | FY21 ADOPTED | FY21 AMENDED | FY21 ESTIMATE | FY22 REQUEST | FY23 | FORECAST | | |
|---|------|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| PERSONAL SERVICES | | | | | | | | FY24 | FY25 | FY26 |
| 261/1020/1010 | 7120 | Pension - Supplemental - to Northern Trust | \$ 2,200 | \$ 2,200 | \$ 2,200 | \$ 2,200 | \$ 2,200 | \$ 2,200 | \$ 2,200 | \$ 2,200 |
| 261/1020/1010 | 7120 | Unfavorable Police & Fire Pension System Experience (Estimated Impact) | \$ - | \$ - | \$ - | \$ - | \$ 2,215,172 | \$ 2,215,172 | \$ 2,215,172 | \$ 2,215,172 |
| PERSONAL SERVICES SUBTOTAL: | | | \$ 2,200 | \$ 2,200 | \$ 2,200 | \$ 2,200 | \$ 2,217,372 | \$ 2,217,372 | \$ 2,217,372 | \$ 2,217,372 |
| SUPPLIES | | | FY21 ADOPTED | FY21 AMENDED | FY21 ESTIMATE | FY22 REQUEST | FY23 | FORECAST | | |
| SUPPLIES | | | | | | | | FY24 | FY25 | FY26 |
| 261/1020/1010 | 7520 | Flags - Memorial Day Grave Decoration | 10,000 | 10,000 | 11,491 | 11,500 | 11,500 | 11,500 | 11,500 | 11,500 |
| SUPPLIES SUBTOTAL: | | | \$ 10,000 | \$ 10,000 | \$ 11,491 | \$ 11,500 | \$ 11,500 | \$ 11,500 | \$ 11,500 | \$ 11,500 |
| OTHER SERVICES & CHARGES | | | FY21 ADOPTED | FY21 AMENDED | FY21 ESTIMATE | FY22 REQUEST | FY23 | FORECAST | | |
| OTHER SERVICES & CHARGES | | | | | | | | FY24 | FY25 | FY26 |
| 261/1020/1010 | 7670 | Census Clothing | - | - | 1,396 | - | - | - | - | - |
| 261/1020/1010 | 7910 | Census Maps | - | - | 500 | - | - | - | - | - |
| 261/1020/1010 | 8010 | Kent Community Action - Administrative | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 |
| 261/1020/1010 | 8010 | Kent Community Action - Operating Support | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| 261/1020/1010 | 8010 | Act 425 Agreement / Oakleigh Woods | 10,000 | 10,000 | 5,909 | 16,000 | 16,000 | 16,000 | 16,000 | 16,000 |
| 261/1020/1010 | 8010 | Act 425 Agreement / Steelcase | 15,000 | 15,000 | 641 | 16,000 | 16,000 | 16,000 | 16,000 | 16,000 |
| 261/1020/1010 | 8010 | Act 425 / Walker Industrial | 50,000 | 50,000 | 10,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| 261/1020/1010 | 8010 | Area Agency on Aging of Western Michigan | 3,700 | 3,700 | 3,611 | 3,700 | 3,700 | 3,700 | 3,700 | 3,700 |
| 261/1020/1010 | 8010 | State and Federal Legislative Consultants | 99,000 | 99,000 | 99,000 | 108,000 | 108,000 | 108,000 | 108,000 | 108,000 |
| 261/1020/1010 | 8010 | Grand Rapids Cable Access Center | 670,426 | 670,426 | 683,701 | 677,130 | 683,901 | 690,740 | 697,648 | 704,624 |
| 261/1020/1010 | 8010 | Music Licensing | 6,707 | 6,707 | 6,707 | 6,707 | 6,707 | 6,707 | 6,707 | 6,707 |
| 261/1020/1010 | 8010 | Grand Rapids Sister Cities | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| 261/1020/1010 | 8010 | Grand Valley Metro Council / GRETS | 125,000 | 125,000 | 89,797 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 |
| 261/1020/1010 | 8010 | Independent Financial Audit | 118,048 | 118,048 | 118,048 | 140,000 | 123,600 | 127,308 | 131,127 | 135,061 |
| 261/1020/1010 | 8010 | Right Place - General Support | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| 261/1020/1010 | 8010 | LEAN Training and Implementation | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| 261/1020/1010 | 8010 | Mayor's Innovation Project | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| 261/1020/1010 | 8010 | Evidence Based Violence Prevention Pilot | - | 75,000 | - | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| 261/1020/1010 | 8010 | SAFE Initiative | 100,000 | 180,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| 261/1020/1010 | 8010 | West Shore Services | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| 261/1020/1010 | 8010 | NOBL for Belknap Lookout Neighborhood | 15,000 | 15,000 | 15,000 | 30,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| 261/1020/1010 | 8010 | Pilot Rental Assistance Center (FY19 Contingent BA) | 91,800 | 91,800 | 91,800 | - | - | - | - | - |
| 261/1020/1010 | 8010 | Support for Master Plan | 100,000 | 183,600 | 100,000 | 250,000 | 250,000 | 250,000 | - | - |
| 261/1020/1010 | 8010 | Housing Next Support | - | - | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| 261/1020/1010 | 8010 | Census 2020 non-staffing needs | - | 37,000 | 12,629 | - | - | - | - | - |
| 261/1020/1010 | 8010 | Host National Forum for Black Public Administrators - Spring 2022 | - | - | - | 50,000 | - | - | - | - |
| 261/1020/1010 | 8010 | Eviction Court Caseworker Match | - | - | - | 91,800 | 91,800 | 91,800 | 91,800 | 91,800 |
| 261/1020/1010 | 8011 | Grand Valley State University Research & Support | 45,000 | 63,000 | 63,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| 261/1020/1010 | 8016 | Legal Services | - | - | 2,576 | - | - | - | - | - |
| 261/1020/1010 | 9000 | Printing and Publishing-Census and CAFR | 900 | 2,208 | 6,321 | 900 | 900 | 900 | 900 | 900 |
| 261/1020/1010 | 9010 | Census 2020 Advertising - Any Media | - | 7,000 | 12,256 | - | - | - | - | - |
| 261/1020/1010 | 9131 | Census Food | - | - | 2,926 | - | - | - | - | - |
| 261/1020/1010 | 9150 | Michigan Municipal League | 32,000 | 32,000 | 32,197 | 32,000 | 32,000 | 32,000 | 32,000 | 32,000 |
| 261/1020/1010 | 9150 | National League of Cities | 12,000 | 12,000 | 12,107 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| 261/1020/1010 | 9150 | U.S. Conference of Mayors | 12,500 | 12,500 | 12,242 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 |
| 261/1020/1010 | 9150 | West MI Regional Planning | 9,000 | 9,000 | 9,000 | 9,000 | 9,000 | 9,000 | 9,000 | 9,000 |
| 261/1020/1010 | 9430 | Emergency Operations Center Subsidy | 10,497 | 10,497 | 10,497 | 10,160 | 10,482 | 10,748 | 11,019 | 11,245 |
| 261/1020/1010 | 9460 | Engineering Non-Project Costs | 220,000 | 220,000 | 220,000 | 220,000 | 224,400 | 228,888 | 233,466 | 238,135 |
| 261/2000/1010 | 8010 | Michigan Municipal Services Authority (MMSA) CGI Administration Fee | - | - | 70,000 | 70,000 | 70,000 | 70,000 | 75,000 | 75,000 |
| 261/2000/1010 | 8010 | American Rescue Plan Initiatives | - | - | - | 7,250,000 | 7,250,000 | 7,000,000 | - | - |
| 261/6000/1010 | 8010 | Promotional and Advertising | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| 261/8000/1010 | 8010 | One North Division (Contractual Services) | 10,000 | 10,000 | - | - | - | - | - | - |
| 261/8000/1010 | 8400 | One North Division (Secretary of State) | - | - | - | 25,092 | 26,347 | 27,664 | 29,047 | 30,499 |
| OTHER SERVICES & CHARGES SUBTOTAL: | | | \$ 2,154,578 | \$ 2,456,486 | \$ 2,289,862 | \$ 9,903,989 | \$ 9,835,337 | \$ 9,601,955 | \$ 2,373,914 | \$ 2,391,171 |

DEPARTMENT 261 - GENERAL ADMINISTRATION - EXPENDITURES

| APPROPRIATION LAPSE | | | FY21 ADOPTED | FY21 AMENDED | FY21 ESTIMATE | FY22 REQUEST | FY23 | FORECAST | | |
|--|-----------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| APPROPRIATION LAPSE | | | | | | | | FY24 | FY25 | FY26 |
| 907/2010/1010 | 9959 | Appropriation Lapse | (4,917,134) | (4,917,134) | (2,000,000) | (4,700,000) | (4,750,000) | (4,800,000) | (4,900,000) | (5,000,000) |
| APPROPRIATION LAPSE SUBTOTAL: | | | \$ (4,917,134) | \$ (4,917,134) | \$ (2,000,000) | \$ (4,700,000) | \$ (4,750,000) | \$ (4,800,000) | \$ (4,900,000) | \$ (5,000,000) |
| | | | | | | | | | | |
| SUBSIDIES/TRANSFERS OUT | | | FY21 ADOPTED | FY21 AMENDED | FY21 ESTIMATE | FY22 REQUEST | FY23 | FORECAST | | |
| SUBSIDIES/TRANSFERS OUT | | | | | | | | FY24 | FY25 | FY26 |
| 261/1020/1010 | 9955 | ATPA Grant Match | 251,914 | 251,914 | 251,914 | 260,181 | 263,955 | 268,071 | 272,519 | 274,989 |
| 261/1020/1010 | 9955 | 2016 COPS Grant Match | 186,550 | 186,550 | 186,550 | - | - | - | - | - |
| 261/1020/1010 | 9955 | Grant Match for District Court | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| 261/3000/1010 | 9951 | Cemeteries Operating Fund Subsidy | 415,000 | 415,000 | 415,000 | 582,000 | 608,000 | 627,000 | 633,000 | 637,000 |
| 261/3000/1010 | 9951 | Parks Forestry Sustainability Subsidy | 261,067 | 261,067 | 261,067 | 261,067 | 238,202 | 257,199 | 343,199 | 655,399 |
| 261/3000/1010 | 9951 | 61st District Court Fund | 5,673,941 | 5,673,941 | 5,673,941 | 6,033,941 | 6,200,506 | 6,316,193 | 6,374,675 | 6,595,413 |
| 261/3000/1010 | 9951 | Contingent Transfers Out to Non-GOF Operating Funds | - | - | 1,200,000 | - | - | - | - | - |
| 261/3000/1010 | 9951 | MIDC Fund Local Share Requirement | 112,125 | 112,125 | 112,125 | 116,022 | 120,547 | 125,185 | 129,939 | 134,874 |
| 261/3000/1010 | 9951 | Dispatch Support | 3,674,526 | 3,674,526 | 3,674,526 | - | - | - | - | - |
| 261/3000/1010 | 9951 | Subsidy to Economic Development to Support Operations | - | - | - | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| 261/3000/1010 | 9951 | Subsidy to Property Management to Support Contract with State Land Bank | 70,000 | 70,000 | 70,000 | 70,000 | 50,000 | - | - | - |
| 261/3000/1010 | 9951 | Subsidy to Property Management to Support Operations | - | - | - | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 |
| 261/3000/1010 | 9951 | Parks Maintenance of Effort | 6,172,056 | 6,172,056 | 6,172,056 | 6,333,890 | 6,639,892 | 6,779,816 | 6,991,500 | 7,088,565 |
| 261/3000/1010 | 9953/9710 | Division Avenue Fire Station Land Purchase | 800,000 | 800,000 | 804,139 | - | - | - | - | - |
| 261/3000/1010 | 9955 | Transfer Out to Vital Streets | 850,000 | 3,400,000 | 3,400,000 | - | - | - | 850,000 | 850,000 |
| 261/4000/1010 | 9951 | Contingent Account | 1,726,059 | 1,726,059 | - | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| SUBSIDIES/TRANSFERS OUT SUBTOTAL: | | | \$ 20,293,238 | \$ 22,843,238 | \$ 22,321,318 | \$ 15,377,101 | \$ 15,841,102 | \$ 16,093,464 | \$ 17,314,832 | \$ 17,956,240 |
| | | | | | | | | | | |
| | | | FY21 ADOPTED | FY21 AMENDED | FY21 ESTIMATE | FY22 REQUEST | FY23 | FORECAST | | |
| | | | | | | | | FY24 | FY25 | FY26 |
| GRAND TOTAL: | | | \$ 17,542,882 | \$ 20,394,790 | \$ 22,624,871 | \$ 20,594,790 | \$ 23,155,311 | \$ 23,124,291 | \$ 17,017,618 | \$ 17,576,283 |

FUND DESCRIPTIONS

Capital Improvement Fund: This fund accounts for the acquisition and construction of Capital Projects to be used in general Governmental-type operations. Financing is provided by Bonds, Property Tax, and Contributions from Private Sources and Grants. The fund is used when there is a need for appropriation authority to last more than one year.

Major Revenue Source: Bond Proceeds; Transfers from Capital Reserve; and Grants

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

Capital Reserve Fund: The purpose of the Capital Reserve fund is to receive Property Tax (1.25 mills) and Income Tax (4.25% of total) revenues that have been appropriated for general capital projects as well as for Debt Service on prior capital projects. Major Revenue Source: Property Taxes; Income Taxes, One Half of State Statutory Revenue Sharing
Fund Balance Policy: To have all funds committed to capital projects with approximately \$1 million retained for unforeseen emergency capital requirements.

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

Major Revenue Source: Bond Proceeds.

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

Capital Improvement Bonds Series 2018 - Energy, Lighting and Communications Capital Projects: The purpose of this fund is to account for bond financed capital improvements related to the City's Energy, Lighting and Communications System. These projects generally consist of critical safety improvements, primary circuit repairs and replacement, concrete and wood pole replacements, HPS to LED street light pilot project including 7 Pin Smart Control Technology, 2.4KV to 7.2KV primary circuit conversion, replacement of overhead primary circuits that crossover US131 and I-196, Asset Management in coordination with Vital Streets projects and smart electrical meters \$9M in General Obligation Limited Tax Capital Improvement Bonds, Series 2018 were issued in December 2018. The level debt bonds have a twenty-year term with a variable interest rate.

Major Revenue Source: Bond Proceeds.

Fund Balance Policy: To have all funds committed to Energy, Lighting and Communications capital projects.

Capital Improvement Bonds Series 2021 - Energy, Lighting and Communications Capital Projects: The purpose of this fund is to account for bond financed capital improvements related to the City's Energy, Lighting and Communications System. These projects generally consist of critical concrete pole replacements, LED street lighting conversion (Smart City) and Division Avenue – Fulton Street to Michigan Street (Asset Management in coordination with Vital Streets). The bond issuance is anticipated in the Spring of 2021 and will be appropriated via budget amendment.

Major Revenue Source: Bond Proceeds.

Fund Balance Policy: To have all funds committed to Energy, Lighting and Communications capital projects.

Streets Capital Fund: This fund is used to account for Streets Capital Projects in the Capital Projects Fund group. Resources have been provided by the Major and Local Streets Funds (Gas & Weight Tax), contributions from the General Operating Fund, and grants. Projects are made up of traffic safety and streets resurfacing and reconstruction projects. Currently, this fund is primarily dormant.

Major Revenue Source: Bond Proceeds; Transfers from Major and Local Streets; General Operating Fund contributions; and Grants

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

Vital Streets Capital Project Fund: The Vital Streets Capital Project Fund will receive monies from the Vital Streets Operating Fund to be spent on preventative maintenance, rehabilitation, and reconstruction projects. This capital fund is required to provide multi-year appropriation authority for projects that span more than one fiscal year.

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|-------------------|-------------------|-------------------|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenues | | | | | | | | | |
| 539-State Revenues | 344,692 | 0 | 0 | 3,663 | 0 | 0 | 0 | 0 | 0 |
| 580-Contribution from Local Units | 0 | 673,983 | 673,983 | 673,983 | 720,938 | 1,063,533 | 3,582,623 | 2,586,952 | 99,242 |
| 600-Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 572,793 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 1,410,314 | 1,574,037 | 3,504,037 | 2,904,037 | 1,579,777 | 1,571,208 | 1,562,766 | 1,554,448 | 1,546,253 |
| 695-Other Financing Sources | 7,265,620 | 6,029,017 | 6,029,017 | 6,426,267 | 5,885,242 | 8,517,437 | 6,425,642 | 7,128,884 | 7,471,521 |
| Capital Improvement Total Revenues | 9,593,419 | 8,277,037 | 10,207,037 | 10,007,950 | 8,185,957 | 11,152,178 | 11,571,031 | 11,270,284 | 9,117,016 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 3,182 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 711,555 | 574,037 | 574,037 | 574,037 | 579,777 | 571,208 | 562,766 | 554,448 | 546,253 |
| 970-Capital Outlays | 7,786,299 | 7,703,000 | 9,633,000 | 9,433,913 | 7,606,180 | 10,580,970 | 11,008,265 | 10,715,836 | 8,570,763 |
| 995-Other Financing | 686,205 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Improvement Total Expenditures | 9,187,241 | 8,277,037 | 10,207,037 | 10,007,950 | 8,185,957 | 11,152,178 | 11,571,031 | 11,270,284 | 9,117,016 |
| Capital Improvement NET INCOME (LOSS) | 406,178 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | 13,658,655 | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 |
| Ending Fund Balance | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 |
| Summary of Reserves | | | | | | | | | |
| Ending Fund Balance | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 | 14,064,833 |
| Assigned to Capital Projects | -14,064,833 | -14,064,833 | -14,064,833 | -14,064,833 | -14,064,833 | -14,064,833 | -14,064,833 | -14,064,833 | -14,064,833 |
| Unassigned Fund Balance Available for Reappropriation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*Capital project fund appropriations do not lapse at the end of each fiscal year.
Therefore, prior unspent appropriation authority remains available in succeeding years.

| CITY OF GRAND RAPIDS | | | | | | | | | | |
|---------------------------------|-------------------------------|--------------|--|--------------------|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| CAPITAL PROJECT DETAIL | | | | | | | | | | |
| FY2022 PRELIMINARY FISCAL PLAN | | | | | | | | | | |
| CAPITAL IMPROVEMENT FUND (4010) | | | | | | | | | | |
| | | | | | | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
| Department Number | Department Name | Project Code | Project Name | Budget Object Code | Budget Object Name | Proposed | Forecast | Forecast | Forecast | Forecast |
| 228 | Information Technology | 4010CABLA | GRIN - Cable Grant Project | 8010 | Contractual Services | \$ 133,348 | \$ 131,377 | \$ 129,435 | \$ 127,522 | \$ 125,637 |
| | | 4010CABLB | HETA - Cable Grant Project | 8010 | Contractual Services | \$ 127,551 | \$ 125,666 | \$ 123,809 | \$ 121,979 | \$ 120,176 |
| | | 4010CABLC | KETA - Cable Grant Project | 8010 | Contractual Services | \$ 127,551 | \$ 125,666 | \$ 123,809 | \$ 121,979 | \$ 120,176 |
| | | 4010CABLD | GRTV - Cable Grant Project | 8010 | Contractual Services | \$ 127,551 | \$ 125,666 | \$ 123,809 | \$ 121,979 | \$ 120,176 |
| | | 4010CABLE | GRTV2 - Cable Grant Project | 8010 | Contractual Services | \$ 63,776 | \$ 62,833 | \$ 61,904 | \$ 60,989 | \$ 60,088 |
| | Information Technology | | | | | \$ 579,777 | \$ 571,208 | \$ 562,766 | \$ 554,448 | \$ 546,253 |
| 265 | Facilities Management | TEMP17039 | Improvements to the City / County HVAC system Phase II | 9750 | Building | \$ 1,816,666 | \$ 1,816,666 | \$ 1,816,666 | \$ 1,816,666 | \$ |
| | | TEMP17053 | Miscellaneous repairs to the 61st District Court facility | 9750 | Building | \$ 592,484 | \$ | \$ 400,000 | \$ 500,000 | \$ 600,000 |
| | | TEMP17069 | Terrazzo restoration at the City / County Complex | 9750 | Building | \$ | \$ | \$ | \$ | \$ 205,000 |
| | | TEMP17092 | Calder Plaza maint program. Inspection & Construction | 9750 | Building | \$ 126,563 | \$ 411,300 | \$ 1,749,265 | \$ 1,912,969 | \$ |
| | | TEMP17120 | Replace gymnasium bleachers at the Paul I. Phillips facility | 9750 | Building | \$ 182,500 | \$ | \$ | \$ | \$ |
| | | TEMP17129 | Public facility space utilization and work space analysis | 9750 | Building | \$ | \$ 299,395 | \$ | \$ | \$ |
| | | TEMP19022 | Roof restoration at the Bridgeview warehouse | 9750 | Building | \$ | \$ | \$ | \$ | \$ 143,750 |
| | | TEMP19023 | Roof restoration of the East building at the CARC | 9750 | Building | \$ | \$ 379,688 | \$ | \$ | \$ |
| | | TEMP19033 | HVAC air handling unit replacement at the Westside Complex | 9750 | Building | \$ | \$ | \$ 133,109 | \$ 200,000 | \$ 139,215 |
| | | TEMP19034 | Interior renovations at the Paul I. Phillips facility | 9750 | Building | \$ | \$ | \$ 181,253 | \$ 200,000 | \$ 382,000 |
| | | TEMP19036 | Roof replacement at various Fire Stations | 9750 | Building | \$ | \$ 504,845 | \$ | \$ | \$ |
| | | TEMP19041 | Acoustical ceiling replacements at various Fire Stations | 9750 | Building | \$ | \$ 117,076 | \$ | \$ | \$ |
| | | TEMP19195 | Electrical substation and switch gear replacement-City Hall | 9750 | Building | \$ | \$ | \$ 1,159,375 | \$ | \$ |
| | | TEMP19215 | Parking lot expansion at the Community Archives facility | 9750 | Building | \$ | \$ 350,000 | \$ | \$ | \$ |
| | | TEMP19217 | ADA accessibility improvements at the City / County Complex | 9750 | Building | \$ | \$ 750,000 | \$ | \$ | \$ |
| | | TEMP21018 | Plainfield Fire Station Renovation | 9750 | Building | \$ | \$ | \$ | \$ 760,615 | \$ |
| | | TEMP21023 | Franklin Station Renovation | 9750 | Building | \$ | \$ | \$ 679,924 | \$ | \$ |
| | | TEMP22002 | Generator replacement | 9750 | Building | \$ 440,000 | \$ | \$ | \$ | \$ |
| | | TEMP22003 | Replacement of HVAC components at the Plainfield Station. | 9750 | Building | \$ 206,000 | \$ | \$ | \$ | \$ |
| | | TEMP22004 | Exterior facade repairs at LaGrave Fire Station | 9750 | Building | \$ 114,467 | \$ | \$ | \$ | \$ |
| | | TEMP22005 | Annual concrete replacement | 9750 | Building | \$ 137,500 | \$ 120,000 | \$ 95,000 | \$ 45,000 | \$ 45,000 |
| | | TEMP22006 | Various mechanical systems replacements | 9750 | Building | \$ | \$ 176,000 | \$ | \$ 161,000 | \$ 98,000 |
| | | TEMP22007 | exterior facade repairs at various fire stations | 9750 | Building | \$ | \$ | \$ 168,673 | \$ | \$ 330,000 |
| | | TEMP22010 | Twin elevator controls and cab upgrades at the Police Admin | 9750 | Building | \$ | \$ | \$ | \$ 733,586 | \$ |
| | | TEMP22014 | Parking lot maintenance and repairs at 660 Market | 9750 | Building | \$ | \$ | \$ | \$ | \$ 281,250 |
| | | TEMP22017 | Freight elevator replacement at Police Admin | 9750 | Building | \$ | \$ | \$ | \$ 375,000 | \$ 374,636 |
| | | TEMP22018 | City Hall ceiling replacement | 9750 | Building | \$ | \$ | \$ | \$ 250,000 | \$ 250,000 |
| | | TEMP22020 | Minor restoration of the Calder Stabile | 9750 | Building | \$ | \$ | \$ | \$ | \$ 62,500 |
| | | TEMP22021 | Ground floor fitness addition to Burton/Leonard Fire Station | 9750 | Building | \$ | \$ | \$ | \$ 240,000 | \$ 245,000 |
| | Facilities Management | | | | | \$ 3,616,180 | \$ 4,924,970 | \$ 6,383,265 | \$ 7,194,836 | \$ 3,156,351 |
| 301 | Police | TEMP18099 | Real Time Crime Center | 9760 | Equipment | \$ | \$ | \$ 300,000 | \$ | \$ |
| | | TEMP18196 | Mobile Command Post | 9760 | Equipment | \$ | \$ 250,000 | \$ | \$ | \$ |
| | Police Total | | | | | \$ | \$ 250,000 | \$ 300,000 | \$ | \$ |

| CITY OF GRAND RAPIDS | | | | | | | | | | |
|---------------------------------|-----------------------------------|--------------|--|--------------------|--------------------------|---------------------|----------------------|----------------------|----------------------|---------------------|
| CAPITAL PROJECT DETAIL | | | | | | | | | | |
| FY2022 PRELIMINARY FISCAL PLAN | | | | | | | | | | |
| CAPITAL IMPROVEMENT FUND (4010) | | | | | | | | | | |
| | | | | | | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
| Department Number | Department Name | Project Code | Project Name | Budget Object Code | Budget Object Name | Proposed | Forecast | Forecast | Forecast | Forecast |
| 336 | Fire | 401019005 | 3031 Division Station land and construct | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 500,000 |
| | | TEMP21050 | 8295 Fire Station Alerting System | 9760 | Equipment | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ | \$ |
| | | TEMP22059 | 8411 GRFD SCBA REPLACEMENT | 9760 | Equipment | \$ | \$ 425,000 | \$ 425,000 | \$ 425,000 | \$ 425,000 |
| | Fire Total | | | | | \$ 400,000 | \$ 825,000 | \$ 825,000 | \$ 425,000 | \$ 925,000 |
| 447 | Engineering Services | 401017151 | Grand River Revitalization | 9880 | Construction In Progress | \$ 985,000 | \$ 1,975,000 | \$ 1,115,000 | \$ 1,640,000 | \$ 2,315,000 |
| | | 401021003 | Grand River Walkway Ph II | 9880 | Construction In Progress | \$ 375,000 | \$ 550,000 | \$ 325,000 | \$ | \$ |
| | | 401021004 | Museum Capital Projects | 9880 | Construction In Progress | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 |
| | | 401021005 | Private Development & Vacation Projects | 9880 | Construction In Progress | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 |
| | Engineering Services Total | | | | | \$ 2,360,000 | \$ 3,525,000 | \$ 2,440,000 | \$ 2,640,000 | \$ 3,315,000 |
| 448 | Street Lighting | TEMP22042 | Fiber Optic and Wireless Comm Asset Management | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 63,412 |
| | | TEMP22043 | Asset Management Lifecycle Replacement | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 100,000 | \$ 100,000 |
| | | TEMP22055 | Decorative Lighting Repair - Blue Bridge | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 500,000 |
| | Street Lighting Total | | | | | \$ | \$ | \$ | \$ 100,000 | \$ 663,412 |
| 533 | Stormwater | 401018002 | Oakleigh Ave in Hogadone District - Channelizing and | 9880 | Construction In Progress | \$ 240,000 | \$ | \$ | \$ | \$ |
| | | 401020018 | 4450 - Drainage Improvements and Emergency Repairs 2020+ | 9880 | Construction In Progress | \$ 135,934 | \$ 95,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| | | 401021001 | 3681 - Indian Mill Creek Dredging | 9880 | Construction In Progress | \$ | \$ 380,000 | \$ | \$ | \$ |
| | | 401021002 | 3693 - Coldbrook Drain Rehabilitation - Michigan and Fuller | 9880 | Construction In Progress | \$ | \$ | \$ 275,000 | \$ | \$ |
| | | TEMP17084 | 3690 - Parkway Drainage | 9880 | Construction In Progress | \$ 500,000 | \$ | \$ | \$ | \$ |
| | | TEMP17137 | 5955 - Water Quality Improvement from Daylighting Plan | 9880 | Construction In Progress | \$ 47,805 | \$ 206,000 | \$ | \$ | \$ |
| | | TEMP18018 | 6848 - Plaster Creek Bank Restoration | 9880 | Construction In Progress | \$ | \$ | \$ 330,000 | \$ | \$ |
| | | TEMP18019 | 6850 - Green Infrastructure Implementation | 9880 | Construction In Progress | \$ 57,261 | \$ 300,000 | \$ | \$ | \$ |
| | | TEMP19057 | 6968 - Daylighting Implementation 2 | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 240,000 |
| | | TEMP19058 | 6970 - Green Infrastructure Implementation 2 | 9880 | Construction In Progress | \$ | \$ | \$ 280,000 | \$ | \$ |
| | | TEMP20024 | 6972-Bank Restoration | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 181,000 | \$ |
| | | TEMP20027 | 7688-Pumping Station Capital Improvements | 9880 | Construction In Progress | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 |
| | | TEMP22023 | Maple Grove Green Infrastructure | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 96,000 |
| | Stormwater Total | | | | | \$ 1,056,000 | \$ 1,056,000 | \$ 1,060,000 | \$ 356,000 | \$ 511,000 |
| 751 | Parks and Recreation | 401020021 | 8028-Building Improvements at Veterans Memorial Park | 9880 | Construction In Progress | \$ 74,000 | \$ | \$ | \$ | \$ |
| | | TEMP22106 | Park Acquisition Funding | 9710 | Land | \$ 100,000 | \$ | \$ | \$ | \$ |
| | Parks and Recreation Total | | | | | \$ 174,000 | \$ | \$ | \$ | \$ |
| Grand Total | | | | | | \$ 8,185,957 | \$ 11,152,178 | \$ 11,571,031 | \$ 11,270,284 | \$ 9,117,016 |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | Revenue Sources: | | | | | | | |
| | | | Cash Funded Projects from Capital Reserve Fund | | | \$ 5,885,242 | \$ 8,517,437 | \$ 6,425,642 | \$ 7,128,884 | \$ 7,471,521 |
| | | | County Funding of Facilities Projects | | | \$ 720,938 | \$ 1,063,533 | \$ 3,582,623 | \$ 2,586,952 | \$ 99,242 |
| | | | Restricted Contributions - Museum Capital Projects (401021004) | | | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 |
| | | | Restricted Contributions - Private Development & Vacation Projects (401021005) | | | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 |
| | | | Other Revenues (Unrestricted Contributions) - Cable Grant Projects | | | \$ 579,777 | \$ 571,208 | \$ 562,766 | \$ 554,448 | \$ 546,253 |
| | | | Grand Total | | | \$ 8,185,957 | \$ 11,152,178 | \$ 11,571,031 | \$ 11,270,284 | \$ 9,117,016 |
| | | | | | | | | | | |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|--------------|--------------|--------------|------------------------------|---------------|---------------|---------------|---------------|---------------|
| REVENUES: | | | | | | | | | |
| Property Tax | \$ 5,720,214 | \$ 5,891,435 | \$ 5,891,435 | \$ 5,948,487 | \$ 6,111,721 | \$ 6,223,444 | \$ 6,343,085 | \$ 6,471,037 | \$ 6,601,801 |
| Income Tax | 3,863,876 | 3,754,223 | 3,754,223 | 3,174,108 | 3,237,591 | 3,431,846 | 3,743,070 | 4,069,878 | 4,411,908 |
| Federal Grants (American Rescue Plan) | - | - | - | 1,834,852 | 1,098,334 | - | - | - | - |
| Intergovernmental Revenues (CVTRS / Revenue Sharing) | 2,319,053 | 2,424,569 | 2,424,569 | 2,782,864 | 2,838,521 | 2,838,521 | 2,838,521 | 2,838,521 | 2,838,521 |
| Local Community Stabilization Share | 77,747 | 37,129 | 37,129 | 37,129 | 36,074 | 34,892 | 34,892 | 34,892 | 34,892 |
| CFOF: From Cemeteries Operating Fund | - | - | - | - | - | - | - | - | - |
| From Brownfield - Mercantile Bank Tax Increment | 57,449 | 56,272 | 56,272 | 56,272 | 56,272 | 55,159 | 50,846 | - | - |
| From Brownfield - Canal Street Brewing | 145,790 | - | - | - | - | - | - | - | - |
| Interest on Investments | 269,592 | 287,181 | 287,181 | 287,181 | 205,517 | 114,933 | 160,225 | 196,459 | 214,576 |
| Miscellaneous Other Revenue: Reimbursements and Contributions | 78,046 | - | - | - | - | - | - | - | - |
| Total Revenue: | 12,531,766 | 12,450,809 | 12,450,809 | 14,120,893 | 13,584,030 | 12,698,795 | 13,170,639 | 13,610,787 | 14,101,698 |
| EXPENDITURES: | | | | | | | | | |
| Debt Obligations (fiscal year completed) | - | - | - | - | - | - | - | - | - |
| - KCDC 2008 (FY2021) Grand River Floodwalls | 229,526 | 231,576 | 231,576 | 231,576 | - | - | - | - | - |
| - KCDC 2014 (FY2035) Grand River Floodwall Bonds Ph 1 | 321,246 | 318,746 | 318,746 | 318,746 | 320,946 | 317,846 | 319,446 | 321,771 | 319,946 |
| - KCDC 2016 (FY2037) Grand River Floodwall Bonds Ph 2 | 662,275 | 485,775 | 485,775 | 663,275 | 662,400 | 659,600 | 661,300 | 660,625 | 657,500 |
| - GR Building Authority 2020 REF (FY2022) Archives Center Phase II | - | - | - | 11,924 | 358,336 | - | - | - | - |
| - GR Building Authority 2020 REF (FY2033) 1120 Monroe Project (Facilities) | - | - | - | 10,286 | 186,282 | 180,653 | 179,878 | 183,796 | 182,324 |
| - GR Building Authority 2020 REF (FY2040) 1120 Monroe Project (Facilities) | - | - | - | 23,053 | 62,400 | 62,400 | 62,400 | 62,400 | 62,400 |
| - GR Building Authority 2011 (FY2031) Archives Center Phase II | 399,063 | 392,838 | 392,838 | 382,975 | - | - | - | - | - |
| - GR Building Authority 2010A (FY2040) 1120 Monroe Project (Facilities) | 67,510 | 75,000 | 75,000 | 57,525 | - | - | - | - | - |
| - GR Building Authority 2010B (FY2033) 1120 Monroe Project (Facilities) | 225,446 | 230,141 | 230,141 | 171,098 | - | - | - | - | - |
| - GR Building Authority 2009 (FY2021) Police Facilities | 1,987,500 | 1,997,250 | 1,997,250 | 1,997,250 | - | - | - | - | - |
| - Capital Improvmt Bonds 2013 (FY2030) Refunding Sidewalks/Conduit/Drainage | 141,946 | 85,782 | 85,782 | 85,782 | 83,900 | 86,882 | 89,863 | 92,686 | 90,354 |
| - Brownfield IPA 2012 (FY2023) Front Ave Resurfacing | 57,449 | 56,272 | 56,272 | 56,272 | 55,159 | 50,846 | - | - | - |
| - LTGO Refunding Bonds 2016 (FY2028) Wealthy St & Other Conduit | 53,844 | 52,208 | 52,208 | 52,208 | 52,120 | 53,187 | 52,498 | 53,151 | 53,660 |
| - LTGO Refunding Bonds 2016 (FY2028) Fulton Street Cemetery Wall | 131,186 | 127,582 | 127,582 | 127,582 | 127,370 | 129,978 | 128,292 | 129,889 | 131,130 |
| - LTGO Bonds 2018 (FY2042) Fund 4013 Street Lighting-\$8.21M (\$9M Total Proceeds) | 377,900 | 377,400 | 377,400 | 377,400 | 377,400 | 628,575 | 629,450 | 628,650 | 626,025 |
| - LTGO Bonds 2017 (FY2027) Fund 4012 Cemetery Improvements-\$3.6M | 404,800 | 399,815 | 399,815 | 399,815 | 399,640 | 403,515 | 401,495 | 403,647 | 399,835 |
| Lease - Kent County Bonds 2005 & 2014 (FY2026) 61st District Court | 1,454,434 | 1,455,355 | 1,455,355 | 1,455,355 | 1,215,553 | 1,190,676 | 1,192,659 | 1,191,165 | 1,131,551 |
| Lease - Human Services Complex (ACSET) | 141,937 | 159,038 | 159,038 | 159,038 | 158,576 | 157,795 | 156,772 | 155,936 | 155,265 |
| Sub-total - Debt and Other Long Term Obligations | 6,656,061 | 6,444,778 | 6,444,778 | 6,581,160 | 4,060,082 | 3,921,953 | 3,874,053 | 3,883,716 | 3,809,990 |
| Transfers to Capital Improvement Fund - Other Projects | - | - | - | - | - | - | - | - | - |
| - Stormwater | 944,881 | 1,129,429 | 1,129,429 | 1,129,429 | 1,056,000 | 1,056,000 | 1,060,000 | 356,000 | 511,000 |
| - Facilities Management | 3,346,042 | 2,389,588 | 2,389,588 | 2,389,588 | 2,895,242 | 3,861,437 | 2,800,642 | 4,607,884 | 3,057,109 |
| - Fire Equipment | 266,863 | - | - | - | 400,000 | 825,000 | 825,000 | 425,000 | 925,000 |
| - Fire Station Asset Management | - | 200,000 | 200,000 | 200,000 | - | - | - | - | - |
| - Parks & Recreation | 674,114 | 900,000 | 900,000 | 900,000 | 174,000 | - | - | - | - |
| - Police Equipment | (239) | 210,000 | 210,000 | 210,000 | - | 250,000 | 300,000 | - | - |
| - Street Lighting | (11) | - | - | - | - | - | - | 100,000 | 663,412 |
| - Engineering Department - Grand River Revitalization | 700,000 | 870,000 | 870,000 | 870,000 | 985,000 | 1,975,000 | 1,115,000 | 1,640,000 | 2,315,000 |
| - Other Engineering Department Managed Projects | 990,061 | 330,000 | 330,000 | 330,000 | 375,000 | 550,000 | 325,000 | - | - |
| - Treasurer Department | (9,870) | - | - | - | - | - | - | - | - |
| - Clerk Department | (1,221) | - | - | - | - | - | - | - | - |
| Sub-total - Transfers to Capital Improvement Fund | 6,910,620 | 6,029,017 | 6,029,017 | 6,029,017 | 5,885,242 | 8,517,437 | 6,425,642 | 7,128,884 | 7,471,521 |
| Cost Allocation - A-87 | 66,323 | 58,094 | 58,094 | 58,094 | 72,699 | 74,153 | 75,636 | 77,149 | 78,692 |
| Dunnigan Watermain Reimbursement (9955 - Op Transfer to Water Fund) | 54,775 | 38,514 | 38,514 | 38,514 | 38,514 | 38,514 | - | - | - |
| Repairs at Various Cemeteries (9953 - Op Transfer to Cemetery Fund) | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 |
| Total Expenditures: | 14,012,779 | 12,895,403 | 12,895,403 | 13,031,785 | 10,381,537 | 12,877,057 | 10,700,331 | 11,414,749 | 11,685,203 |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|---------------------|---------------------|---------------------|------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| Operating Excess (Deficiency) | (1,481,012) | (444,594) | (444,594) | 1,089,109 | 3,202,494 | (178,262) | 2,470,308 | 2,196,038 | 2,416,495 |
| Beginning Fund Balance | 2,999,341 | 1,518,329 | 1,518,329 | 1,518,329 | 2,607,437 | 5,809,931 | 5,631,669 | 8,101,977 | 10,298,015 |
| Ending Fund Balance | \$ 1,518,329 | \$ 1,073,735 | \$ 1,073,735 | \$ 2,607,437 | \$ 5,809,931 | \$ 5,631,669 | \$ 8,101,977 | \$ 10,298,015 | \$ 12,714,510 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Capital (\$1 Million per Financial Policy) | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| KCDC 2022 (FY2042) Knapp's Corner Drainage | - | - | - | - | 340,000 | 680,000 | 1,020,000 | 1,360,000 | 1,700,000 |
| GR Building Authority 2021 (FY2051) 201 Mkt / KCRC Site Acq | - | - | - | - | 259,772 | 519,544 | 779,316 | 1,039,088 | 1,298,860 |
| Proposed Bonds 2022 (FY2042) Street Lighting #2 (\$12.364 million) | - | - | - | - | 760,200 | 1,520,400 | 2,280,600 | 3,040,800 | 3,801,000 |
| Proposed Bonds 2024 (FY2044) Facilities Projects (\$8.2 million) | - | - | - | - | 0 | 0 | 504,161 | 1,008,322 | 1,512,483 |
| Proposed Bonds 2024 (FY2044) Street Lighting #3 (\$9.1 million) | - | - | - | - | 0 | 0 | 559,495 | 1,118,990 | 1,678,485 |
| Proposed Bonds 2022 (FY2042) Lyon Square - DDA Reimbursement | - | - | - | - | (295,118) | (590,237) | (885,355) | (1,180,474) | (1,475,592) |
| Proposed Bonds 2022 (FY2042) Lyon Square (\$6.0 million) | - | - | - | - | 368,898 | 737,796 | 1,106,694 | 1,475,592 | 1,844,490 |
| Unassigned Fund Balance | 518,329 | 73,735 | 73,735 | 1,607,437 | 3,376,179 | 1,764,166 | 1,737,066 | 1,435,696 | 1,354,784 |
| Total | 1,518,329 | 1,073,735 | 1,073,735 | 2,607,437 | 5,809,931 | 5,631,669 | 8,101,977 | 10,298,015 | 12,714,510 |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|-----------------|-----------------|-----------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 539-State Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 580-Contribution from Local Units | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 10,265 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Improvement Bonds Series 2017 Total Revenues | 10,265 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 201 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 269,553 | 0 | 0 | 200,000 | 0 | 0 | 0 | 0 | 0 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Improvement Bonds Series 2017 Total Expenditures | 269,754 | 0 | 0 | 200,000 | 0 | 0 | 0 | 0 | 0 |
| Capital Improvement Bonds Series 2017 NET INCOME (LOSS) | -259,489 | 0 | 0 | -200,000 | 0 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | 574,177 | 314,688 | 314,688 | 314,688 | 114,688 | 114,688 | 114,688 | 114,688 | 114,688 |
| Ending Fund Balance | 314,688 | 314,688 | 314,688 | 114,688 | 114,688 | 114,688 | 114,688 | 114,688 | 114,688 |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|-------------------|------------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 539-State Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 580-Contribution from Local Units | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 129,528 | 0 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Improvement Bonds Series 2018 Total Revenues | 129,528 | 0 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 10,105 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 3,532,222 | 0 | 200,000 | 4,780,652 | 0 | 0 | 0 | 0 | 0 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Improvement Bonds Series 2018 Total Expenditures | 3,542,327 | 0 | 200,000 | 4,780,652 | 0 | 0 | 0 | 0 | 0 |
| Capital Improvement Bonds Series 2018 NET INCOME (LOSS) | -3,412,799 | 0 | 0 | -4,780,652 | 0 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | 8,193,451 | 4,780,652 | 4,780,652 | 4,780,652 | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 4,780,652 | 4,780,652 | 4,780,652 | 0 | 0 | 0 | 0 | 0 | 0 |
| Summary of Reserves | | | | | | | | | |
| Ending Fund Balance | 4,780,652 | 4,780,652 | 4,780,652 | 0 | 0 | 0 | 0 | 0 | 0 |
| Assigned to Capital Projects | -4,780,652 | -4,780,652 | -4,780,652 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unassigned Fund Balance Available for Reappropriation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Grand Rapids MI - FMS
CAPITAL IMPROVEMENT BONDS SERIES 2021 (4014)
STATEMENT OF OPERATIONS

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|----------------|------------------|-------------------|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenues | | | | | | | | | |
| 539-State Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 580-Contribution from Local Units | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 0 | 8,150,000 | 10,252,935 | 12,364,400 | 0 | 0 | 0 | 0 | 0 |
| Capital Improvement Bonds Series 2021 Total Revenues | 0 | 8,150,000 | 10,252,935 | 12,364,400 | 0 | 0 | 0 | 0 | 0 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 0 | 8,150,000 | 10,252,935 | 1,700,000 | 0 | 0 | 0 | 0 | 0 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Improvement Bonds Series 2021 Total Expenditures | 0 | 8,150,000 | 10,252,935 | 1,700,000 | 0 | 0 | 0 | 0 | 0 |
| Capital Improvement Bonds Series 2021 NET INCOME (LOSS) | 0 | 0 | 0 | 10,664,400 | 0 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 10,664,400 | 10,664,400 | 10,664,400 | 10,664,400 | 10,664,400 |
| Ending Fund Balance | 0 | 0 | 0 | 10,664,400 | 10,664,400 | 10,664,400 | 10,664,400 | 10,664,400 | 10,664,400 |
| Summary of Reserves | | | | | | | | | |
| Ending Fund Balance | 0 | 0 | 0 | 10,664,400 | 10,664,400 | 10,664,400 | 10,664,400 | 10,664,400 | 10,664,400 |
| Assigned to Capital Projects | 0 | 0 | 0 | -10,664,400 | -10,664,400 | -10,664,400 | -10,664,400 | -10,664,400 | -10,664,400 |
| Unassigned Fund Balance Available for Reappropriation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate* | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|------------------|------------------|------------------|-------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 501-Federal Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 580-Contribution from Local Units | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 94,167 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 2,986 | 0 | 1,406,150 | 1,406,150 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 44,607 | 0 | 81,821 | 81,821 | 200,000 | 192,785 | 0 | 0 | 0 |
| Streets-Capital Projects Total Revenues | 141,760 | 0 | 1,487,971 | 1,487,971 | 200,000 | 192,785 | 0 | 0 | 0 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 143 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 903,002 | 0 | 1,487,971 | 1,487,971 | 200,000 | 192,785 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Streets-Capital Projects Total Expenditures | 903,145 | 0 | 1,487,971 | 1,487,971 | 200,000 | 192,785 | 0 | 0 | 0 |
| Streets-Capital Projects NET INCOME (LOSS) | -761,385 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | 2,243,020 | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 |
| Ending Fund Balance | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 |
| Summary of Reserves | | | | | | | | | |
| Ending Fund Balance | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 | 1,481,635 |
| Assigned to Capital Projects | -1,481,635 | -1,481,635 | -1,481,635 | -1,481,635 | -1,481,635 | -1,481,635 | -1,481,635 | -1,481,635 | -1,481,635 |
| Unassigned Fund Balance Available for Reappropriation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*Capital project fund appropriations do not lapse at the end of each fiscal year.
Therefore, prior unspent appropriation authority remains available in succeeding years.

| CITY OF GRAND RAPIDS | | | | | | | | | | |
|--------------------------------------|----------------------|--------------|-----------------------------|--------------------|--------------------------|------------|------------|----------|----------|----------|
| CAPITAL PROJECT DETAIL | | | | | | | | | | |
| FY2022 PRELIMINARY FISCAL PLAN | | | | | | | | | | |
| STREETS-CAPITAL PROJECTS FUND (4050) | | | | | | | | | | |
| | | | | | | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
| Department Number | Department Name | Project Code | Project Name | Budget Object Code | Budget Object Name | Proposed | Forecast | Forecast | Forecast | Forecast |
| 447 | Engineering Services | 405021050 | Evergreen, Kalamazoo, Adams | 9880 | Construction In Progress | \$ 200,000 | \$ 192,785 | \$ | \$ | \$ |
| | Engineering Services | | | | | \$ 200,000 | \$ 192,785 | \$ | \$ | \$ |
| Grand Total | | | | | | \$ 200,000 | \$ 192,785 | \$ | \$ | \$ |

| Grand Rapids MI VITAL STREETS CAPITAL PROJECTS FUND (4090 / 4091) STATEMENT OF OPERATIONS | | | | | | | | | | |
|---|------------------|-------------------|-------------------|------------------------------|------------------|------------------|------------------|-------------------|-------------------|--|
| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | PROPOSED 2023 | PROPOSED 2024 | PROPOSED 2025 | PROPOSED 2026 | |
| REVENUE | | | | | | | | | | |
| 501 Federal Grants (4090) | 147,929 | 690,000 | 690,000 | 47,100 | 240,000 | 240,000 | 240,000 | 240,000 | 240,000 | |
| 539 State Grants (4090) | (22,343) | 250,000 | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 580 Contribution From Local Units | 32,666 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 664 Investment Income & Rentals | 128,422 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 671 Other Revenues | 37,524 | 0 | 116,110 | 0 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 | |
| 695 Operating Trfr from VS 2040/2041 Fund-Preventative Maintenance Work (Cont | 0 | 0 | 0 | 839,348 | 0 | 0 | 0 | 0 | 0 | |
| 695 Operating Trfr from VS 2040/2041 Fund-Rehabilitation Work | 0 | 0 | 0 | 3,237,022 | 0 | 0 | 0 | 0 | 0 | |
| 695 Operating Trfr from VS 2040/2041 Fund-Reconstruction Work | 2,685,976 | 0 | 0 | 2,391,943 | 0 | 0 | 0 | 0 | 0 | |
| 695 Operating Trfr from VS 2040 Fund-Bridge Investment | 65,000 | 115,000 | 115,000 | 78,600 | 82,600 | 30,000 | 30,000 | 30,000 | 30,000 | |
| 695 Operating Trfr from VS 2040 Fund for Traffic Safety/Signals | 550,000 | 550,000 | 550,000 | 989,523 | 675,000 | 675,000 | 675,000 | 675,000 | 675,000 | |
| 695 Operating Trfr from VS 2040 Fund for Trunk Line/MDOT (Eng. Managed) | 0 | 0 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | |
| 695 Vital Streets Trees | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | |
| 695 Public ROW and Green Infrastructure Maintenance | 200,000 | 200,000 | 200,000 | 200,000 | 250,000 | 275,000 | 300,000 | 325,000 | 350,000 | |
| 695 Other Non-Categorized Projects (Including Preliminary Engineering and IIP) | 2,525,000 | 8,739,893 | 8,739,893 | 296,646 | 7,177,677 | 7,782,831 | 8,119,925 | 9,311,260 | 9,647,472 | |
| VITAL STREETS Total Revenue | 6,450,174 | 10,644,893 | 10,761,003 | 8,190,182 | 8,570,277 | 9,147,831 | 9,509,925 | 10,726,260 | 11,087,472 | |
| EXPENDITURES | | | | | | | | | | |
| Bridge Investment (970) | 151,151 | 115,000 | 115,000 | 78,600 | 82,600 | 30,000 | 30,000 | 30,000 | 30,000 | |
| Major Federal Aid Urban (FAU) Street Investment | | | | | | | | | | |
| 970 Preventative Maintenance-Contracts (2) | 391,144 | 0 | 0 | 523,534 | 0 | 0 | 0 | 0 | 0 | |
| 970 Capital Outlay - Rehabilitation Work (1) (2) | 2,009,245 | 0 | 0 | 2,474,343 | 0 | 0 | 0 | 0 | 0 | |
| 970 Capital Outlay - Reconstruction Work (1) (2) | 1,249,665 | 0 | 0 | 1,030,158 | 0 | 0 | 0 | 0 | 0 | |
| 970 Capital Outlay - Construction In Progress (1) (2) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Other Non-Categorized | 52 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Major Non-Federal Aid Urban (FAU) Street Investment | | | | | | | | | | |
| 970 Preventative Maintenance-Contracts (2) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 970 Capital Outlay - Rehabilitation Work (1) (2) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 970 Capital Outlay - Reconstruction Work (1) (2) | (3,795) | 0 | 0 | 1,361,785 | 0 | 0 | 0 | 0 | 0 | |
| 995 Preventative Maintenance-Force Account (2) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Local Street Investment | | | | | | | | | | |
| 970 Preventative Maintenance-Contracts (2) | 0 | 0 | 0 | 315,814 | 0 | 0 | 0 | 0 | 0 | |
| 970 Capital Outlay - Rehabilitation Work (1) (2) | 522,289 | 0 | 0 | 762,679 | 0 | 0 | 0 | 0 | 0 | |
| 970 Capital Outlay - Reconstruction Work (1) (2) | 369,665 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Other Non-Categorized | 167 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Traffic Safety/Signals & Trunk Line | | | | | | | | | | |
| 970 Capital Outlay - Traffic Safety/Signals (4090) | 309,794 | 1,490,000 | 1,490,000 | 1,036,623 | 960,000 | 960,000 | 960,000 | 960,000 | 960,000 | |
| 800 Other Services and Charges - Traffic Safety/Signals (4090) | 143,570 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 995 Other Financing - Traffic Safety/Signals (4090) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 970 Capital Outlay - Trunk Line/MDOT -Eng. Managed (4090) | 83,992 | 0 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | |
| Other Non-Categorized | 350 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Public ROW and Green Infrastructure Maintenance (995) | 229,508 | 200,000 | 200,000 | 200,000 | 250,000 | 275,000 | 300,000 | 325,000 | 350,000 | |
| Vital Streets Trees (970) | 124,854 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | |
| Other Non-Categorized Projects (800) | 40,450 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Other Non-Categorized Projects (970)/Includes Prelim Engineering & IIP | 640,923 | 8,739,893 | 8,856,003 | 296,646 | 7,177,677 | 7,782,831 | 8,119,925 | 9,311,260 | 9,647,472 | |
| Master Plan and Project Development (970) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| VITAL STREETS Total Expenditures | 6,263,024 | 10,644,893 | 10,761,003 | 8,190,182 | 8,570,277 | 9,147,831 | 9,509,925 | 10,726,260 | 11,087,472 | |
| VITAL STREETS NET INCOME (LOSS) | 187,150 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Beginning Fund Balance | 345,232 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | |
| Ending Fund Balance | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | |
| Reserve Targets: | | | | | | | | | | |
| Assigned to Capital Investment | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | |
| Unassigned Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Total | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | 532,382 | |

(1) Rehabilitation and reconstruction work completed in the Vital Streets Capital Fund in order to retain multi-year appropriation authority.

(2) Allocation between expenditure categories are approximate. Dollar amounts will be modified based on the final program of projects for each fiscal year.

| CITY OF GRAND RAPIDS | | | | | | | | | | | |
|--|----------------------|--------------|--|---|--------------------------|-----|--------------|--------------|--------------|---------------|---------------|
| CAPITAL PROJECT DETAIL | | | | | | | | | | | |
| FY2022 PRELIMINARY FISCAL PLAN | | | | | | | | | | | |
| VITAL STREETS CAPITAL PROJECTS FUND (4090) | | | | | | | | | | | |
| | | | | | | | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
| Dept Number | Dept Name | Project Code | Project Name | Budget Object Code | Budget Object Name | | Proposed | Forecast | Forecast | Forecast | Forecast |
| 449 | Streets | 409015298 | Infrastructure Investment Project | 9880 | Construction In Progress | | \$ 7,152,677 | \$ 7,707,831 | \$ 8,094,925 | \$ 9,186,260 | \$ 9,522,472 |
| | | 409016082 | Var Loc CIPP | 9880 | Construction In Progress | | \$ | \$ 50,000 | \$ | \$ 100,000 | \$ 100,000 |
| | | 409017013 | Var Loc Bridge Repairs | 9880 | Construction In Progress | | \$ 82,600 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| | | 409017093 | Public ROW & Green Infrastr | 9955 | Construction In Progress | | \$ 250,000 | \$ 275,000 | \$ 300,000 | \$ 325,000 | \$ 350,000 |
| | | 409017122 | Vital Streets Trees | 9880 | Construction In Progress | | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| | | 409020025 | Preliminary Engineering | 9880 | Construction In Progress | | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| | Streets Total | | | | | | \$ 7,610,277 | \$ 8,187,831 | \$ 8,549,925 | \$ 9,766,260 | \$ 10,127,472 |
| 519 | Traffic Safety | TEMP20030 | Traffic Calming | 9880 | Construction In Progress | | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 |
| | | TEMP20031 | Traffic Safety CMAQ Grant Projects | 9880 | Construction In Progress | (1) | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 |
| | | TEMP20032 | Traffic Signal Capital Replacement | 9880 | Construction In Progress | (2) | \$ 320,000 | \$ 320,000 | \$ 320,000 | \$ 320,000 | \$ 320,000 |
| | | TEMP20033 | Traffic Signal LED Upgrades & Detection Enhancements | 9880 | Construction In Progress | | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| | | TEMP20035 | Safety Projects-Var Loc | 9880 | Construction In Progress | | \$ 90,000 | \$ 90,000 | \$ 90,000 | \$ 90,000 | \$ 90,000 |
| | Traffic Safety Total | | | | | | \$ 960,000 | \$ 960,000 | \$ 960,000 | \$ 960,000 | \$ 960,000 |
| Grand Total | | | | | | | \$ 8,570,277 | \$ 9,147,831 | \$ 9,509,925 | \$ 10,726,260 | \$ 11,087,472 |
| | | | | | | | | | | | |
| | | | Notes: | (1) Includes \$240,000 in federal grant funding | | | | | | | |
| | | | | (2) Includes \$45,000 in restricted contributions | | | | | | | |



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VITAL STREETS

FY2022 – FY2026 Capital Plan

| SOURCES - VITAL STREETS | | | | | | |
|--|----|------------|---------------|---------------|---------------|---------------|
| FISCAL YEAR | | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
| Act 51 Revenues | \$ | 3,483,608 | \$ 3,483,608 | \$ 3,483,608 | \$ 3,483,608 | \$ 3,483,608 |
| Income Tax Support | \$ | 12,829,464 | \$ 13,086,054 | \$ 13,347,775 | \$ 13,614,730 | \$ 13,887,025 |
| GOF Support | \$ | - | \$ - | \$ - | \$ 850,000 | \$ 850,000 |
| Grants (estimated) | \$ | 2,959,109 | \$ 3,676,082 | \$ 3,767,336 | \$ 4,945,147 | \$ 5,810,000 |
| Bond Principal Repayment - Sidewalks | \$ | 64,784 | \$ 64,870 | \$ 64,793 | \$ 64,740 | \$ 64,854 |
| State Investment | \$ | 6,867,565 | \$ 6,891,059 | \$ 6,914,788 | \$ 6,938,575 | \$ 6,891,059 |
| | \$ | 26,204,530 | \$ 27,201,673 | \$ 27,578,300 | \$ 29,896,800 | \$ 30,986,546 |
| USES - VITAL STREETS | | | | | | |
| FISCAL YEAR | | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
| Transfer - Sidewalks (Share of Income Tax) | \$ | 2,052,445 | \$ 2,093,494 | \$ 2,135,364 | \$ 2,178,071 | \$ 2,221,924 |
| Bond/Interest Payments | \$ | 2,123,950 | \$ 2,126,750 | \$ 2,124,250 | \$ 2,122,500 | \$ 2,164,950 |
| Traffic Safety/Signals | \$ | 675,000 | \$ 675,000 | \$ 675,000 | \$ 675,000 | \$ 675,000 |
| Trunkline - Act 51 | \$ | - | \$ - | \$ - | \$ - | \$ - |
| Bridges | \$ | 82,600 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| FAU | \$ | 7,507,697 | \$ 6,569,329 | \$ 5,802,249 | \$ 7,269,653 | \$ 7,119,295 |
| Preventative Maintenance | \$ | 652,454 | \$ 4,076,773 | \$ 2,540,462 | \$ 3,056,087 | \$ 5,155,748 |
| Rehabilitation | \$ | 3,684,393 | \$ 1,229,725 | \$ 125,000 | \$ 2,137,789 | \$ 125,000 |
| Reconstruction | \$ | 3,170,850 | \$ 1,262,831 | \$ 3,136,787 | \$ 2,075,777 | \$ 1,838,547 |
| MNF | \$ | - | \$ 668,866 | \$ 411,207 | \$ - | \$ 1,833,268 |
| Preventative Maintenance | \$ | - | \$ - | \$ - | \$ - | \$ 1,833,268 |
| Rehabilitation | \$ | - | \$ - | \$ - | \$ - | \$ - |
| Reconstruction | \$ | - | \$ 668,866 | \$ 411,207 | \$ - | \$ - |
| LOCAL | \$ | 7,107,044 | \$ 7,556,545 | \$ 8,859,784 | \$ 8,701,491 | \$ 7,227,259 |
| Preventative Maintenance | \$ | 3,269,458 | \$ 3,784,548 | \$ 6,690,347 | \$ 5,561,282 | \$ 5,550,924 |
| Rehabilitation | \$ | 1,153,249 | \$ 3,535,159 | \$ 2,056,089 | \$ 2,040,209 | \$ 1,676,336 |
| Reconstruction | \$ | 2,684,337 | \$ 236,838 | \$ 113,348 | \$ 1,100,000 | \$ - |
| GRANTS | \$ | 2,959,109 | \$ 3,676,082 | \$ 3,767,336 | \$ 4,945,147 | \$ 5,810,000 |
| CIPP Lining of Storm Sewers | \$ | - | \$ 50,000 | \$ - | \$ 100,000 | \$ 100,000 |
| ROW/Green Infrastructure Maintenance | \$ | 250,000 | \$ 275,000 | \$ 300,000 | \$ 325,000 | \$ 350,000 |
| Contingency Account | \$ | 3,433,783 | \$ 3,445,530 | \$ 3,457,394 | \$ 3,469,287 | \$ 3,445,530 |
| | \$ | 26,191,628 | \$ 27,166,595 | \$ 27,562,583 | \$ 29,816,149 | \$ 30,977,226 |
| | | | | | | |
| | | | | | | |
| Sources Less Uses | \$ | 12,902 | \$ 35,077 | \$ 15,718 | \$ 80,651 | \$ 9,320 |

FY2022 - FY2026
Capital Plan

VITAL STREETS

FY2022 – FY2026 Capital Plan

| ADVANCE, FY2016 - FY2021 | | | | | | | | | | | | |
|---|--------------|----------------|---------------------|--------------|----------------|---------------------|--------------|----------------|---------------------|---------------|----------------|----------------------|
| Local | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 396.0 | 85.546 | \$9,434,508 | 322.0 | 59.443 | \$5,665,405 | 392.0 | 92.669 | \$14,779,368 | 1110.0 | 237.658 | \$29,879,281 |
| Rehabilitation | 4.0 | 1.143 | \$493,821 | 18.0 | 4.252 | \$2,596,533 | 19.0 | 6.646 | \$4,654,445 | 41.0 | 12.041 | \$7,744,799 |
| Reconstruction | 17.0 | 3.7145 | \$2,804,802 | 11.0 | 3.863 | \$2,455,795 | 8.0 | 2.696 | \$4,346,862 | 36.0 | 10.274 | \$9,607,460 |
| LOCAL TOTAL | 417.0 | 90.403 | \$12,733,132 | 351.0 | 67.558 | \$10,717,733 | 419.0 | 102.011 | \$23,780,675 | 1187.0 | 259.9725027 | \$47,231,540 |
| | | | | | | | | | | | | |
| Major Non-FAU | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 75.0 | 12.109 | \$1,298,693 | 40.0 | 8.520 | \$1,186,585 | 67.0 | 19.320 | \$2,101,005 | 182.0 | 39.948 | \$4,586,283 |
| Rehabilitation | 16.5 | 8.3995 | \$4,633,758 | 10.0 | 3.817 | \$2,417,028 | 9.5 | 1.793 | \$1,094,385 | 36.0 | 14.0095 | \$8,145,171 |
| Reconstruction | 11.0 | 2.491 | \$5,596,369 | 6.0 | 0.769 | \$1,009,289 | 2.0 | 0.647 | \$1,405,773 | 19.0 | 3.907 | \$8,011,430 |
| MAJOR NON-FAU TOTAL | 102.5 | 22.999 | \$11,528,819 | 56.0 | 13.106 | \$4,612,902 | 78.5 | 21.759 | \$4,601,164 | 237.0 | 57.864 | \$20,742,885 |
| | | | | | | | | | | | | |
| FAU | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 127.0 | 47.208 | \$3,823,369 | 150.5 | 72.646 | \$7,237,578 | 67.5 | 33.712 | \$2,121,486 | 345.0 | 153.566 | \$13,182,433 |
| Rehabilitation | 19.5 | 11.569 | \$11,640,407 | 19.0 | 7.478 | \$6,621,042 | 20.5 | 11.846 | \$8,830,601 | 59.0 | 30.893 | \$27,092,049 |
| Reconstruction | 14.0 | 4.049 | \$6,484,310 | 20.0 | 5.337 | \$8,167,804 | 7.0 | 2.556 | \$4,019,274 | 0.0 | 11.942 | \$18,671,388 |
| FAU TOTAL | 160.5 | 62.826 | \$21,948,086 | 189.5 | 85.462 | \$22,026,424 | 95 | 48.114 | \$14,971,360 | 404.0 | 196.402 | \$58,945,870 |
| | | | | | | | | | | | | |
| TOTAL LOCAL, MAJOR NON-FAU and FAU | 680.0 | 176.228 | \$47,102,398 | 596.5 | 166.126 | \$39,062,692 | 592.5 | 171.884 | \$43,972,519 | 1828.0 | 514.238 | \$126,920,295 |

FY2022 - FY2026 Capital Plan

VITAL STREETS

FY2022 – FY2026 Capital Plan

| FY2022 | | | | | | | | | | | | |
|------------------------------------|------------|---------|--------------|------------|---------|--------------|------------|---------|--------------|------------|---------|--------------|
| Local | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 1 | 1.215 | \$200,000 | 11 | 9.852 | \$2,709,616 | 2 | 1.527 | \$359,842 | 14 | 12.595 | \$3,269,458 |
| Rehabilitation | 0 | 0.000 | \$0 | 2 | 0.911 | \$626,157 | 2 | 0.798 | \$527,092 | 4 | 1.709 | \$1,153,249 |
| Reconstruction | 2 | 0.561 | \$479,600 | 1 | 0.282 | \$482,363 | 1 | 0.713 | \$1,241,960 | 4 | 1.556 | \$2,203,923 |
| LOCAL TOTAL | 3 | 1.776 | \$679,600 | 14 | 11.045 | \$3,818,137 | 5 | 3.038 | \$2,128,894 | 22 | 15.859 | \$6,626,631 |
| Major Non-FAU | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 1 | 0.307 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 | 1 | 0.307 | \$0 |
| Rehabilitation | 1 | 0.246 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 | 1 | 0.246 | \$0 |
| Reconstruction | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 |
| MAJOR NON-FAU TOTAL | 2 | 0.553 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 | 2 | 0.553 | \$0 |
| FAU | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 0 | 0 | \$0 | 1 | 0.211 | \$250,668 | 0 | 0.000 | \$401,786 | 1 | 0.211 | \$652,454 |
| Rehabilitation | 4 | 2.315 | \$1,818,915 | 1 | 0.532 | \$1,004,894 | 3 | 1.200 | \$735,585 | 8 | 4.048 | \$3,559,393 |
| Reconstruction | 1 | 0.751 | \$1,304,059 | 1 | 0.5 | \$449,598 | 1 | 0.454 | \$1,417,194 | 3 | 1.705 | \$3,170,850 |
| FAU TOTAL | 5 | 3.06649 | \$3,122,973 | 3 | 1.243 | \$1,705,160 | 4 | 1.654 | \$2,554,564 | 12 | 5.964 | \$7,382,697 |
| TOTAL LOCAL, MAJOR NON-FAU and FAU | 10 | 5.395 | \$3,802,573 | 17 | 12.288 | \$5,523,297 | 9 | 4.693 | \$4,683,458 | 36 | 22.376 | \$14,009,328 |
| | | | \$50,904,971 | | | \$44,585,989 | | | \$48,655,977 | | | |

FY2022 - FY2026 Capital Plan

VITAL STREETS

FY2022 – FY2026 Capital Plan

| FY2023 | | | | | | | | | | | | |
|------------------------------------|------------|---------|--------------|------------|---------|--------------|------------|---------|--------------|------------|---------|--------------|
| Local | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 1 | 1.620 | \$200,000 | 14 | 4.424 | \$2,705,135 | 7 | 10.983 | \$879,413 | 22 | 17.028 | \$3,784,548 |
| Rehabilitation | 7 | 1.732 | \$967,722 | 4 | 0.813 | \$428,474 | 15 | 5.243 | \$2,138,962 | 26 | 7.788 | \$3,535,159 |
| Reconstruction | 0 | 0.000 | \$0 | 1 | 0.501 | \$236,838 | 0 | 0 | \$0 | 1 | 0.501 | \$236,838 |
| LOCAL TOTAL | 8 | 3.352 | \$1,167,722 | 19 | 5.738 | \$3,370,447 | 22 | 16.226 | \$3,018,375 | 49 | 25.317 | \$7,556,545 |
| | | | | | | | | | | | | |
| Major Non-FAU | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 0 | 0 | \$0 | 0 | 0 | \$0 | 1 | 0.369 | \$0 | 1 | 0.369 | \$0 |
| Rehabilitation | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 |
| Reconstruction | 1 | 0 | \$231,170 | 0 | 0 | \$0 | 1 | 0.502 | \$437,696 | 2 | 0.502 | \$668,866 |
| MAJOR NON-FAU TOTAL | 1 | 0 | \$231,170 | 0 | 0 | \$0 | 2 | 0.871 | \$437,696 | 3 | 0.871 | \$668,866 |
| | | | | | | | | | | | | |
| FAU | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 2 | 1.015 | \$1,259,273 | 2 | 1.997 | \$2,817,500 | 0 | 0.000 | \$0 | 4 | 3.012 | \$4,076,773 |
| Rehabilitation | 1 | 0.566 | \$448,272 | 1 | 0.543 | \$656,453 | 0 | 0.000 | \$0 | 2 | 1.109 | \$1,104,725 |
| Reconstruction | 0 | 0 | \$0 | 3 | 0.964 | \$915,742 | 2 | 0.244 | \$347,089 | 5 | 1.208 | \$1,262,831 |
| FAU TOTAL | 3 | 1.581 | \$1,707,545 | 6 | 3.504 | \$4,389,695 | 2 | 0.244 | \$347,089 | 11 | 5.329 | \$6,444,329 |
| | | | | | | | | | | | | |
| TOTAL LOCAL, MAJOR NON-FAU and FAU | 12 | 4.933 | \$3,106,437 | 25 | 9.242 | \$7,760,143 | 26 | 17.341 | \$3,803,160 | 63 | 31.517 | \$14,669,740 |
| | | | \$54,011,408 | | | \$52,346,132 | | | \$52,459,137 | | | |

VITAL STREETS

FY2022 – FY2026 Capital Plan

| FY2024 | | | | | | | | | | | | |
|------------------------------------|------------|---------|--------------|------------|---------|-------------|------------|---------|-------------|------------|---------|--------------|
| Local | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 2 | 3.425 | \$984,059 | 14 | 4.475 | \$2,251,334 | 26 | 14.764 | \$3,454,953 | 42 | 22.665 | \$6,690,347 |
| Rehabilitation | 1 | 0.433 | \$230,072 | 3 | 1.235 | \$551,484 | 4 | 2.531 | \$1,274,533 | 8 | 4.199 | \$2,056,089 |
| Reconstruction | 1 | 0.075 | \$113,348 | 0 | 0 | \$0 | 0 | 0 | \$0 | 1 | 0.075 | \$113,348 |
| LOCAL TOTAL | 4 | 3.933 | \$1,327,479 | 17 | 5.710 | \$2,802,818 | 30 | 17.295 | \$4,729,486 | 51 | 26.939 | \$8,859,784 |
| | | | | | | | | | | | | |
| Major Non-FAU | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 0 | 0 | \$0 | 1 | 0.498 | \$0 | 0 | 0 | \$0 | 1 | 0.498 | \$0 |
| Rehabilitation | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 |
| Reconstruction | 1 | 0.177 | \$411,207 | 0 | 0 | \$0 | 0 | 0 | \$0 | 1 | 0.177 | \$411,207 |
| MAJOR NON-FAU TOTAL | 1 | 0.177 | \$411,207 | 1 | 0.498 | \$0 | 0 | 0 | \$0 | 2 | 0.675 | \$411,207 |
| | | | | | | | | | | | | |
| FAU | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 1.5 | 0.694 | \$1,072,687 | 3.5 | 0.657 | \$1,043,856 | 1 | 0.498 | \$394,416 | 6 | 1.849 | \$2,510,959 |
| Rehabilitation | 1 | 0.5 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 | 1 | 0.500 | \$0 |
| Reconstruction | 3 | 0.993 | \$1,689,896 | 4 | 0.894 | \$1,348,361 | 1 | 0.049 | \$98,529 | 8 | 1.937 | \$3,136,787 |
| FAU TOTAL | 5.5 | 2.187 | \$2,762,583 | 7.5 | 1.551 | \$2,392,217 | 2 | 0.547 | \$492,945 | 15 | 4.286 | \$5,647,746 |
| | | | | | | | | | | | | |
| TOTAL LOCAL, MAJOR NON-FAU and FAU | 10.5 | 6.297 | \$4,501,269 | 25.5 | 7.760 | \$5,195,035 | 32 | 17.842 | \$5,222,431 | 68 | 31.899 | \$14,918,736 |
| | | | | | | | | | | | | |
| | | | \$58,512,677 | | | | | | | | | |
| | | | | | | | | | | | | |
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FY2022 - FY2026 Capital Plan

VITAL STREETS

FY2022 – FY2026 Capital Plan

| FY2025 | | | | | | | | | | | | |
|------------------------------------|------------|---------|--------------|------------|---------|-------------|------------|---------|-------------|------------|---------|--------------|
| Local | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 8 | 6.065 | \$1,303,133 | 13 | 4.661 | \$2,101,447 | 15 | 9.476 | \$2,156,702 | 36 | 20.202 | \$5,561,282 |
| Rehabilitation | 2 | 0.750 | \$644,304 | 2 | 0.604 | \$601,453 | 3 | 1.427 | \$794,452 | 7 | 2.781 | \$2,040,209 |
| Reconstruction | 1 | 0.443 | \$1,100,000 | 0 | 0 | \$0 | 0 | 0 | \$0 | 1 | 0.443 | \$1,100,000 |
| LOCAL TOTAL | 11 | 7.258 | \$3,047,437 | 15 | 5.266 | \$2,702,900 | 18 | 10.903 | \$2,951,154 | 44 | 23.427 | \$8,701,491 |
| | | | | | | | | | | | | |
| Major Non-FAU | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 1 | 0.246 | \$0 | 0 | 0 | \$0 | 1 | 0.154 | \$0 | 2 | 0.4 | \$0 |
| Rehabilitation | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 |
| Reconstruction | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 |
| MAJOR NON-FAU TOTAL | 1 | 0.246 | \$0 | 0 | 0 | \$0 | 1 | 0.154 | \$0 | 2 | 0.4 | \$0 |
| | | | | | | | | | | | | |
| FAU | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 2 | 1.07 | \$562,871 | 1 | 0.184 | \$291,456 | 2 | 1.390 | \$2,201,760 | 5 | 2.644 | \$3,056,087 |
| Rehabilitation | 5 | 1.757 | \$1,244,703 | 1 | 0.867 | \$523,328 | 2 | 0.728 | \$244,758 | 8 | 3.352 | \$2,012,789 |
| Reconstruction | 1 | 0.265 | \$175,000 | 3 | 1.049 | \$1,784,494 | 1 | 0.053 | \$116,284 | 5 | 1.366 | \$2,075,777 |
| FAU TOTAL | 8 | 3.092 | \$1,982,573 | 5 | 2.100 | \$2,599,278 | 5 | 2.171 | \$2,562,802 | 18 | 7.362 | \$7,144,653 |
| | | | | | | | | | | | | |
| TOTAL LOCAL, MAJOR NON-FAU and FAU | 20 | 10.596 | \$5,030,010 | 20 | 7.365 | \$5,302,178 | 24 | 13.227 | \$5,513,956 | 64 | 31.189 | \$15,846,144 |
| | | | | | | | | | | | | |
| | | | \$63,542,687 | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |

FY2022 - FY2026 Capital Plan

VITAL STREETS

FY2022 – FY2026 Capital Plan

| FY2026 | | | | | | | | | | | | |
|------------------------------------|------------|---------|--------------|------------|---------|--------------|------------|---------|--------------|------------|---------|--------------|
| Local | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 14 | 8.026 | \$2,411,048 | 4 | 2.128 | \$1,371,573 | 13 | 9.269 | \$1,768,303 | 31 | 19.424 | \$5,550,924 |
| Rehabilitation | 0 | 0.000 | \$0 | 4 | 1.369 | \$750,329 | 3 | 0.632 | \$926,006 | 7 | 2.001 | \$1,676,336 |
| Reconstruction | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 |
| LOCAL TOTAL | 14 | 8.026 | \$2,411,048 | 8 | 3.497 | \$2,121,902 | 16 | 9.901 | \$2,694,309 | 38 | 21.425 | \$7,227,259 |
| | | | | | | | | | | | | |
| Major Non-FAU | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 3 | 1.291 | \$823,884 | 3 | 0.937 | \$434,656 | 2 | 0.311 | \$574,728 | 8 | 2.539 | \$1,833,268 |
| Rehabilitation | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 |
| Reconstruction | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 | 0 | 0 | \$0 |
| MAJOR NON-FAU TOTAL | 3 | 1.291 | \$823,884 | 3 | 0.937 | \$434,656 | 2 | 0.311 | \$574,728 | 8 | 2.539 | \$1,833,268 |
| | | | | | | | | | | | | |
| FAU | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 3 | 1.0000 | \$752,636 | 4 | 2.727 | \$2,549,568 | 2 | 1.003 | \$1,853,544 | 9 | 4.730 | \$5,155,748 |
| Rehabilitation | 0 | 0 | \$0 | 1 | 0.557 | \$0 | 0 | 0 | \$0 | 1 | 0.557 | \$0 |
| Reconstruction | 3 | 1.14 | \$1,438,257 | 1 | 0.058 | \$121,799 | 2 | 0.253 | \$278,491 | 6 | 1.451 | \$1,838,547 |
| FAU TOTAL | 6 | 2.14 | \$2,190,893 | 6 | 3.342 | \$2,671,367 | 4 | 1.256 | \$2,132,035 | 16 | 6.738 | \$6,994,295 |
| | | | | | | | | | | | | |
| TOTAL LOCAL, MAJOR NON-FAU and FAU | 23 | 11.457 | \$5,425,825 | 17 | 7.776 | \$5,227,925 | 22 | 11.468 | \$5,401,072 | 62 | 30.702 | \$16,054,822 |
| | | | \$68,968,513 | | | \$68,071,270 | | | \$68,596,596 | | | |

VITAL STREETS

FY2022 – FY2026 Capital Plan

| ALL YEARS ¹ | | | | | | | | | | | | |
|--|--------------|----------------|---------------------|--------------|----------------|---------------------|--------------|----------------|---------------------|---------------|----------------|----------------------|
| Local | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 422.0 | 105.898 | \$14,532,748 | 378.0 | 84.985 | \$16,804,511 | 455.0 | 138.688 | \$23,398,581 | 938.9 | 329.572 | \$54,735,840 |
| Rehabilitation | 14.0 | 4.058 | \$2,335,920 | 33.0 | 9.184 | \$5,554,430 | 46.0 | 17.277 | \$10,315,491 | 93 | 30.519 | \$18,205,841 |
| Reconstruction | 21.0 | 4.793 | \$4,497,750 | 13.0 | 4.646 | \$3,174,997 | 9.0 | 3.409 | \$5,588,822 | 43 | 12.848 | \$13,261,569 |
| LOCAL TOTAL | 457.0 | 114.749 | \$21,366,419 | 424.0 | 98.815 | \$25,533,938 | 510.0 | 159.374 | \$39,302,893 | 1074.9 | 372.939 | \$86,203,250 |
| | | | | | | | | | | | | |
| Major Non-FAU | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 80.0 | 13.953 | \$2,122,577 | 44.0 | 9.955 | \$1,621,241 | 71.0 | 20.154 | \$2,675,733 | 195 | 44.061 | \$6,419,551 |
| Rehabilitation | 17.5 | 8.646 | \$4,633,758 | 10.0 | 3.817 | \$2,417,028 | 9.5 | 1.793 | \$1,094,385 | 37 | 14.2555 | \$8,145,171 |
| Reconstruction | 13.0 | 2.668 | \$6,238,745 | 6.0 | 0.769 | \$1,009,289 | 3.0 | 1.149 | \$1,843,469 | 22 | 4.5855 | \$9,091,503 |
| MAJOR NON-FAU TOTAL | 110.5 | 25.266 | \$12,995,080 | 60 | 14.541 | \$5,047,558 | 83.5 | 23.095 | \$5,613,588 | 254 | 62.902 | \$23,656,226 |
| | | | | | | | | | | | | |
| FAU | 1st Ward | | | 2nd Ward | | | 3rd Ward | | | Total | | |
| | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost | # Projects | # Miles | Cost |
| Preventative Maintenance | 135.5 | 50.987 | \$7,470,836 | 162.0 | 78.422 | \$14,190,626 | 72.5 | 36.603 | \$6,972,992 | 370 | 166.012 | \$28,634,453 |
| Rehabilitation | 30.5 | 16.707 | \$15,152,296 | 23.0 | 9.977 | \$8,805,717 | 25.5 | 13.774 | \$9,810,944 | 79 | 40.459 | \$33,768,956 |
| Reconstruction | 22.0 | 7.198 | \$11,091,522 | 32.0 | 8.802 | \$12,787,799 | 14.0 | 3.609 | \$6,276,860 | 68.0 | 19.609 | \$30,156,181 |
| FAU TOTAL | 188 | 74.892 | \$33,714,654 | 217.0 | 97.201 | \$35,784,141 | 112 | 53.986 | \$23,060,795 | 517.0 | 226.080 | \$92,559,590 |
| | | | | | | | | | | | | |
| TOTAL LOCAL, MAJOR NON-FAU and FAU | 755.5 | 214.908 | \$68,968,513 | 701.0 | 210.558 | \$68,071,270 | 705.5 | 236.456 | \$68,596,596 | 1845.9 | 661.921 | \$202,419,065 |
| | | | | | | | | | | | | |
| ¹ ALL YEARS includes ADVANCE, FY2016 - FY2021 and FY2022 - FY2026 | | | | | | | | | | | | |

FAU Street Work FY2022

Estimated Cost = \$ 7,382,697 Centerline Miles = 5.964

Rotomill/Resurface 1-1/2"

Estimated Cost = \$ 652,454

Centerline Miles = 0.211

- Franklin Street – Division Avenue to East City Limits \$401,786
- Lyon Street – Monroe Avenue to Division Avenue (0.211) \$250,668
- College Avenue - Leonard Street to Sweet Street (0.500) \$189,811
- Fuller Avenue – Adams Street to Alexander Street (0.454) \$563,465
- Fulton Street – Benjamin Avenue to Wallinwood Avenue \$259,787
- Lake Eastbrook Boulevard – East Beltline to 28th Street \$853,729
- Market Avenue – Wealthy Street to Fulton Street, Fulton Street – Grand River to Market Avenue and Wealthy Street – Grand River to Market Avenue (0.751) \$845,257
- Valley Avenue – 4th Street to Walker Avenue \$458,802

FAU Street Work FY2022

Estimated Cost = \$ 7,382,697 Centerline Miles = 5.964

Bridge Work FY2022

- 29th Street – Breton Avenue to East City Limits (0.484) \$360,875
- Butterworth Street – O’Brien Road to Marion Avenue (0.694) \$591,890
- Collindale Avenue – Lake Michigan Drive to Leonard Street (1.003) \$738,619
- Division Avenue – Fulton Street to Michigan Street \$66,175
- Division Avenue – Quigley Street to Cottage Grove Street (0.479) \$415,445
- Eastern Avenue – 400’ South of 44th Street to 28th Street (0.856) \$447,670
- Ottawa Avenue – Fulton Street to Michigan Street (0.532) \$572,152
- Preventative Maintenance of DIVISION AVENUE BRIDGE over Plaster Creek, ALPINE AVENUE BRIDGE over Indian Mill Creek and COLLEGE AVENUE BRIDGE over Mid-Michigan Railroad \$82,600

Rotomill/Resurface 1-1/2"
Estimated Cost = \$0 Centerline Miles = 0.307

- Straight Avenue – Wealthy Street to Butterworth Street and Wealthy Street – Straight Avenue to 400' West of Front Avenue (0.307) \$0

Rotomill/Resurface 3"
Estimated Cost = \$0 Centerline Miles = 0.246

- Freeman Avenue – Hall Street to North End (0.246) \$0

Local Street Work FY2022

Estimated Cost = \$ 6,626,631 Centerline Miles = 15.859

Rotomill/Resurface 1½"

Estimated Cost = \$ 3,269,458

Centerline Miles = 12.595

- Auburn Avenue – Sweet Street to Drexel Court, Palmer, Dale and Drexel Courts – West End to Auburn Avenue (0.439) \$195,567
- Bates Street – Union Avenue to Eastern Avenue (0.124) \$49,761
- Benjamin Avenue – Bradford Street to Cedar Street (0.220) \$55,036
- Benjamin Avenue – Hope Street to Fulton Street (0.183) \$114,445
- Cass Avenue – Delaware Street to Franklin Street (0.188) \$110,081
- Chester Street – Diamond Avenue to Carroll Avenue (0.083) \$35,229
- Dale Street – Monroe Avenue to Center Avenue and Coit Avenue to Plainfield Avenue (0.459) \$291,977
- Grand Avenue – Flat Street to Lydia Street (0.092) \$39,525
- Holland Avenue – Fulton Street to Fountain Street (0.156) \$153,975
- Mason Street - Plymouth Avenue to Perkins Avenue (0.257) \$114,158
- Mayfield Avenue - Leonard Street to Sweet Street (0.247) \$245,616
- North Avenue – Hastings Street to Trowbridge Street (0.109) \$0
- North Avenue – Shirley Street to Walnut Street and Shirley Street – North Avenue to College Avenue (0.187) \$207,783
- Virginia Street – Eureka Avenue to Diamond Avenue (0.124) \$97,133
- Walnut Street - North Avenue to Union Avenue (0.251) \$222,788
- Temporary Paving – Various Locations (12.964) \$1,600,000

Local Street Work FY2022

Estimated Cost = \$ 6,626,631 Centerline Miles = 15.859

Reconstruction

Estimated Cost = \$2,203,923

Centerline Miles = 1.556

- Bradford Street – Plymouth Avenue to Perkins Avenue and Perkins Avenue – Bradford Street to Mason Street (0.412) \$251,676
- Crescent Street – Lafayette Avenue to Grand Avenue (0.499) \$374,481
- Dunham Street - Eastern Avenue to Fuller Avenue (0.496) \$527,092
- Oak Park Drive – Langley Street to Curwood Street (0.302) \$0
- Garfield Avenue - Fulton Street to Bridge Street and California Street to Bridge Street, Veto Street – Valley Avenue to Garfield Avenue and California Street – Valley Avenue to Garfield Avenue (0.318) \$0
- Houseman Avenue – Leonard Street to Spencer Street (0.282) \$482,363
- Prospect Avenue – Burton Street to Griggs Street and Garden Street to Highland Street (0.713) \$1,241,960
- Richards Avenue – Fulton Street to Sibley Street (0.243) \$479,600

Sidewalk Work FY2022

Sidewalk Repair Status – 12/8/2020



FY2022 - FY2026 Capital Plan



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RAPIDS
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FUND DESCRIPTIONS

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

Major Revenue Source: Fines and General Operating Fund support

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

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-------------------|-------------------|-------------------|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450-Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501-Federal Grants | 0 | 0 | 34,459 | 34,459 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 307,319 | 309,144 | 309,144 | 305,794 | 306,144 | 306,144 | 306,144 | 306,144 | 306,144 |
| 580-Contributions from Local Units | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 4,204,406 | 6,059,150 | 6,059,150 | 3,438,362 | 4,764,150 | 5,014,150 | 5,264,150 | 5,514,150 | 5,664,150 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 17,692 | 5,474 | 5,474 | 5,474 | 4,726 | 2,643 | 3,685 | 4,518 | 4,935 |
| 671-Other Revenues | (2,106) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources-General Fund Operating Subsidy | 7,122,000 | 5,673,941 | 5,673,941 | 6,873,941 | 6,033,941 | 6,200,506 | 6,316,193 | 6,374,675 | 6,595,413 |
| 695-Other Financing Sources-Capital Reserve Fund Subsidy | 1,454,434 | 1,455,355 | 1,455,355 | 1,455,355 | 1,215,553 | 1,190,676 | 1,192,659 | 1,191,165 | 1,131,551 |
| 61ST DISTRICT COURT Total Revenues | 13,103,745 | 13,503,064 | 13,537,523 | 12,113,385 | 12,324,514 | 12,714,119 | 13,082,831 | 13,390,652 | 13,702,193 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 7,130,065 | 6,968,570 | 6,968,570 | 6,816,651 | 7,305,071 | 7,507,759 | 7,730,280 | 7,918,336 | 8,057,955 |
| 751-Supplies | 84,967 | 102,269 | 124,821 | 97,275 | 101,949 | 105,924 | 108,148 | 110,420 | 112,741 |
| 800-Other Services And Charges | 5,402,448 | 6,445,994 | 6,445,994 | 5,177,351 | 5,265,065 | 5,446,009 | 5,602,180 | 5,729,706 | 5,871,250 |
| 970-Capital Outlays | 24,046 | 147,304 | 147,304 | 147,304 | 36,204 | 36,566 | 37,298 | 38,044 | 38,614 |
| 995-Appropriation Lapse | 0 | (531,424) | (531,424) | 0 | (381,249) | (392,888) | (404,337) | (413,895) | (422,417) |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61ST DISTRICT COURT Total Expenditures | 12,641,526 | 13,132,713 | 13,155,265 | 12,238,581 | 12,327,040 | 12,703,370 | 13,073,569 | 13,382,611 | 13,658,143 |
| 61ST DISTRICT COURT NET INCOME (LOSS) | 462,219 | 370,351 | 382,258 | (125,196) | (2,526) | 10,749 | 9,262 | 8,041 | 44,050 |
| Fund Balance - Beginning of Year | (50,144) | 412,075 | 412,075 | 412,075 | 286,879 | 284,353 | 295,102 | 304,364 | 312,405 |
| Fund Balance - End of Year | 412,075 | 782,426 | 794,333 | 286,879 | 284,353 | 295,102 | 304,364 | 312,405 | 356,455 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 15% of Current Spending | 1,896,229 | 1,969,907 | 1,973,290 | 1,835,787 | 1,849,056 | 1,905,506 | 1,961,035 | 2,007,392 | 2,048,721 |
| Unassigned Fund Balance | (1,484,154) | (1,187,481) | (1,178,957) | (1,548,908) | (1,564,703) | (1,610,404) | (1,656,671) | (1,694,987) | (1,692,266) |
| Total | 412,075 | 782,426 | 794,333 | 286,879 | 284,353 | 295,102 | 304,364 | 312,405 | 356,455 |
| Unassigned Fund Balance as a % of Total Current Spending | -11.7% | -9.0% | -9.0% | -12.7% | -12.7% | -12.7% | -12.7% | -12.7% | -12.4% |
| Capital Reserve Subsidy | 1,454,434 | 1,455,355 | 1,455,355 | 1,455,355 | 1,215,553 | 1,190,676 | 1,192,659 | 1,191,165 | 1,131,551 |
| GOF Subsidy | 7,122,000 | 5,673,941 | 5,673,941 | 6,873,941 | 6,033,941 | 6,200,506 | 6,316,193 | 6,374,675 | 6,595,413 |
| Total Subsidy | 8,576,434 | 7,129,296 | 7,129,296 | 8,329,296 | 7,249,494 | 7,391,182 | 7,508,852 | 7,565,840 | 7,726,964 |

FUND DESCRIPTIONS

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

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

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

Parking System-Operating Fund: This fund is used to account for the operation and maintenance of major parking facilities, several surface parking lots and over 2,000 parking meters as well as the operation and maintenance cost associated with mobility and transportation. In addition, parking system personnel account for the operation of the parking enforcement and violations function, which processes over 130,000 tickets per year. The cost of enforcement and a small portion of fine revenues are included in this fund. Financing of the Parking System operations is provided primarily through user charges.

Parking System Capital Fund: The Auto Parking System Capital Fund is an "all-years" fund that accounts for capital additions and improvements to the City's major parking facilities including ramps, several surface lots and numerous parking meters. Projects related to mobility and transportation infrastructure are also included in this fund. The revenues and expenditures in any given timeframe will be based on the scope & volume of the capital projects taking place. Projects in this Fund are cash funded from accumulated earnings in the operating fund (or "system cash"). Revenues are 100% restricted for paying expenditures associated with approved capital projects. Expenditures associated with these projects are paid as they are incurred.

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

Sewage Disposal System-Operating Fund: This fund accounts for the operation and maintenance of the municipal sewage disposal system, capital additions / improvements, and debt service. Operating revenue is provided by user charges to residential, commercial, industrial and municipal customers.

Sewage Disposal System-Replacement and Improvement Projects Fund: The Sewage Disposal System Cash Projects Fund is an "all-years" fund and accounts for capital additions and improvements. The revenues and expenditures in any given timeframe will be based on the scope & volume of the construction projects taking place. Projects in this Fund are: 1) cash funded from accumulated earnings in the operating fund (or "system cash"); 2) funded from an outside source, such as financing from a State Revolving Fund (SRF) Loan, a grant, or other agency pass thru funding such as the Michigan Department of

Transportation (MDOT). Revenues are 100% restricted for paying expenditures associated with approved capital projects. Expenditures associated with these projects are paid as they are incurred.

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

Sewage Disposal System Bonds Funds: The Sewage Disposal System Bonds Funds are “all-years” funds and account for capital additions and improvements. The revenues & expenditures in any given timeframe will be based on the scope & volume of the construction projects taking place. Projects in these Funds are financed with revenue bond proceeds. Bonds are considered when sewer capital project needs are greater than the available fund cash flow. Revenues are 100% restricted for paying expenditures associated with approved capital projects. Expenditures associated with these projects are paid as they are incurred. These funds must comply with the Internal Revenue Service Code, Section 1.150-2. Each bond issue must be fully expended within a three-year period and projects assigned must comply with bond rules to be eligible for reimbursement.

Water Supply System-Operating Fund: This fund accounts for the operation and maintenance of the municipal water supply system, capital additions / improvements, and debt service. Operating revenue is provided by user charges to residential, commercial, industrial and municipal customers.

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

Water Supply System-Replacement and Improvement Fund: The Water Supply System Cash Projects Fund is an “all-years” fund and accounts for capital additions and improvements. The revenues & expenditures in any given timeframe will be based on the scope & volume of the construction projects taking place. Projects in this Fund are: 1) cash funded from accumulated earnings in the operating fund (or “system cash”); 2) funded from an outside source, such as financing from a State Revolving Fund (SRF) Loan, a grant, or other agency pass thru funding such as the Michigan Department of Transportation (MDOT). Revenues are 100% restricted for paying expenditures associated with approved capital projects. Expenditures associated with these projects are paid as they are incurred.

Water Revenue Bonds Funds: The Water Supply System Bond Projects Funds are “all-years” funds and account for capital additions and improvements. The revenues & expenditures in any given timeframe will be based on the scope & volume of the construction projects taking place. Projects in these Funds are financed with revenue bond proceeds. Bonds are considered when water capital project needs are greater than the available fund cash flow. Revenues are 100% restricted for paying expenditures associated with approved capital projects. Expenditures associated with these projects are paid as they are incurred. This fund must comply with the Internal Revenue Service Code, Section 1.150-2. Each bond issue must be fully expended within a three-year period and projects assigned must comply with bond rules to be eligible for reimbursement.

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|----------------|-----------------|-----------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450-Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501-Federal Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 696,264 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 29,260 | 7,402 | 7,402 | 7,402 | 7,194 | 4,023 | 5,609 | 6,877 | 7,512 |
| 671-Other Revenues | 0 | 241,650 | 241,650 | 241,650 | 241,650 | 241,650 | 241,650 | 241,650 | 241,650 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| BELKNAP ICE ARENA Total Revenues | 725,524 | 249,052 | 249,052 | 249,052 | 248,844 | 245,673 | 247,259 | 248,527 | 249,162 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 241,190 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 17,260 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services And Charges | 348,191 | 238,500 | 238,500 | 238,500 | 238,500 | 238,500 | 238,500 | 238,500 | 238,500 |
| 970-Capital Outlays | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| BELKNAP ICE ARENA Total Expenditures | 606,641 | 238,500 | 238,500 | 238,500 | 238,500 | 238,500 | 238,500 | 238,500 | 238,500 |
| BELKNAP ICE ARENA NET INCOME (LOSS) | 118,883 | 10,552 | 10,552 | 10,552 | 10,344 | 7,173 | 8,759 | 10,027 | 10,662 |
| Unrestricted Cash - Beginning of Year | 639,880 | 758,763 | 758,763 | 758,763 | 769,315 | 779,659 | 786,832 | 795,591 | 805,618 |
| Unrestricted Cash - End of Year | 758,763 | 769,315 | 769,315 | 769,315 | 779,659 | 786,832 | 795,591 | 805,618 | 816,280 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 25% of Current Spending | 151,660 | 59,625 | 59,625 | 59,625 | 59,625 | 59,625 | 59,625 | 59,625 | 59,625 |
| Unassigned Cash | 607,103 | 709,690 | 709,690 | 709,690 | 720,034 | 727,207 | 735,966 | 745,993 | 756,655 |
| Total | 758,763 | 769,315 | 769,315 | 769,315 | 779,659 | 786,832 | 795,591 | 805,618 | 816,280 |
| Unassigned Cash as a % of Total Current Spending | 100.1% | 297.6% | 297.6% | 297.6% | 301.9% | 304.9% | 308.6% | 312.8% | 317.3% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|------------------|------------------|------------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450-Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501-Federal Grants | 0 | 0 | 86 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 1,181 | 0 | 0 | 396 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 705,842 | 731,308 | 731,308 | 825,986 | 751,308 | 758,591 | 765,949 | 773,377 | 780,882 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 51,509 | 11,070 | 11,070 | 11,070 | 12,381 | 6,924 | 9,652 | 11,835 | 12,926 |
| 671-Other Revenues | (495) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 791,727 | 807,992 | 807,992 | 807,992 | 967,546 | 970,848 | 1,001,197 | 1,016,277 | 1,024,816 |
| CEMETERY OPERATING Total Revenues | 1,549,764 | 1,550,370 | 1,550,456 | 1,645,444 | 1,731,235 | 1,736,363 | 1,776,798 | 1,801,489 | 1,818,624 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 463,359 | 455,403 | 455,403 | 476,202 | 472,698 | 486,754 | 501,513 | 513,444 | 523,064 |
| 751-Supplies | 27,558 | 47,490 | 47,490 | 22,208 | 47,490 | 43,925 | 44,363 | 44,807 | 45,256 |
| 800-Other Services And Charges | 714,360 | 622,458 | 622,458 | 705,125 | 767,551 | 768,785 | 778,797 | 789,408 | 800,263 |
| 970-Capital Outlays | 0 | 450,000 | 975,000 | 975,000 | 100,000 | 200,000 | 150,000 | 500,000 | 750,000 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 106,520 | 109,696 | 109,696 | 123,898 | 112,696 | 113,789 | 114,892 | 116,007 | 117,132 |
| CEMETERY OPERATING Total Expenditures | 1,311,797 | 1,685,047 | 2,210,047 | 2,302,433 | 1,500,435 | 1,613,253 | 1,589,565 | 1,963,666 | 2,235,715 |
| CEMETERY OPERATING NET INCOME (LOSS) | 237,967 | (134,677) | (659,591) | (656,989) | 230,800 | 123,110 | 187,233 | (162,177) | (417,091) |
| Cash - Beginning of Year | 830,906 | 1,068,873 | 1,068,873 | 1,068,873 | 411,884 | 642,684 | 765,794 | 953,027 | 790,850 |
| Cash - End of Year | 1,068,873 | 934,196 | 409,282 | 411,884 | 642,684 | 765,794 | 953,027 | 790,850 | 373,759 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 25% of Current Spending | 327,949 | 308,762 | 308,762 | 331,858 | 350,109 | 353,313 | 359,891 | 365,917 | 371,429 |
| Assigned to Capital | 784,627 | 659,627 | 134,627 | 134,627 | 359,627 | 484,627 | 659,627 | 484,627 | 59,627 |
| Unassigned Cash | (43,703) | (34,193) | (34,107) | (54,601) | (67,052) | (72,146) | (66,491) | (59,694) | (57,297) |
| Total | 1,068,873 | 934,196 | 409,282 | 411,884 | 642,684 | 765,794 | 953,027 | 790,850 | 373,759 |
| Unassigned Cash as a % of Total Current Spending | -3.3% | -2.8% | -2.8% | -4.1% | -4.8% | -5.1% | -4.6% | -4.1% | -3.9% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|----------------|-----------------|-----------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450-Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501-Federal Grants | 0 | 0 | 358 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 637,011 | 618,482 | 618,482 | 779,195 | 688,937 | 701,916 | 715,147 | 728,635 | 742,384 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 11,563 | 9,784 | 9,784 | 2,284 | 6,053 | 4,707 | 5,380 | 5,918 | 6,187 |
| 671-Other Revenues | 1,572 | 1,500 | 1,500 | 1,459 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GOLF COURSE Total Revenues | 650,146 | 629,766 | 630,124 | 782,938 | 696,490 | 708,123 | 722,027 | 736,053 | 750,071 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 282,174 | 291,627 | 291,627 | 310,390 | 316,035 | 334,108 | 345,321 | 354,667 | 361,321 |
| 751-Supplies | 86,823 | 93,995 | 94,353 | 92,491 | 96,245 | 98,939 | 100,327 | 101,738 | 103,170 |
| 800-Other Services And Charges | 161,918 | 193,444 | 193,444 | 191,322 | 222,850 | 235,055 | 248,053 | 251,602 | 255,224 |
| 970-Capital Outlays | 6,460 | 31,000 | 31,000 | 31,000 | 80,500 | 16,000 | 31,000 | 60,000 | 6,000 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GOLF COURSE Total Expenditures | 537,375 | 610,066 | 610,424 | 625,203 | 715,630 | 684,102 | 724,701 | 768,007 | 725,715 |
| GOLF COURSE NET INCOME (LOSS) | 112,771 | 19,700 | 19,700 | 157,735 | (19,140) | 24,021 | (2,674) | (31,954) | 24,356 |
| Cash - Beginning of Year | 164,182 | 276,953 | 276,953 | 276,953 | 434,688 | 415,548 | 439,569 | 436,895 | 404,941 |
| Cash - End of Year | 276,953 | 296,653 | 296,653 | 434,688 | 415,548 | 439,569 | 436,895 | 404,941 | 429,297 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 25% of Current Spending | 132,729 | 144,767 | 144,856 | 148,551 | 158,783 | 167,026 | 173,425 | 177,002 | 179,929 |
| Assigned to Capital | 144,224 | 151,887 | 151,797 | 286,137 | 256,766 | 272,544 | 263,470 | 227,939 | 249,368 |
| Unassigned Cash | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 276,953 | 296,653 | 296,653 | 434,688 | 415,548 | 439,569 | 436,895 | 404,941 | 429,297 |
| Unassigned Cash as a % of Total Current Spending | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |

Grand Rapids MI
PARKING OPERATING (5140)
STATEMENT OF OPERATIONS

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|--------------------|--------------------|--------------------|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenues | | | | | | | | | |
| 501-Federal Grants | 0 | 0 | 47,179 | 0 | | 0 | 0 | 0 | 0 |
| 580-Contribution from Local Units | 0 | 0 | 0 | 7,703 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 15,705,633 | 16,207,412 | 16,207,412 | 11,455,778 | 15,615,585 | 18,628,245 | 18,905,601 | 18,923,289 | 18,937,943 |
| 655-Fines & Forfeitures | 72,240 | 75,000 | 75,000 | 186,000 | 384,000 | 384,000 | 384,000 | 384,000 | 384,000 |
| 664-Investment Income & Rentals | 918,937 | 535,551 | 535,551 | 549,157 | 426,687 | 296,217 | 364,145 | 418,885 | 447,213 |
| 671-Other Revenues | 41,667 | 58,000 | 58,000 | 189,670 | 38,000 | 48,330 | 48,670 | 49,020 | 49,381 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Parking Operating Total Revenues | 16,738,478 | 16,875,963 | 16,923,142 | 12,388,308 | 16,464,272 | 19,356,792 | 19,702,416 | 19,775,194 | 19,818,537 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 3,725,574 | 4,497,725 | 4,497,725 | 3,809,739 | 4,705,915 | 4,902,827 | 5,111,557 | 5,290,015 | 5,406,039 |
| 751-Supplies | 185,572 | 257,000 | 298,240 | 156,651 | 194,000 | 194,000 | 194,000 | 194,000 | 194,000 |
| 800-Other Services and Charges | 8,394,951 | 8,538,272 | 8,538,272 | 6,866,711 | 8,688,891 | 9,456,253 | 9,696,292 | 9,898,585 | 10,108,765 |
| 970-Capital Outlays | 39,731 | 25,000 | 25,000 | 79,395 | 145,000 | 145,000 | 145,000 | 145,000 | 145,000 |
| 990-Debt Service | 1,020,054 | 1,005,266 | 1,005,266 | 1,005,266 | 934,925 | 855,751 | 767,793 | 675,752 | 578,884 |
| 995-Other Financing | 2,173,597 | 2,487,979 | 2,487,979 | 2,487,979 | 1,590,000 | 2,090,000 | 2,340,000 | 1,340,000 | 2,340,000 |
| Parking Operating Total Expenditures | 15,539,479 | 16,811,242 | 16,852,482 | 14,405,741 | 16,258,731 | 17,643,831 | 18,254,642 | 17,543,352 | 18,772,688 |
| Parking Operating NET INCOME (LOSS) | 1,198,999 | 64,721 | 70,660 | -2,017,433 | 205,541 | 1,712,961 | 1,447,774 | 2,231,842 | 1,045,849 |
| Other Sources & Uses of Cash | | | | | | | | | |
| Less: Payment of Debt Service Principal | (3,035,000) | (2,710,000) | (2,710,000) | (2,710,000) | (1,750,000) | (1,840,000) | (1,925,000) | (2,010,000) | (2,115,000) |
| Net Other Sources & Uses | (3,035,000) | (2,710,000) | (2,710,000) | (2,710,000) | (1,750,000) | (1,840,000) | (1,925,000) | (2,010,000) | (2,115,000) |
| Net Change in Available Cash | (1,836,001) | (2,645,279) | (2,639,340) | (4,727,433) | (1,544,459) | (127,039) | (477,226) | 221,842 | (1,069,151) |
| Unrestricted Cash - Beginning of Year | 16,546,694 | 14,710,693 | 14,710,693 | 14,710,693 | 9,983,260 | 8,438,801 | 8,311,762 | 7,834,536 | 8,056,378 |
| Unrestricted Cash - End of Year | 14,710,693 | 12,065,414 | 12,071,354 | 9,983,260 | 8,438,801 | 8,311,762 | 7,834,536 | 8,056,378 | 6,987,227 |
| Reserve Targets | | | | | | | | | |
| Assigned to Operations - 25% of Total Spending | 3,884,870 | 4,202,811 | 4,213,120 | 3,601,435 | 4,064,683 | 4,410,958 | 4,563,661 | 4,385,838 | 4,693,172 |
| Unassigned Cash | 10,825,824 | 7,862,604 | 7,858,233 | 6,381,825 | 4,374,119 | 3,900,805 | 3,270,876 | 3,670,540 | 2,294,055 |
| Total | 14,710,693 | 12,065,414 | 12,071,354 | 9,983,260 | 8,438,801 | 8,311,762 | 7,834,536 | 8,056,378 | 6,987,227 |
| Unassigned Cash as a % of Total Expenditures | 69.7% | 46.8% | 46.6% | 44.3% | 26.9% | 22.1% | 17.9% | 20.9% | 12.2% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-------------------|-------------------|-------------------|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenues | | | | | | | | | |
| 664-Investment Income & Rentals | 531,445 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 242,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 2,033,221 | 2,830,000 | 2,830,000 | 2,830,000 | 1,750,000 | 2,150,000 | 2,400,000 | 1,400,000 | 2,400,000 |
| Parking Capital Projects Total Revenues | 2,807,166 | 2,830,000 | 2,830,000 | 2,830,000 | 1,750,000 | 2,150,000 | 2,400,000 | 1,400,000 | 2,400,000 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 618 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 377,438 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 157,489 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 4,681,176 | 2,830,000 | 2,830,000 | 2,830,000 | 1,750,000 | 2,150,000 | 2,400,000 | 1,400,000 | 2,400,000 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Parking Capital Projects Total Expenditures | 5,216,721 | 2,830,000 | 2,830,000 | 2,830,000 | 1,750,000 | 2,150,000 | 2,400,000 | 1,400,000 | 2,400,000 |
| Parking Capital Projects NET INCOME (LOSS) | -2,409,556 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Restricted Cash - Beginning of Year | 14,235,071 | 11,825,516 | 11,825,516 | 11,825,516 | 11,825,516 | 11,825,516 | 11,825,516 | 11,825,516 | 11,825,516 |
| Restricted Cash - End of Year | 11,825,516 | 11,825,516 | 11,825,516 | 11,825,516 | 11,825,516 | 11,825,516 | 11,825,516 | 11,825,516 | 11,825,516 |
| Comprehensive Annual Financial Report Reconciliation: | | | | | | | | | |
| Ending Cash per Annual Report | 11,825,516 | | | | | | | | |
| Assigned for Uncompleted Capital Projects | (11,825,516) | | | | | | | | |
| Unassigned Fund Balance Available for Reappropriation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| CITY OF GRAND RAPIDS | | | | | | | | | | |
|---|--------------------------|--------------|--------------------------------|--------------------|--------------------------|--------------|--------------|--------------|--------------|--------------|
| CAPITAL PROJECT DETAIL | | | | | | | | | | |
| FY2022 PRELIMINARY FISCAL PLAN | | | | | | | | | | |
| MOBILE GR AND PARKING SERVICES DEPARTMENT (546) | | | | | | | | | | |
| | | | | | | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
| Fund Number | Fund Name | Project Code | Project Name | Budget Object Code | Budget Object Name | Proposed | Forecast | Forecast | Forecast | Forecast |
| 5141 | Parking Capital Projects | 514115242 | Parking Office Renovation | 9880 | Construction In Progress | \$ 35,000 | \$ | \$ | \$ | \$ |
| | | 514115259 | Meter Inventory | 9760 | Equipment | \$ | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 |
| | | 514115261 | Enhance and Replace Signs | 9760 | Equipment | \$ 200,000 | \$ | \$ | \$ | \$ |
| | | 514116048 | Access Cntl Equip Replace FY16 | 9760 | Equipment | \$ 500,000 | \$ | \$ | \$ | \$ |
| | | 514117097 | Gen Parking Projects | 9880 | Construction In Progress | \$ 265,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 |
| | | 514118024 | Asset Management | 9880 | Construction In Progress | \$ 750,000 | \$ 1,250,000 | \$ 1,500,000 | \$ 500,000 | \$ 1,500,000 |
| | | 514118026 | Communications and IT | 9805 | Computer Equipment | \$ | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 |
| | | 514119046 | Transit Stop Improvements | 9760 | Equipment | \$ | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| Grand Total | | | | | | \$ 1,750,000 | \$ 2,150,000 | \$ 2,400,000 | \$ 1,400,000 | \$ 2,400,000 |

| Grand Rapids MI SEWAGE DISPOSAL OPERATIONS (5900) STATEMENT OF OPERATIONS | | | | | | | | | |
|--|---------------------|--------------------|--------------------|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
| Revenues | | | | | | | | | |
| 450-Licenses & Permits | 46,659 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 |
| 501-Federal Grants | 0 | 0 | 29,760 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 0 | 0 | 0 | 33,810 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 59,304,654 | 61,478,814 | 61,478,814 | 61,057,390 | 66,455,841 | 70,713,090 | 72,019,553 | 73,352,144 | 74,711,386 |
| 664-Investment Income & Rentals | 1,327,055 | 761,407 | 761,407 | 781,407 | 621,519 | 402,672 | 512,095 | 599,634 | 643,403 |
| 671-Other Revenues | 1,166,586 | 601,000 | 601,000 | 1,280,312 | 1,071,296 | 1,071,296 | 1,071,296 | 1,071,296 | 1,071,296 |
| 695-Other Financing Sources | 437,432 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sewer Disposal Operations Total Revenues | 62,282,386 | 62,886,221 | 62,915,981 | 63,197,919 | 68,193,656 | 72,232,058 | 73,647,944 | 75,068,074 | 76,471,085 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 10,387,250 | 12,256,896 | 12,256,896 | 11,496,751 | 12,225,192 | 12,853,012 | 13,417,387 | 13,820,055 | 14,087,906 |
| 751-Supplies | 1,829,245 | 2,718,100 | 2,737,913 | 3,114,837 | 3,665,100 | 3,740,100 | 3,740,100 | 3,740,100 | 3,740,100 |
| 800-Other Services and Charges | 15,781,535 | 17,439,078 | 17,439,078 | 16,891,105 | 18,774,271 | 19,506,496 | 17,478,540 | 17,697,543 | 17,834,487 |
| 970-Capital Outlays | 2,247,817 | 329,000 | 329,000 | 197,773 | 1,137,000 | 842,000 | 649,000 | 566,000 | 522,000 |
| 990-Debt Service | 13,001,661 | 14,232,381 | 14,232,381 | 14,232,381 | 13,950,137 | 13,380,162 | 12,803,312 | 12,197,462 | 11,561,612 |
| 995-Other Financing | 10,789,800 | 1,508,000 | 1,508,000 | 3,355,000 | 2,041,000 | 8,939,000 | 10,887,000 | 14,453,000 | 13,740,000 |
| Sewer Disposal Operations Total Expenditures | 54,037,309 | 48,483,455 | 48,503,268 | 49,287,847 | 51,792,700 | 59,260,770 | 58,975,339 | 62,474,160 | 61,486,105 |
| Sewer Disposal Operations NET INCOME (LOSS) | 8,245,077 | 14,402,766 | 14,412,713 | 13,910,072 | 16,400,956 | 12,971,288 | 14,672,605 | 12,593,914 | 14,984,980 |
| Other Sources & Uses of Cash | | | | | | | | | |
| Less: Payment of Debt Service Principal | (10,414,500) | (9,310,000) | (9,310,000) | (9,310,000) | (11,175,000) | (11,730,000) | (12,315,000) | (12,920,000) | (13,615,000) |
| Net Other Sources & Uses | (10,414,500) | (9,310,000) | (9,310,000) | (9,310,000) | (11,175,000) | (11,730,000) | (12,315,000) | (12,920,000) | (13,615,000) |
| Net Change in Available Cash | (2,169,423) | 5,092,766 | 5,102,713 | 4,600,072 | 5,225,956 | 1,241,288 | 2,357,605 | (326,086) | 1,369,980 |
| Unrestricted Cash - Beginning of Year | 22,459,628 | 20,290,206 | 20,290,206 | 20,290,206 | 24,890,278 | 30,116,234 | 31,357,522 | 33,715,127 | 33,389,041 |
| Unrestricted Cash - End of Year | 20,290,206 | 25,382,972 | 25,392,919 | 24,890,278 | 30,116,234 | 31,357,522 | 33,715,127 | 33,389,041 | 34,759,021 |
| Reserve Targets | | | | | | | | | |
| Assigned to Operations - 25% of Total Spending | 13,509,327 | 12,120,864 | 12,125,817 | 12,321,962 | 12,948,175 | 14,815,193 | 14,743,835 | 15,618,540 | 15,371,526 |
| Unassigned Cash | 6,780,878 | 13,262,108 | 13,267,102 | 12,568,316 | 17,168,059 | 16,542,329 | 18,971,292 | 17,770,501 | 19,387,494 |
| Total | 20,290,206 | 25,382,972 | 25,392,919 | 24,890,278 | 30,116,234 | 31,357,522 | 33,715,127 | 33,389,041 | 34,759,021 |
| Unassigned Cash as a % of Total Expenditures | 12.5% | 27.4% | 27.4% | 25.5% | 33.1% | 27.9% | 32.2% | 28.4% | 31.5% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|-------------------|-------------------|-------------------|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenues | | | | | | | | | |
| 539-State Grants | -24,374 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 1,030,929 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 10,789,800 | 3,355,000 | 3,355,000 | 3,355,000 | 3,885,000 | 10,855,000 | 12,720,000 | 16,315,000 | 15,621,000 |
| Sewer Replacement & Improvement Total Revenues | 11,796,355 | 3,355,000 | 3,355,000 | 3,355,000 | 3,885,000 | 10,855,000 | 12,720,000 | 16,315,000 | 15,621,000 |
| Expenditures | | | | | | | | | |
| 800-Other Services and Charges | 10,993,487 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 0 | 3,355,000 | 3,355,000 | 3,355,000 | 3,885,000 | 10,855,000 | 12,720,000 | 16,315,000 | 15,621,000 |
| Sewer Replacement & Improvement Total Expenditures | 10,993,487 | 3,355,000 | 3,355,000 | 3,355,000 | 3,885,000 | 10,855,000 | 12,720,000 | 16,315,000 | 15,621,000 |
| Sewer Replacement & Improvement NET INCOME (LOSS) | 802,868 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unrestricted Cash - Beginning of Year | 27,564,465 | 28,367,333 | 28,367,333 | 28,367,333 | 28,367,333 | 28,367,333 | 28,367,333 | 28,367,333 | 28,367,333 |
| Unrestricted Cash - End of Year | 28,367,333 | 28,367,333 | 28,367,333 | 28,367,333 | 28,367,333 | 28,367,333 | 28,367,333 | 28,367,333 | 28,367,333 |
| Comprehensive Annual Financial Report Reconciliation: | | | | | | | | | |
| Ending Cash per Annual Report | 28,367,333 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Assigned for Uncompleted Capital Projects | (28,367,333) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unassigned Cash Available for Reappropriation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Grand Rapids MI
SEWAGE SYSTEM REVENUE BONDS 2018/2020 (5907/5908)
STATEMENT OF OPERATIONS

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|------------------------|-------------------|-------------------|------------------------------|--------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 664-Investment Income & Rentals | 476,799 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 0 | 250,000 | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| SDS Revenue Bonds Total Revenues | 476,799 | 250,000 | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures | | | | | | | | | |
| 800-Other Services and Charges | 47,686,762 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 0 | 250,000 | 250,000 | 10,244,040 | 5,740,000 | 185,000 | 0 | 0 | 0 |
| SDS Revenue Bonds Total Expenditures | 47,686,762 | 250,000 | 250,000 | 10,244,040 | 5,740,000 | 185,000 | 0 | 0 | 0 |
| SDS Revenue Bonds NET INCOME (LOSS) | -47,209,963 | 0 | 0 | -10,244,040 | -5,740,000 | -185,000 | 0 | 0 | 0 |
| Other Sources & Uses of Cash | | | | | | | | | |
| Net Change in Available Cash | (47,209,962.85) | 0 | 0 | (10,244,040) | (5,740,000) | (185,000) | - | - | 0 |
| Unrestricted Cash - Beginning of Year | 63,379,003 | 16,169,040 | 16,169,040 | 16,169,040 | 5,925,000 | 185,000 | 0 | 0 | 0 |
| Unrestricted Cash - End of Year | 16,169,040 | 16,169,040 | 16,169,040 | 5,925,000 | 185,000 | 0 | 0 | 0 | 0 |
| Comprehensive Annual Financial Report Reconciliation: | | | | | | | | | |
| Ending Cash per Annual Report | 16,169,040 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Assigned for Uncompleted Capital Projects | (16,169,040) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unassigned Cash Available for Reappropriation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| CITY OF GRAND RAPIDS | | | | | | | | | | |
|---|-------------------|--------------|---|--------------------|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| CAPITAL PROJECT DETAIL | | | | | | | | | | |
| FY2022 PRELIMINARY FISCAL PLAN | | | | | | | | | | |
| ENVIRONMENTAL SERVICES DEPARTMENT (527) | | | | | | | | | | |
| Fund Number | Fund Name | Project Code | Project Name | Budget Object Code | Budget Object Name | FY2022 Proposed | FY2023 Forecast | FY2024 Forecast | FY2025 Forecast | FY2026 Forecast |
| 5902 | Sewer Improvement | 590215225 | Var Loc CIPP Rehab of S/S | 9880 | Construction In Progress | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ | \$ |
| | | 590218038 | Sewer Lateral Lining | 9880 | Construction In Progress | \$ | \$ 100,000 | \$ | \$ | \$ |
| | | 590219050 | Brandywine Sanit Trunk Sewer | 9880 | Construction In Progress | \$ | \$ 100,000 | \$ 2,500,000 | \$ | \$ |
| | | 590221025 | Norwich-Oxford to Hayden | 9880 | Construction In Progress | \$ 1,200,000 | \$ | \$ | \$ | \$ |
| | | TEMP17023 | 2035-Godfrey Av-Oxford St to Market Av | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 2,000,000 |
| | | TEMP17031 | 2041-Godfrey Avenue - Liberty Street to Oxford Street | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 2,341,000 |
| | | TEMP17044 | 2516-Whiskey Creek Sanitary Trunk | 9880 | Construction In Progress | \$ | \$ | \$ 200,000 | \$ 3,700,000 | \$ |
| | | TEMP17140 | 1405-Berkshire St-Giddings Av to Kalamazoo Av | 9880 | Construction In Progress | \$ | \$ 225,000 | \$ | \$ | \$ |
| | | TEMP17291 | 1432-Garfield Av-Fulton St to BridgeSt | 9880 | Construction In Progress | \$ 100,000 | \$ | \$ | \$ | \$ |
| | | TEMP18002 | 2522 - Cascade/Kentwood Sanitary Trunk Sewer | 9880 | Construction In Progress | \$ 300,000 | \$ 2,500,000 | \$ 2,500,000 | \$ | \$ |
| | | TEMP18040 | 4039-Butterworth Low Pressure District | 9880 | Construction In Progress | \$ 100,000 | \$ | \$ | \$ | \$ |
| | | TEMP18048 | 5222-College - Leonard to Sweet | 9880 | Construction In Progress | \$ 100,000 | \$ | \$ | \$ | \$ |
| | | TEMP19015 | 1355-Lafayette Avenue - Fountain Street to Michigan Street | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 270,000 |
| | | TEMP20004 | 2528-Kent Country Club Sanitary Trunk Sewer | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 1,600,000 | \$ |
| | | TEMP20007 | 2530-Burton/Breton Sanitary Trunk Sewer | 9880 | Construction In Progress | \$ | \$ 500,000 | \$ 100,000 | \$ 3,000,000 | \$ |
| | | TEMP20013 | 7910-Collindale Gravity Sewer and Lift Station Improvements | 9880 | Construction In Progress | \$ 250,000 | \$ | \$ | \$ | \$ |
| | | TEMP20080 | 7164-Grandville Avenue - Beacon Street to Franklin Street | 9880 | Construction In Progress | \$ | \$ 1,830,000 | \$ | \$ | \$ |
| | | TEMP20109 | 4532-Butterworth Hogadone to Seward | 9880 | Construction In Progress | \$ | \$ | \$ 100,000 | \$ | \$ |
| | | TEMP21016 | 44th/Eastern SE Collection Area | 9880 | Construction In Progress | \$ | \$ | \$ 500,000 | \$ | \$ |
| | | TEMP22073 | Alpine Estates LS | 9880 | Construction In Progress | \$ | \$ | \$ 100,000 | \$ | \$ |
| | | TEMP22074 | B St - Grandville to Caufield Alley | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 305,000 | \$ |
| | | TEMP22075 | Beacon St - GV to Caufield | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 500,000 | \$ |
| | | TEMP22076 | Beacon St - B St | 9880 | Construction In Progress | \$ | \$ | \$ 100,000 | \$ | \$ 400,000 |
| | | TEMP22077 | CW Tank Upgrades | 9880 | Construction In Progress | \$ | \$ 80,000 | \$ | \$ | \$ |
| | | TEMP22078 | Decant Pump Replacement | 9880 | Construction In Progress | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ | \$ |
| | | TEMP22079 | Eaglecrest Lift Station Upgrades | 9880 | Construction In Progress | \$ | \$ | \$ 150,000 | \$ | \$ |
| | | TEMP22080 | East Lake LS Upgrades | 9880 | Construction In Progress | \$ | \$ 100,000 | \$ | \$ | \$ |
| | | TEMP22081 | Eastern Ave LS Upgrades | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 150,000 | \$ |
| | | TEMP22082 | Electrical Relays | 9880 | Construction In Progress | \$ | \$ 80,000 | \$ 80,000 | \$ 80,000 | \$ 80,000 |
| | | TEMP22083 | Flow Meter Replacement | 9880 | Construction In Progress | \$ | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 120,000 |
| | | TEMP22084 | Grandville - Clyde Park to Stolpe | 9880 | Construction In Progress | \$ | \$ | \$ 200,000 | \$ | \$ |
| | | TEMP22085 | Grandville - Franklin to Beacon | 9880 | Construction In Progress | \$ | \$ | \$ 150,000 | \$ | \$ |
| | | TEMP22086 | HVAC Replacement | 9880 | Construction In Progress | \$ | \$ 180,000 | \$ 80,000 | \$ 80,000 | \$ 80,000 |
| | | TEMP22087 | Lift Station Upgrades | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 1,000,000 |
| | | TEMP22088 | MAPS VFD Replacement | 9880 | Construction In Progress | \$ 100,000 | \$ | \$ | \$ | \$ |
| | | TEMP22089 | MCC Replacements | 9880 | Construction In Progress | \$ | \$ 130,000 | \$ 180,000 | \$ 110,000 | \$ |
| | | TEMP22090 | Medium Voltage Cable Replacement | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 300,000 |
| | | TEMP22091 | Neland - Bates to Sherman | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 1,000,000 | \$ |
| | | TEMP22092 | Orchard Vista LS Upgrade | 9880 | Construction In Progress | \$ | \$ 100,000 | \$ | \$ | \$ |
| | | TEMP22093 | PERB Sump Pump Replacement | 9880 | Construction In Progress | \$ 20,000 | \$ | \$ | \$ | \$ |
| | | TEMP22094 | Primary Tank Drive Replacement | 9880 | Construction In Progress | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ | \$ |
| | | TEMP22095 | Remembrance LS Upgrades | 9880 | Construction In Progress | \$ 150,000 | \$ | \$ | \$ | \$ |
| | | TEMP22096 | Rickman LS Upgrades | 9880 | Construction In Progress | \$ | \$ 50,000 | \$ | \$ | \$ |
| | | TEMP22097 | Roof Replacements | 9880 | Construction In Progress | \$ | \$ 130,000 | \$ 130,000 | \$ 130,000 | \$ 150,000 |
| | | TEMP22098 | South Final Tanks | 9880 | Construction In Progress | \$ | \$ 500,000 | \$ | \$ | \$ |
| | | TEMP22099 | Thornapple LS Upgrades | 9880 | Construction In Progress | \$ | \$ | \$ 200,000 | \$ | \$ |
| | | TEMP22101 | Valentine LS Upgrades | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 100,000 | \$ |
| | | TEMP22102 | Groundwater Treatment at WRRF | 9880 | Construction In Progress | \$ | \$ | \$ 1,200,000 | \$ | \$ |
| | | TEMP22104 | Market Ave PS | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 1,500,000 | \$ |

| CITY OF GRAND RAPIDS | | | | | | | | | | |
|---|--------------------------------|--------------|------------------------------|--------------------|--------------------------|---------------------|----------------------|----------------------|----------------------|----------------------|
| CAPITAL PROJECT DETAIL | | | | | | | | | | |
| FY2022 PRELIMINARY FISCAL PLAN | | | | | | | | | | |
| ENVIRONMENTAL SERVICES DEPARTMENT (527) | | | | | | | | | | |
| Fund Number | Fund Name | Project Code | Project Name | Budget Object Code | Budget Object Name | FY2022 Proposed | FY2023 Forecast | FY2024 Forecast | FY2025 Forecast | FY2026 Forecast |
| | | TEMP22105 | North-South UV Disinfection | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 4,000,000 | \$ |
| | | TEMP22107 | Headworks Grit Pass | 9880 | Construction In Progress | \$ | \$ 3,500,000 | \$ 3,500,000 | \$ | \$ |
| | | TEMP22108 | Ferrous System Improvements | 9880 | Construction In Progress | \$ 250,000 | \$ | \$ | \$ | \$ |
| | | TEMP22109 | Service Trucks | 9880 | Construction In Progress | \$ 375,000 | \$ | \$ | \$ | \$ |
| | | TEMP22110 | South GE Transformer | 9880 | Construction In Progress | \$ 70,000 | \$ | \$ | \$ | \$ |
| | | TEMP22111 | O'Brien LS Pumps | 9880 | Construction In Progress | \$ 180,000 | \$ | \$ | \$ | \$ |
| | | TEMP22112 | Relays 42 | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 80,000 |
| | | TEMP22113 | Mid volt cable replacement | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 300,000 |
| | | TEMP22114 | Aeration Hydraulic Mixing | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 500,000 |
| | | TEMP22115 | Primary Sludge Pumps | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 300,000 |
| | | TEMP22116 | North RAS Pumps | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 500,000 |
| | | TEMP22117 | MAPS Effluent Disinfection | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 250,000 |
| | | TEMP22118 | Pump Improvements | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 500,000 |
| | | TEMP22119 | Ultra Filtration | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 250,000 |
| | | TEMP22120 | MAPS Improvements | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 2,000,000 |
| | | TEMP22121 | Process Monitoring | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 500,000 |
| | | TEMP22122 | North Blowers | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 1,000,000 |
| | | TEMP22123 | LIB Unloading Improvements | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 400,000 |
| | | TEMP22124 | South Aeration Improvements | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 300,000 |
| | | TEMP22125 | PFAS Remediation | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 2,000,000 |
| | Sewer Improvement Total | | | | | \$ 3,885,000 | \$ 10,855,000 | \$ 12,720,000 | \$ 16,315,000 | \$ 15,621,000 |
| 5908 | 2020 SDS Revenue Bonds | 590821032 | Digester Redundant Equipment | 9880 | Construction In Progress | \$ 240,000 | \$ 185,000 | \$ | \$ | \$ |
| | | TEMP21032 | Kingsbury LS Improvements | 9880 | Construction In Progress | \$ 2,000,000 | \$ | \$ | \$ | \$ |
| | | TEMP22103 | Headworks Grit Pass | 9880 | Construction In Progress | \$ 3,500,000 | \$ | \$ | \$ | \$ |
| | 2020 SDS Revenue Bonds | | | | | \$ 5,740,000 | \$ 185,000 | \$ | \$ | \$ |
| Grand Total | | | | | | \$ 9,625,000 | \$ 11,040,000 | \$ 12,720,000 | \$ 16,315,000 | \$ 15,621,000 |

| Grand Rapids MI WATER OPERATIONS (5910) STATEMENT OF OPERATIONS | | | | | | | | | |
|---|--------------------|--------------------|--------------------|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
| Revenues | | | | | | | | | |
| 450-Licenses & Permits | 58,800 | 45,500 | 45,500 | 34,000 | 34,000 | 34,000 | 34,000 | 34,000 | 34,000 |
| 501-Federal Grants | 0 | 0 | 0 | 0 | 2,474,500 | 2,666,500 | 0 | 0 | 0 |
| 600-Charges for Services | 47,959,138 | 48,839,742 | 48,877,519 | 50,673,967 | 51,077,316 | 53,878,764 | 55,957,296 | 58,101,870 | 60,317,701 |
| 655-Fines & Forfeitures | 697,060 | 950,000 | 950,000 | 950,000 | 950,000 | 950,000 | 950,000 | 950,000 | 950,000 |
| 664-Investment Income & Rentals | 1,728,451 | 1,156,910 | 1,156,910 | 1,218,227 | 1,111,062 | 887,128 | 993,886 | 973,150 | 1,002,930 |
| 671-Other Revenues | 80,895 | 5,000 | 5,000 | 54,108 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| 695-Other Financing Sources | 134,775 | 118,514 | 118,514 | 143,411 | 168,308 | 38,514 | 0 | 0 | 0 |
| Water Operations Total Revenues | 50,659,119 | 51,115,666 | 51,153,443 | 53,073,713 | 55,820,186 | 58,459,906 | 57,940,182 | 60,064,020 | 62,309,631 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 11,740,187 | 12,942,422 | 12,942,422 | 12,524,576 | 13,436,831 | 13,867,901 | 14,331,867 | 14,700,335 | 14,954,012 |
| 751-Supplies | 2,786,503 | 3,082,670 | 3,106,720 | 2,985,782 | 3,292,135 | 3,342,044 | 3,394,969 | 3,398,987 | 3,464,221 |
| 800-Other Services and Charges | 12,490,268 | 16,146,874 | 16,346,874 | 15,474,805 | 17,401,663 | 17,540,236 | 18,003,577 | 18,360,711 | 19,360,320 |
| 970-Capital Outlays | 824,523 | 882,325 | 882,325 | 777,325 | 996,850 | 1,031,850 | 1,052,350 | 1,034,350 | 1,028,350 |
| 990-Debt Service | 4,867,059 | 6,057,789 | 6,057,789 | 6,057,789 | 6,332,679 | 7,411,587 | 7,175,537 | 6,928,518 | 7,285,497 |
| 995-Other Financing | 15,817,783 | 4,903,105 | 4,903,105 | 5,923,910 | 12,972,557 | 9,280,887 | 8,845,221 | 9,869,060 | 6,184,904 |
| Water Operations Total Expenditures | 48,526,323 | 44,015,185 | 44,239,235 | 43,744,187 | 54,432,715 | 52,474,505 | 52,803,521 | 54,291,961 | 52,277,304 |
| Water Operations NET INCOME (LOSS) | 2,132,796 | 7,100,481 | 6,914,207 | 9,329,526 | 1,387,471 | 5,985,401 | 5,136,661 | 5,772,059 | 10,032,327 |
| Other Sources & Uses of Cash | | | | | | | | | |
| Less: Payment of Debt Service Principal | (7,257,342) | (3,977,355) | (3,977,355) | (3,977,355) | (4,962,772) | (6,348,435) | (6,604,712) | (6,631,373) | (7,307,921) |
| Net Other Sources & Uses | (7,257,342) | (3,977,355) | (3,977,355) | (3,977,355) | (4,962,772) | (6,348,435) | (6,604,712) | (6,631,373) | (7,307,921) |
| Net Change in Available Cash | (5,124,546) | 3,123,126 | 2,936,852 | 5,352,171 | (3,575,301) | (363,034) | (1,468,051) | (859,314) | 2,724,406 |
| Unrestricted Cash - Beginning of Year | 29,565,168 | 24,440,622 | 24,440,622 | 24,440,622 | 29,792,793 | 26,217,492 | 25,854,458 | 24,386,407 | 23,527,093 |
| Unrestricted Cash - End of Year | 24,440,622 | 27,563,748 | 27,377,474 | 29,792,793 | 26,217,492 | 25,854,458 | 24,386,407 | 23,527,093 | 26,251,499 |
| Reserve Targets | | | | | | | | | |
| Assigned to Operations - 25% of Total Spending | 12,131,581 | 11,003,796 | 11,059,809 | 10,936,047 | 13,608,179 | 13,118,626 | 13,200,880 | 13,572,990 | 13,069,326 |
| Unassigned Cash | 12,309,041 | 16,559,952 | 16,317,665 | 18,856,746 | 12,609,313 | 12,735,832 | 11,185,527 | 9,954,103 | 13,182,173 |
| Total | 24,440,622 | 27,563,748 | 27,377,474 | 29,792,793 | 26,217,492 | 25,854,458 | 24,386,407 | 23,527,093 | 26,251,499 |
| Unassigned Cash as a % of Total Expenditures | 25.4% | 37.6% | 36.9% | 43.1% | 23.2% | 24.3% | 21.2% | 18.3% | 25.2% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|-------------------|-------------------|-------------------|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenues | | | | | | | | | |
| 539-State Grants | 129,367 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 1,030,814 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 447,396 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 15,797,000 | 5,900,000 | 5,900,000 | 5,900,000 | 29,695,000 | 20,830,000 | 11,476,000 | 10,970,500 | 7,325,000 |
| Water Replacement & Improvement Total Revenues | 17,404,577 | 5,900,000 | 5,900,000 | 5,900,000 | 29,695,000 | 20,830,000 | 11,476,000 | 10,970,500 | 7,325,000 |
| Expenditures | | | | | | | | | |
| 800-Other Services and Charges | 5,944,115 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 0 | 5,900,000 | 5,900,000 | 5,900,000 | 29,695,000 | 20,830,000 | 11,476,000 | 10,970,500 | 7,325,000 |
| Water Replacement & Improvement Total Expenditures | 5,944,115 | 5,900,000 | 5,900,000 | 5,900,000 | 29,695,000 | 20,830,000 | 11,476,000 | 10,970,500 | 7,325,000 |
| Water Replacement & Improvement NET INCOME (LOSS) | 11,460,462 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Change in Available Cash | 11,460,462 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unrestricted Cash - Beginning of Year | 14,642,081 | 26,102,543 | 26,102,543 | 26,102,543 | 26,102,543 | 26,102,543 | 26,102,543 | 26,102,543 | 26,102,543 |
| Unrestricted Cash - End of Year | 26,102,543 | 26,102,543 | 26,102,543 | 26,102,543 | 26,102,543 | 26,102,543 | 26,102,543 | 26,102,543 | 26,102,543 |
| Comprehensive Annual Financial Report Reconciliation: | | | | | | | | | |
| Ending Cash per Annual Report | 26,102,543 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Assigned for Uncompleted Capital Projects | (26,102,543) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unassigned Cash Available for Reappropriation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Grand Rapids MI - FMS
WATER SYSTEM REVENUE BONDS 2018/2020 (5915/5916)
STATEMENT OF OPERATIONS

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|---------------------|-------------------|-------------------|------------------------------|-------------------|-------------------|---------------------|--------------------|-------------------|
| Revenues | | | | | | | | | |
| 664-Investment Income & Rentals | 69,182 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | -439,507 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 0 | 12,555,000 | 12,555,000 | 12,555,000 | 0 | 36,724,000 | 0 | 0 | 22,977,500 |
| WSS Revenue Bonds Total Revenues | -370,325 | 12,555,000 | 12,555,000 | 12,555,000 | 0 | 36,724,000 | 0 | 0 | 22,977,500 |
| Expenditures | | | | | | | | | |
| 800-Other Services and Charges | 19,604,834 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 0 | 12,555,000 | 12,555,000 | 12,555,000 | 0 | 21,800,000 | 14,924,000 | 6,240,000 | 16,737,500 |
| WSS Revenue Bonds Total Expenditures | 19,604,834 | 12,555,000 | 12,555,000 | 12,555,000 | 0 | 21,800,000 | 14,924,000 | 6,240,000 | 16,737,500 |
| WSS Revenue Bonds NET INCOME (LOSS) | -19,975,159 | 0 | 0 | 0 | 0 | 14,924,000 | -14,924,000 | -6,240,000 | 6,240,000 |
| Net Change in Available Cash | (19,975,159) | 0 | 0 | 0 | 0 | 14,924,000 | (14,924,000) | (6,240,000) | 6,240,000 |
| Unrestricted Cash - Beginning of Year | 42,412,577 | 22,437,418 | 22,437,418 | 22,437,418 | 22,437,418 | 22,437,418 | 37,361,418 | 22,437,418 | 16,197,418 |
| Unrestricted Cash - End of Year | 22,437,418 | 22,437,418 | 22,437,418 | 22,437,418 | 22,437,418 | 37,361,418 | 22,437,418 | 16,197,418 | 22,437,418 |
| Comprehensive Annual Financial Report Reconciliation: | | | | | | | | | |
| Ending Cash per Annual Report | 22,437,418 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Assigned for Uncompleted Capital Projects | (22,437,418) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unassigned Cash Available for Reappropriation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| CITY OF GRAND RAPIDS | | | | | | | | | | |
|--------------------------------|-------------------|--------------|--|--------------------|--------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| CAPITAL PROJECT DETAIL | | | | | | | | | | |
| FY2022 PRELIMINARY FISCAL PLAN | | | | | | | | | | |
| WATER DEPARTMENT (536) | | | | | | | | | | |
| Fund Number | Fund Name | Project Code | Project Name | Budget Object Code | Budget Object Name | FY2022 Proposed | FY2023 Forecast | FY2024 Forecast | FY2025 Forecast | FY2026 Forecast |
| 5911 | Water Replacement | 591117096 | Watermain Oversizing | 9880 | Construction In Progress | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| | | 591119061 | Loop W/M at Leonard and Wilson | 9880 | Construction In Progress | \$ | \$ | \$ 100,000 | \$ | \$ |
| | | 591120045 | 3460-Efficiency & Sustain Projs | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 200,000 | \$ 200,000 |
| | | TEMP17189 | 5097-South Walker Watermain Phase 3 | 9880 | Construction In Progress | \$ | \$ | \$ 2,000,000 | \$ | \$ |
| | | TEMP17249 | 5010 Fremont Av-3rd St to 4th St | 9880 | Construction In Progress | \$ | \$ | \$ 175,000 | \$ | \$ |
| | | TEMP17271 | 5892-Knapp Tank Painting and Restoration | 9880 | Construction In Progress | \$ 500,000 | \$ | \$ | \$ | \$ |
| | | TEMP19092 | 7475-New Franklin PS PRV to Intermediate district | 9880 | Construction In Progress | \$ 342,000 | \$ | \$ | \$ | \$ |
| | | TEMP19114 | 1781-Omena - Burton to south - watermain replacement | 9880 | Construction In Progress | \$ | \$ | \$ 700,000 | \$ | \$ |
| | | TEMP19116 | 5249-Kendall St-Kalamazoo Av to Kent Ridge Dr | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 800,000 | \$ |
| | | TEMP19125 | 4172-Freeman to Hall | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 700,000 | \$ |
| | | TEMP19126 | 4647-2nd Street - Valley Avenue to Stocking Avenue | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 814,000 | \$ |
| | | TEMP19137 | 1414-Fuller Avenue - Ramona Street to Adams Street | 9880 | Construction In Progress | \$ | \$ 500,000 | \$ | \$ | \$ |
| | | TEMP19138 | 1933-Ann Street - Monroe Avenue to Oakwood Avenue | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 587,500 | \$ |
| | | TEMP19139 | 1424-Kenridge Drive - 44th Street to Kendall Street | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 1,000,000 | \$ |
| | | TEMP19140 | 1423-Langley Street - Oak Park Drive to Plymouth Avenue | 9880 | Construction In Progress | \$ 1,800,000 | \$ | \$ | \$ | \$ |
| | | TEMP19142 | 4037-Emerald Avenue Leonard Street to Sweet Street | 9880 | Construction In Progress | \$ | \$ 1,300,000 | \$ | \$ | \$ |
| | | TEMP19147 | 6440-Stevens - Steele to Division | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 1,000,000 | \$ |
| | | TEMP19149 | 5894-Leonard Tank - Painting and Restoration | 9880 | Construction In Progress | \$ | \$ 500,000 | \$ | \$ | \$ |
| | | TEMP19150 | 5356-Okemos Drive - Annchester Drive to Tekonsha Road | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 875,000 | \$ |
| | | TEMP20086 | 7896-ROBINSON - YOUELL TO PLYMOUTH | 9880 | Construction In Progress | \$ | \$ 450,000 | \$ | \$ | \$ |
| | | TEMP20088 | 7973-Hall - Madison to Eastern | 9880 | Construction In Progress | \$ | \$ | \$ 800,000 | \$ | \$ |
| | | TEMP20091 | 4055 - Intermediate Pressure District Elevated Storage Tank | 9880 | Construction In Progress | \$ | \$ 5,750,000 | \$ | \$ | \$ |
| | | TEMP20096 | 8228-LMFP Annual Electrical Improvements | 9880 | Construction In Progress | \$ 1,750,000 | \$ | \$ | \$ | \$ |
| | | TEMP20097 | 8159-Large Valve Replacements | 9880 | Construction In Progress | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ | \$ |
| | | TEMP20102 | 8152-PRV Replacements West Reg | 9880 | Construction In Progress | \$ 662,000 | \$ | \$ | \$ | \$ |
| | | TEMP20104 | 8154-PRV Replacements 36th/28th | 9880 | Construction In Progress | \$ | \$ 493,000 | \$ 400,000 | \$ | \$ |
| | | TEMP20106 | 7346-Wealthy Street Ethel Avenue to Woodmere Avenue | 9880 | Construction In Progress | \$ | \$ 420,000 | \$ | \$ | \$ |
| | | TEMP20114 | 8212-Four Mile Rd Watermain | 9880 | Construction In Progress | \$ | \$ | \$ 1,000,000 | \$ | \$ |
| | | TEMP20116 | 3434-Water Lake Transmission Line Restoration | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 100,000 | \$ |
| | | TEMP20117 | 1426-Garfield Ave Butterworth to Fulton | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 444,000 | \$ |
| | | TEMP20118 | 8156-PRV Replacements Cascade Reg D | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 370,000 | \$ 300,000 |
| | | TEMP20120 | 5377-Fruitwood Covell to Woodcrest | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 500,000 | \$ |
| | | TEMP20123 | 7967-Wealthy Richard Terrace to Ethel | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 280,000 | \$ |
| | | TEMP20126 | 8172-Franklin PS Electrical Improvements | 9880 | Construction In Progress | \$ 4,600,000 | \$ | \$ | \$ | \$ |
| | | TEMP20127 | 8150-LMFP Treatment Improvements | 9880 | Construction In Progress | \$ | \$ 668,000 | \$ | \$ | \$ |
| | | TEMP22022 | 8354-FY26 Rotomill Projects - Lead Service Line Replacements | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 3,000,000 |
| | | TEMP22024 | 8368-Cascade Burger Plat PFAS Project | 9880 | Construction In Progress | \$ 2,500,000 | \$ | \$ | \$ | \$ |
| | | TEMP22025 | 8309-Hall and Fuller Intersection | 9880 | Construction In Progress | \$ 150,000 | \$ | \$ | \$ | \$ |
| | | TEMP22026 | 8338-North Yard Relocation | 9880 | Construction In Progress | \$ 50,000 | \$ | \$ | \$ 250,000 | \$ |
| | | TEMP22027 | 8343-Market - Wealthy to Bartlett | 9880 | Construction In Progress | \$ 600,000 | \$ | \$ | \$ | \$ |
| | | TEMP22029 | 8335-Ottawa - Coldbrook to Walbridge and Newberry to Mason | 9880 | Construction In Progress | \$ 800,000 | \$ | \$ | \$ | \$ |

| CITY OF GRAND RAPIDS | | | | | | | | | | |
|--------------------------------|--------------------------------|--------------|---|--------------------|--------------------------|----------------------|----------------------|---------------------|----------------------|---------------------|
| CAPITAL PROJECT DETAIL | | | | | | | | | | |
| FY2022 PRELIMINARY FISCAL PLAN | | | | | | | | | | |
| WATER DEPARTMENT (536) | | | | | | | | | | |
| Fund Number | Fund Name | Project Code | Project Name | Budget Object Code | Budget Object Name | FY2022 Proposed | FY2023 Forecast | FY2024 Forecast | FY2025 Forecast | FY2026 Forecast |
| | | TEMP22031 | 8349-2024 Rotmill Lead Service Line Replacements | 9880 | Construction In Progress | \$ | \$ | \$ 3,000,000 | \$ | \$ |
| | | TEMP22034 | 8352-2025 Rotmill Lead Service Line Replacements | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 3,000,000 | \$ |
| | | TEMP22063 | 8222-Wealthy - Benjamin to Richard Terrace | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 300,000 |
| | | TEMP22064 | 7170-Grandville - Stolpe to Hall | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 600,000 |
| | | TEMP22065 | 8333-Jefferson - Franklin to Logan | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 650,000 |
| | | TEMP22066 | 8331-Knapp - Monroe to Lafayette | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 1,100,000 |
| | | TEMP22067 | 8328-Butterworth - Marion to Lane (Hogadone) | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 375,000 |
| | | TEMP22070 | 1391-Millbank Street - Giddings Avenue to Newcastle Ave | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 750,000 |
| | | TEMP22072 | 4051-VALLEY - BRIDGE TO FULTON; JACKSON - VALLEY TO GARFIEL | 9880 | Construction In Progress | \$ | \$ | \$ 1,500,000 | \$ | \$ |
| | Water Replacement Total | | | | | \$ 14,004,000 | \$ 10,331,000 | \$ 9,925,000 | \$ 10,970,500 | \$ 7,325,000 |
| 5912 | Water Improvement | TEMP18040 | 4039-Butterworth Low Pressure District | 9880 | Construction In Progress | \$ 1,374,000 | \$ | \$ | \$ | \$ |
| | | TEMP18048 | 5222-College - Leonard to Sweet | 9880 | Construction In Progress | \$ 2,626,000 | \$ | \$ | \$ | \$ |
| | | TEMP18051 | 6462-Houseman - Leonard to Spencer | 9880 | Construction In Progress | \$ 700,000 | \$ | \$ | \$ | \$ |
| | | TEMP19123 | 1432-Garfield Avenue - Fulton St | 9880 | Construction In Progress | \$ 1,891,000 | \$ | \$ | \$ | \$ |
| | | TEMP19133 | 4287-Giddings Avenue - Burton Street to Boston Street | 9880 | Construction In Progress | \$ | \$ 1,300,000 | \$ | \$ | \$ |
| | | TEMP20098 | 8130-Richards Fulton to Sibley | 9880 | Construction In Progress | \$ 600,000 | \$ | \$ | \$ | \$ |
| | | TEMP20099 | 4499-Fuller Ave Adams St to Alexander St | 9880 | Construction In Progress | \$ 2,000,000 | \$ | \$ | \$ | \$ |
| | | TEMP20101 | 5597-Prospect Garden to Hall-Griggs to Burton | 9880 | Construction In Progress | \$ 1,500,000 | \$ | \$ | \$ | \$ |
| | | TEMP20128 | 8198-Plainfield Helena to Ellsmere | 9880 | Construction In Progress | \$ | \$ 3,071,000 | \$ | \$ | \$ |
| | | TEMP20129 | 5564-Eleanor Plainfield to Diamond | 9880 | Construction In Progress | \$ | \$ | \$ 1,551,000 | \$ | \$ |
| | | TEMP20130 | 8201-Page Carrier Plainfield Lister | 9880 | Construction In Progress | \$ | \$ 1,128,000 | \$ | \$ | \$ |
| | | TEMP22028 | 2022 Rotomill Projects - Lead Service Replacements | 9880 | Construction In Progress | \$ 5,000,000 | \$ | \$ | \$ | \$ |
| | | TEMP22030 | 8346-2023 Rotomill Projects - Lead Service Replacements | 9880 | Construction In Progress | \$ | \$ 5,000,000 | \$ | \$ | \$ |
| | Water Improvement Total | | | | | \$ 15,691,000 | \$ 10,499,000 | \$ 1,551,000 | \$ | \$ |
| 5916 | WSS Revenue Bonds 2020 | TEMP17200 | 1418-Cascade north river crossing | 9880 | Construction In Progress | \$ | \$ | \$ 6,160,000 | \$ | \$ |
| | | TEMP17272 | 5922-LMFP Residuals Improvements | 9880 | Construction In Progress | \$ | \$ 17,900,000 | \$ | \$ | \$ |
| | | TEMP18161 | 4665-Boston-Calvin to Plymouth | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 1,575,000 | \$ |
| | | TEMP20075 | 5865-LMFP Low Lift PS - Pumps 1 and 2 Motor Replacement | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 4,790,000 |
| | | TEMP20077 | 5900-Alger Tank - Inspect, Paint and Restore | 9880 | Construction In Progress | \$ | \$ | \$ 500,000 | \$ | \$ |
| | | TEMP20080 | 7164-Grandville Avenue - Beacon Street to Franklin Street | 9880 | Construction In Progress | \$ | \$ 1,500,000 | \$ | \$ | \$ |
| | | TEMP20087 | 7906-Lincoln - 4th to Cora | 9880 | Construction In Progress | \$ | \$ | \$ 300,000 | \$ | \$ |
| | | TEMP20103 | 8230-LMFP Annual Electrical Improvements | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 1,655,000 |
| | | TEMP20107 | 8232-LMFP Annual Electrical Improvements | 9880 | Construction In Progress | \$ | \$ | \$ 1,834,000 | \$ | \$ |
| | | TEMP20109 | 4532-Butterworth Hogadone to Seward | 9880 | Construction In Progress | \$ | \$ | \$ 840,000 | \$ | \$ |
| | | TEMP20112 | 7159-Grandville Clyde Park to Stolpe | 9880 | Construction In Progress | \$ | \$ | \$ 650,000 | \$ | \$ |
| | | TEMP20113 | 8180-O'Brien Maynard to Sunset Hills | 9880 | Construction In Progress | \$ | \$ | \$ 800,000 | \$ | \$ |
| | | TEMP20122 | 7970-Burton Eastern to Kalamazoo | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 1,900,000 | \$ |
| | | TEMP20137 | 1329-Burton Division to Eastern | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 1,765,000 | \$ |
| | | TEMP22032 | 7866-Division - Michigan to Fulton | 9880 | Construction In Progress | \$ | \$ | \$ | \$ 1,000,000 | \$ |
| | | TEMP22033 | 7507-Covell Reservoir Joint replacement | 9880 | Construction In Progress | \$ | \$ | \$ 1,540,000 | \$ | \$ |
| | | TEMP22035 | 4352-Oakwood Avenue - Knapp Street to 3 Mile Road | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 1,585,000 |
| | | TEMP22037 | 4047-VALLEY - 4TH TO BRIDGE, 3RD - VALLEY TO GARFIELD | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 1,357,500 |

| CITY OF GRAND RAPIDS | | | | | | | | | | |
|--------------------------------|------------------------|--------------|---|--------------------|--------------------------|---------------|---------------|---------------|---------------|---------------|
| CAPITAL PROJECT DETAIL | | | | | | | | | | |
| FY2022 PRELIMINARY FISCAL PLAN | | | | | | | | | | |
| WATER DEPARTMENT (536) | | | | | | | | | | |
| | | | | | | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
| Fund Number | Fund Name | Project Code | Project Name | Budget Object Code | Budget Object Name | Proposed | Forecast | Forecast | Forecast | Forecast |
| | | TEMP22039 | 1405-Berkshire Street - Giddings Avenue to Kalamazoo Avenue | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 1,500,000 |
| | | TEMP22060 | 8370-Cascade Burger Plat PFAS Project (Burger, Tripoli, | 9880 | Construction In Progress | \$ | \$ 2,400,000 | \$ | \$ | \$ |
| | | TEMP22061 | 8372-Cascade Burger Plat PFAS Project (Oak Tree, Maplecrest | 9880 | Construction In Progress | \$ | \$ | \$ 2,300,000 | \$ | \$ |
| | | TEMP22068 | 2035-Godfrey Avenue - Oxford Street to Market Avenue | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 3,000,000 |
| | | TEMP22069 | 8220-Buchanan - Hall to Corinne | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 1,350,000 |
| | | TEMP22071 | 5225-Plymouth - Burton south to RR | 9880 | Construction In Progress | \$ | \$ | \$ | \$ | \$ 1,500,000 |
| | WSS Revenue Bonds 2020 | | | | | \$ | \$ 21,800,000 | \$ 14,924,000 | \$ 6,240,000 | \$ 16,737,500 |
| Grand Total | | | | | | \$ 29,695,000 | \$ 42,630,000 | \$ 26,400,000 | \$ 17,210,500 | \$ 24,062,500 |



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RAPIDS
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FUND DESCRIPTIONS - GRANTS

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

61st District Court Grants Fund: This fund is used to account for grants received for specialized court programs. Funds are allocated to the proper program according the grant. The grants the District Court receives generally cover costs associated with the Domestic Assault Response Team (DART), Drug and Sobriety Courts.

Major Revenue Source: Federal, State and Local Grants.

Fund Balance Policy: To have all funds committed to fulfill District Court grant requirements.

Community Development Program Fund: This fund is used to account for grants received for housing and community development programs in the Community Development Department. Funds are allocated on an annual basis for projects and services that primarily support low- and moderate-income persons and families. Examples include housing rehabilitation and emergency home repairs, public infrastructure improvements, neighborhood leadership development, and legal assistance and fair housing services.

Major Revenue Source: U.S. Department of Housing and Urban Development (HUD).

Fund Balance Policy: To have all funds committed to eligible housing and community development activities.

Fire Grants Fund: This fund is used to account for grants received that are dedicated specifically to the Grand Rapids Fire Department. The grants received generally cover safety related items such as Self Contained Breathing Apparatus' (SCBA) and Personal Protection Equipment (PPE) for Fire Department personnel, communication equipment and support of the Residential Safety Program for the installation of smoke and carbon dioxide alarms.

Major Revenue Source: Federal Emergency Management Agency (FEMA).

Fund Balance Policy: To have all funds committed to fund grant approved expenses.

HOME Investment Partnership Fund: This fund is used to account for grants received for affordable housing in the Community Development Department. Funds are allocated on an annual basis for programs and projects that maintain, preserve and increase the supply of affordable housing for low-income persons. Examples include rehabilitation and new construction of homeowner and rental properties, homebuyer down payment assistance, and short-term rental assistance.

Major Revenue Source: U.S. Department of Housing and Urban Development (HUD).

Fund Balance Policy: To have all funds committed to eligible affordable housing activities.

Lead Hazard Control/Reduction Fund: This fund is used to account for grants received for lead paint hazard reduction in the Community Development Department. Funds are used to make rental and owner-occupied homes safe from lead paint hazards.

Major Revenue Source: U.S. Department of Housing and Urban Development (HUD).

Fund Balance Policy: To have all funds committed to eligible lead paint hazard reduction activities.

Other Grants Fund: This fund is used to account for all other grants received that are not to be specifically accounted for in any other City grant fund. Examples of grants accounted for in the Other Grants Fund include grants received for the City's Our Community's Children Program, grants received for the City's Parks Department from various sources such as the U.S. Department of Agriculture's (USDA) Forest Service Agency, and Justice Assistance Grants (JAG) received from the U.S. Department of Justice's Bureau of Justice Assistance (BJA) used for crime prevention purposes.

Major Revenue Source: Federal, State, Local and Private Grants.

Fund Balance Policy: To have all funds committed to fulfill grant requirements.

Police Grants Fund: This fund is used to account for grants received that are dedicated specifically to the Grand Rapids Police Department. In general, the City occasionally receives Community Oriented Policing Services (COPS) grants from the U.S. Department of Justice that help temporarily fund the wages of a determined amount of new Community Police Officers. This grant fund also accounts for grants received from the Michigan Department of Justice that support the costs of wages, supplies and equipment of Automobile Theft Prevention Authority (ATPA) and Metropolitan Enforcement Team (MET) grant supported activities.

Major Revenue Source: Federal and State Grants.

Fund Balance Policy: To have all funds committed to fund grant approved expenses.

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|------------------|-----------------|------------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450-Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501-Federal Grants | 535,490 | 0 | 580,848 | 525,000 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 199,723 | 0 | 112,000 | 112,000 | 0 | 0 | 0 | 0 | 0 |
| 580-Contribution from Local Units | 163,050 | 0 | 80,900 | 80,900 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 123,022 | 0 | 270,245 | 245,362 | 0 | 0 | 0 | 0 | 0 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 66,008 | 0 | 99,830 | 99,830 | 0 | 0 | 0 | 0 | 0 |
| 61ST DISTRICT COURT GRANTS Total Revenues | 1,087,293 | 0 | 1,143,823 | 1,063,092 | 0 | 0 | 0 | 0 | 0 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 273,787 | 0 | 406,350 | 382,489 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 91,166 | 0 | 133,198 | 145,230 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services And Charges | 604,378 | 0 | 604,275 | 589,740 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61ST DISTRICT COURT GRANTS Total Expenditures | 969,331 | 0 | 1,143,823 | 1,117,459 | 0 | 0 | 0 | 0 | 0 |
| 61ST DISTRICT COURT GRANTS NET INCOME (LOSS) | 117,962 | 0 | 0 | (54,367) | 0 | 0 | 0 | 0 | 0 |
| Fund Balance - Beginning of Year | 154,484 | 272,446 | 272,446 | 272,446 | 218,079 | 218,079 | 218,079 | 218,079 | 218,079 |
| Fund Balance - End of Year | 272,446 | 272,446 | 272,446 | 218,079 | 218,079 | 218,079 | 218,079 | 218,079 | 218,079 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 15% of Current Spending | 145,400 | 0 | 171,573 | 167,619 | 0 | 0 | 0 | 0 | 0 |
| Unassigned Fund Balance | 127,046 | 272,446 | 100,873 | 50,460 | 218,079 | 218,079 | 218,079 | 218,079 | 218,079 |
| Total | 272,446 | 272,446 | 272,446 | 218,079 | 218,079 | 218,079 | 218,079 | 218,079 | 218,079 |
| Unassigned Fund Balance as a % of Total Current Spending | 13.1% | #DIV/0! | 8.8% | 4.5% | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|------------------|------------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| <u>Community Development Program (2733)</u> | | | | | | | | | |
| Revenues | | | | | | | | | |
| 501-Federal Grants | 3,685,111 | 4,097,965 | 6,280,118 | 6,280,118 | 4,097,965 | 4,097,965 | 4,097,965 | 4,097,965 | 4,097,965 |
| 655-Fines & Forfeitures | 1,511 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 7,352 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 490,309 | 504,000 | 506,534 | 482,340 | 505,000 | 455,000 | 455,000 | 455,000 | 367,351 |
| 695-Other Financing Sources | 501,634 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Community Development Program Total Revenues | 4,685,917 | 5,101,965 | 7,286,652 | 7,262,458 | 5,102,965 | 5,052,965 | 5,052,965 | 5,052,965 | 4,965,316 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 804,727 | 1,034,524 | 1,572,494 | 1,923,480 | 1,323,414 | 1,372,161 | 1,426,149 | 1,477,058 | 1,505,785 |
| 751-Supplies | 14,141 | 33,522 | 33,522 | 42,970 | 25,100 | 25,100 | 25,100 | 25,100 | 25,100 |
| 800-Other Services and Charges | 2,373,616 | 2,661,231 | 4,307,948 | 4,381,342 | 2,381,763 | 2,283,016 | 2,229,028 | 2,178,119 | 2,061,743 |
| 970-Capital Outlays | 0 | 4,000 | 4,000 | 2,100 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| 995-Other Financing | 1,368,688 | 1,368,688 | 1,368,688 | 1,368,688 | 1,368,688 | 1,368,688 | 1,368,688 | 1,368,688 | 1,368,688 |
| Community Development Program Total Expenditures | 4,561,172 | 5,101,965 | 7,286,652 | 7,718,580 | 5,102,965 | 5,052,965 | 5,052,965 | 5,052,965 | 4,965,316 |
| Community Development Program NET INCOME (LOSS) | 124,745 | 0 | 0 | (456,122) | 0 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | 1,201,077 | 1,325,822 | 1,325,822 | 1,325,822 | 869,700 | 869,700 | 869,700 | 869,700 | 869,700 |
| Ending Fund Balance | 1,325,822 | 1,325,822 | 1,325,822 | 869,700 | 869,700 | 869,700 | 869,700 | 869,700 | 869,700 |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---------------------------------------|------------------|------------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| <u>Fire Grants (2732)</u> | | | | | | | | | |
| Revenues | | | | | | | | | |
| 501-Federal Grants | 185,460 | 0 | 0 | 161,652 | 0 | 0 | 0 | 0 | 0 |
| 580-Contribution from Local Units | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 134,810 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fire Grants Total Revenues | 320,270 | 0 | 0 | 161,652 | 0 | 0 | 0 | 0 | 0 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 173,031 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 112,204 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 164,414 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fire Grants Total Expenditures | 449,649 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fire Grants NET INCOME (LOSS) | (129,379) | 0 | 0 | 161,652 | 0 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | (32,273) | (161,652) | (161,652) | (161,652) | - | - | - | - | - |
| Ending Fund Balance | (161,652) | (161,652) | (161,652) | - | - | - | - | - | - |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|------------------|------------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| <u>Home Investment Partnership (2734)</u> | | | | | | | | | |
| Revenues | | | | | | | | | |
| 501-Federal Grants | 1,643,168 | 1,321,276 | 1,321,016 | 1,289,000 | 1,321,276 | 1,321,276 | 1,321,276 | 1,321,276 | 1,321,276 |
| 655-Fines & Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 125,259 | 125,258 | 125,259 | 119,578 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 |
| Home Investment Partnership Total Revenues | 1,768,427 | 1,446,534 | 1,446,275 | 1,408,578 | 1,446,276 | 1,446,276 | 1,446,276 | 1,446,276 | 1,446,276 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 111,999 | 123,010 | 123,010 | 129,714 | 115,020 | 120,732 | 126,888 | 132,960 | 134,676 |
| 751-Supplies | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 1,489,967 | 1,323,524 | 1,323,265 | 1,298,761 | 1,331,256 | 1,325,544 | 1,319,388 | 1,313,316 | 1,311,600 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Home Investment Partnership Total Expenditures | 1,601,986 | 1,446,534 | 1,446,275 | 1,428,475 | 1,446,276 | 1,446,276 | 1,446,276 | 1,446,276 | 1,446,276 |
| Home Investment Partnership NET INCOME (LOSS) | 166,441 | 0 | 0 | (19,897) | 0 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | 28,818 | 195,259 | 195,259 | 195,259 | 175,362 | 175,362 | 175,362 | 175,362 | 175,362 |
| Ending Fund Balance | 195,259 | 195,259 | 195,259 | 175,362 | 175,362 | 175,362 | 175,362 | 175,362 | 175,362 |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|------------------|-----------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| <u>Lead Hazard Control/Reduction (2735)</u> | | | | | | | | | |
| Revenues | | | | | | | | | |
| 501-Federal Grants | 1,163,411 | 0 | (766,519) | 63,934 | 0 | 0 | 0 | 0 | 0 |
| 655-Fines & Forfeitures | 229 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 305 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 66,555 | 0 | 75,598 | 48,375 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lead Hazard Control/Reduction Total Revenues | 1,230,500 | 0 | (690,921) | 112,309 | 0 | 0 | 0 | 0 | 0 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 266,023 | 0 | 122,480 | 137,642 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | (758) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 953,703 | 0 | (813,401) | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lead Hazard Control/Reduction Total Expenditures | 1,218,968 | 0 | (690,921) | 137,642 | 0 | 0 | 0 | 0 | 0 |
| Lead Hazard Control/Reduction NET INCOME (LOSS) | 11,532 | 0 | 0 | (25,333) | 0 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | 120,685 | 132,217 | 132,217 | 132,217 | 106,884 | 106,884 | 106,884 | 106,884 | 106,884 |
| Ending Fund Balance | 132,217 | 132,217 | 132,217 | 106,884 | 106,884 | 106,884 | 106,884 | 106,884 | 106,884 |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|------------------|----------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| <u>Other Grants (2730)</u> | | | | | | | | | |
| Revenues | | | | | | | | | |
| 501-Federal Grants | 707,049 | 137,692 | 134,715 | 137,692 | 124,065 | 124,065 | 124,065 | 124,065 | 124,065 |
| 539-State Grants | 144,024 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 1,176,168 | 0 | 1,052,302 | 993,241 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 189,091 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Grants Total Revenues | 2,216,332 | 137,692 | 1,187,017 | 1,130,933 | 124,065 | 124,065 | 124,065 | 124,065 | 124,065 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 772,790 | 0 | 512,163 | 489,782 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 261,585 | 0 | 270,744 | 287,320 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 1,164,427 | 137,692 | 388,561 | 384,321 | 124,065 | 124,065 | 124,065 | 124,065 | 124,065 |
| 970-Capital Outlays | 11,094 | 0 | 15,549 | 15,549 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Grants Total Expenditures | 2,209,896 | 137,692 | 1,187,017 | 1,176,972 | 124,065 | 124,065 | 124,065 | 124,065 | 124,065 |
| Other Grants NET INCOME (LOSS) | 6,436 | 0 | 0 | (46,039) | 0 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | 260,643 | 267,079 | 267,079 | 267,079 | 221,040 | 221,040 | 221,040 | 221,040 | 221,040 |
| Ending Fund Balance | 267,079 | 267,079 | 267,079 | 221,040 | 221,040 | 221,040 | 221,040 | 221,040 | 221,040 |

Grand Rapids MI
POLICE GRANTS (2731)
STATEMENT OF OPERATIONS

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|-----------------|-----------------|-----------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| <u>Police Grants (2731)</u> | | | | | | | | | |
| Revenues | | | | | | | | | |
| 501-Federal Grants | 187,958 | 0 | 41,877 | 254,243 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 430,348 | 0 | 430,260 | 424,512 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 655-Fines & Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 32 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 320,821 | 0 | 365,684 | 365,684 | 0 | 0 | 0 | 0 | 0 |
| Police Grants Total Revenues | 939,159 | 0 | 837,821 | 1,044,439 | 0 | 0 | 0 | 0 | 0 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 631,884 | 0 | 620,652 | 748,543 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 14,348 | 0 | 11,239 | 11,567 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 207,012 | 0 | 182,930 | 185,130 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 105,281 | 0 | 23,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Police Grants Total Expenditures | 958,525 | 0 | 837,821 | 945,240 | 0 | 0 | 0 | 0 | 0 |
| Police Grants NET INCOME (LOSS) | (19,366) | 0 | 0 | 99,199 | 0 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | (77,344) | (96,710) | (96,710) | (96,710) | 2,489 | 2,489 | 2,489 | 2,489 | 2,489 |
| Ending Fund Balance | (96,710) | (96,710) | (96,710) | 2,489 | 2,489 | 2,489 | 2,489 | 2,489 | 2,489 |



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FUND DESCRIPTIONS

Customer Service Fund: This fund was established as the 3-1-1 Fund in Fiscal Year 2014, replacing the previous Information Technology 311 Sub Fund. The fund is mainly used to account for the operating revenues and expenditures of the 3-1-1 Call Center Program. Revenues are generated by charges for services rendered.

Allocation and recovery of costs: Calls are coded by department and tallied at the end of the year. Percentages are calculated for each department's usage of the 311-call taking service. The Customer Service Department's total operating costs are allocated to the departments/funds according to the calculated percentage of use, and the result is the budget amount for each department/fund.

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

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

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

Facilities Management Fund: Facilities Management oversees daily operations for various types of municipal facilities throughout the City of Grand Rapids. Facilities Management is committed to providing clean, safe, accessible, and sustainable workspaces for City employees, as well as City tenants, community members, citizens, visitors, and guests. Facilities Management offers the highest level of building related services in effort to increase user department's operational effectiveness while simultaneously controlling utilization costs through comprehensive asset management planning and responsible implementation of energy efficient practices.

Facilities Management operates as an Internal Service Fund (ISF) within the City. The department is fully funded based upon direct and indirect operational costs being recovered through an appropriate charge-back and rate setting model. Anticipated operating and maintenance expenses are budgeted and provided to user departments annually.

Fund Balance Policy: Facilities Management's Operating Fund achieves total cost recovery while maintaining a 25% reserve.

Facilities Management Capital Fund: The Facilities Management Capital Fund accounts for the maintenance of public-owned facilities through implementation of a comprehensive Asset Management Plan (AMP). The AMP addresses long-term sustainability, capital improvements and replacements, implementation of green facilities initiatives, and continuous improvement objectives. The AMP includes a 5, 10, and 25 year planned replacement program and adheres to industry best practices to provide well maintained and energy efficient facilities. Facility types include: Municipal Office Spaces, City Archives, Fleet Maintenance/Repair Shop, Car Wash, Public Works Garages, Forestry/Parks Garage, Storage Facilities, Vehicle Impound Lot, Police Department, Police Motor Pool, Police Pistol Range, Fire Stations, Court House, and Public Museums. Revenue is generated from department charges for services and assigned as capital reserve for major repairs and improvements on each building in accordance to the receipt of the funds.

Fund Balance Policy: All funds are 100% assigned to Facilities working capital projects.

Financial Management System Fund: This fund is used to account for a State of Michigan grant that was provided through the Michigan Municipal Services Authority (MMSA) to research and develop a cloud-based Financial Management system that could be made available to all entities in the State of Michigan who wish to partner in a stronger more robust financial system. After significant evaluation, the City of Grand Rapids chose to implement Advantage 360, consisting of Performance Budgeting, Financials, and Human Resources/Payroll/Timekeeping.

Allocation and recovery of costs: Costs are grouped into three categories: Consulting, Implementation, and Incidentals; costs are charged to the appropriate category when incurred.

Fund Balance Policy: The majority of funds were previously allocated to the development of a new financial management system. The remaining balance has been reserved for future system requirements.

Health Insurance Fund: The Health Insurance Fund was established to account for the payment of approved health insurance claims for active employees and for post Medicare retirees over age 65. The City is self-insured for health insurance claims and finances the insurance payments through payroll distributions per employee.

Allocation and Recovery of Costs: After the annual actuarial study on health care is received, the suggested increase/decrease is applied to factors within the Health Care rate study which is prepared by the Budget Office. This study allows total expenditure needs of the City to be calculated for active personnel, opt-outs, and retirees over age 65. Costs for those over 65 are recovered completely from the retirees and the Union Medicare Supplements. Costs for active personnel are budgeted equally for each employee regardless of status but recovered from Premium Sharing and Departmental Contributions based on each active employee's true status (participating or opt-out).

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

Information Technology Operating Fund: This fund is used to account for the Information Processing and Telecommunications Services provided to other City funds and Departments. Revenues are generated by charges for services rendered.

Allocation and recovery of costs: Budgetary costs are grouped together by function – Administration, Enterprise Solutions, Shared Solutions, Department Solutions, Dedicated Support, Mainframe, Network, Personal Computer Support, Shared Servers, RDBMS, Printing costs, Email, and Telephony. Costs are allocated to the department's code by use of a proper basis for the function (e.g. the number of employees for email costs). Then the costs for each department code are totaled up and presented as budgetary amounts for each department. Costs are recovered using the following methods: Personal Computer Support is billed on actual support calls when incurred, Telephony is billed on budgetary costs of telephony based upon the number of lines, and all the other functions are billed on budgetary costs based upon the combined amounts and is known as data charges.

Fund Balance Policy: Maintain an assigned fund balance reserve of 25%, commit a capital reserve amount for replacement and upgrade of Information Technology capital infrastructure.

Information Technology Capital Fund: This fund is used to account for the capital needs of the Information Processing and Telecommunications Services provided to other City funds and Departments. Revenues are generated through charges to Departments.

Allocation and recovery of costs: A pre-determined dollar amount based on future capital needs is entered into the IT Allocation Plan outlined in the Information Technology Operating Fund section below. The appropriate percentages are charged to user departments based on this plan, and the revenues received are directly deposited into the Capital fund until they are needed for Capital Replacement, at which time an annual budget is prepared. The replacement cycle for most capital replacement items is approximately five years.

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

Motor Equipment System Operating Fund: Fleet Management is responsible for over 1,400 pieces of equipment with a replacement value of approximately \$50 million. Our Parts Room stocks approximately 76,000 pieces of inventory which is valued at over \$800,000. Fleet Management provides user departments the highest level of fleet related services in effort to increase the City's overall operational effectiveness. Through responsible procurement practices, efficient maintenance and repair services, and exceptional replacement planning, Fleet Management is able to provide user departments with safe, reliable, state-of-the-art, customized equipment to meet the City's diverse operating needs.

Fleet Management is dedicated to implementing continuous improvements, industry best practices, City-wide initiatives and policies, financial responsibility, and environmental stewardship into daily operations.

Fleet Management operates as an Internal Service Fund (ISF) within the City. The department is fully funded based upon direct and indirect operational costs being recovered through an appropriate charge-back model for both pooled and non-pooled equipment. Operating, maintenance, and general administration expenses are analyzed, and rates are established on an annual basis.

Fund Balance Policy: Fleet Management's operating fund achieves total cost recovery while maintaining a 25% general reserve as well as a fuel contingency reserve.

Motor Equipment System Capital Fund: The Fleet Management Capital Fund accounts for the replacement of equipment through implementation of a comprehensive Asset Management Plan (AMP). The AMP addresses environmental responsibility, capitalization on useable life, maximization on returns, implementation of green fleet initiatives, and continuous improvement objectives. In an effort to provide operating departments' safe, reliable, and cost-effective equipment, Fleet Management regularly engages in educational discussions with users regarding right-sizing, alternative fueling equipment (such as CNG, hybrid, electric vehicles, etc.), the importance of preventative maintenance, and overall standardization of the City's Fleet. The AMP includes a replacement guideline along with a 5 and 15 year planned replacement forecast – both of which adhere to industry standards accepted by the National Association of Fleet Administration (NAFA) and the American Public Works Association (APWA).

Fleet Equipment types include: Light Equipment – such as sedans, vans, SUV's, patrol vehicles, motorcycles, pick-ups, small utility and small dump trucks, and other miscellaneous small engine equipment. Heavy Equipment – such as refuse trucks, large utility, dump trucks, vactors, fire apparatus, off-road equipment, and other miscellaneous heavy equipment. Revenue is generated from department charges based on capital costs associated equipment replacement, as planned, and forecasted in the AMP.

Fund Balance Policy: All funds are 100% assigned to motor equipment capital projects.

Risk Management/Other Reserves Fund: This fund is used to account for the payment of approved insurance claims, public liability, life insurance and workers' compensation. The City is self-insured for general liability and finances the insurance payments through budgeted transfers from other funds.

Allocation and Recovery of Costs: Insurance Premiums and other risk costs are grouped into three categories, Liability, Property, and Workers' compensation. Each cost is allocated to the departments/funds according to a stated basis (number of personnel, payroll, etc.) after which the allocations are totaled by department. Fund balance is used to reduce the total revenue requirement if there was excess allocation from the prior year, or an adjustment is made to increase the revenue requirement if there was a shortfall requiring the use of fund balance in the previous year. These adjustments are applied to the department allocations on a percentage basis related to each unit's portion of the allocation costs, and the result is the budget amount for each department/fund.

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

**Grand Rapids MI
CUSTOMER SERVICE (6110)
STATEMENT OF OPERATIONS**

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|------------------|------------------|------------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| REVENUE | | | | | | | | | |
| <u>Customer Service (6110)</u> | | | | | | | | | |
| 401 Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450 Licenses And Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501 Intergovernmental Revenues | 0 | 0 | 9,318 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600 Charges For Services | 1,952,869 | 2,141,363 | 2,141,363 | 1,887,963 | 2,079,275 | 2,137,031 | 2,189,174 | 2,238,803 | 2,226,524 |
| 655 Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664 Interest And Rents | 5,426 | 2,136 | 2,136 | 2,136 | 1,233 | 690 | 962 | 1,179 | 1,288 |
| 671 Other Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695 Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer Service Total Revenue | 1,958,295 | 2,143,499 | 2,152,817 | 1,890,099 | 2,080,508 | 2,137,721 | 2,190,136 | 2,239,982 | 2,227,812 |
| EXPENDITURES | | | | | | | | | |
| <u>Customer Service (6110)</u> | | | | | | | | | |
| 701 Personal Services | 1,386,847 | 1,516,261 | 1,516,261 | 1,297,459 | 1,522,645 | 1,584,281 | 1,646,717 | 1,699,140 | 1,736,055 |
| 751 Supplies | 7,811 | 6,850 | 12,259 | 4,500 | 4,750 | 4,750 | 4,750 | 4,750 | 4,750 |
| 800 Other Services And Charges | 553,227 | 504,629 | 504,629 | 536,621 | 520,388 | 521,486 | 531,179 | 542,310 | 553,815 |
| 970 Capital Outlay | 4,333 | 9,792 | 9,792 | 12,364 | 9,792 | 9,988 | 10,188 | 10,391 | 10,454 |
| 990 Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 996 Appropriation Lapse | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 999 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer Service Total Expenditures | 1,952,218 | 2,037,532 | 2,042,941 | 1,850,944 | 2,057,575 | 2,120,505 | 2,192,834 | 2,256,591 | 2,305,074 |
| Customer Service NET INCOME (LOSS) | 6,077 | 105,967 | 109,876 | 39,155 | 22,933 | 17,216 | (2,698) | (16,609) | (77,262) |
| Unrestricted Cash - Beginning of Year | 181,671 | 187,748 | 187,748 | 187,748 | 226,903 | 249,836 | 267,052 | 264,354 | 247,745 |
| Unrestricted Cash - End of Year | 187,748 | 293,715 | 297,624 | 226,903 | 249,836 | 267,052 | 264,354 | 247,745 | 170,483 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 25% of Current Spending | 488,055 | 509,383 | 510,735 | 462,736 | 514,394 | 530,126 | 548,209 | 564,148 | 576,269 |
| Assigned to Capital (Remaining Website Project Funding) | 162,777 | 162,777 | 162,777 | 162,777 | 162,777 | 162,777 | 162,777 | 162,777 | 162,777 |
| Unassigned Cash | (463,084) | (378,445) | (375,888) | (398,610) | (427,335) | (425,851) | (446,632) | (479,180) | (568,563) |
| Total | 187,748 | 293,715 | 297,624 | 226,903 | 249,836 | 267,052 | 264,354 | 247,745 | 170,483 |
| Unassigned Cash as a % of Total Current Spending | -23.7% | -18.6% | -18.4% | -21.5% | -20.8% | -20.1% | -20.4% | -21.2% | -24.7% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|------------------|------------------|------------------|------------------------------|------------------|------------------|-------------------|------------------|-------------------|
| Revenues | | | | | | | | | |
| 450-Licenses & Permits | 232,895 | 168,000 | 168,000 | 164,000 | 164,000 | 164,000 | 164,000 | 164,000 | 164,000 |
| 501-Federal Grants | 0 | 0 | 5,658 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 4,363,144 | 6,075,636 | 6,075,636 | 5,106,110 | 5,531,973 | 6,515,100 | 5,027,084 | 5,933,014 | 5,416,929 |
| 664-Investment Income & Rentals | 224,856 | 69,010 | 69,010 | 69,010 | 51,691 | 28,908 | 40,299 | 49,413 | 53,969 |
| 671-Other Revenues | 446 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Engineering Services Total Revenues | 4,821,341 | 6,312,646 | 6,318,304 | 5,339,120 | 5,747,664 | 6,708,008 | 5,231,383 | 6,146,427 | 5,634,898 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 3,920,287 | 4,522,144 | 4,522,144 | 3,927,982 | 4,706,855 | 4,850,219 | 4,990,476 | 5,107,343 | 5,172,786 |
| 726-Supplies | 82,865 | 68,313 | 68,568 | 94,118 | 102,359 | 104,413 | 96,788 | 97,382 | 99,997 |
| 800-Other Services and Charges | 1,297,225 | 1,380,441 | 1,380,441 | 1,358,883 | 1,284,973 | 1,259,555 | 1,290,510 | 1,334,604 | 1,359,597 |
| 970-Capital Outlays | 0 | 93,000 | 93,000 | 100,000 | 60,000 | 0 | 0 | 0 | 35,000 |
| 995-Other Financing | 2,450 | 2,309 | 2,309 | 2,354 | 2,692 | 2,730 | 2,768 | 2,807 | 2,846 |
| Engineering Services Total Expenditures | 5,302,827 | 6,066,207 | 6,066,462 | 5,483,337 | 6,156,879 | 6,216,917 | 6,380,542 | 6,542,136 | 6,670,226 |
| Engineering Services NET INCOME (LOSS) | -481,486 | 246,439 | 251,842 | -144,217 | -409,215 | 491,091 | -1,149,159 | -395,709 | -1,035,328 |
| Unrestricted Cash - Beginning of Year | 4,852,619 | 4,371,133 | 4,371,133 | 4,371,133 | 4,226,916 | 3,817,701 | 4,308,792 | 3,159,633 | 2,763,924 |
| Unrestricted Cash - End of Year | 4,371,133 | 4,617,572 | 4,622,975 | 4,226,916 | 3,817,701 | 4,308,792 | 3,159,633 | 2,763,924 | 1,728,596 |
| Reserve Targets | | | | | | | | | |
| Assigned to Reserves - 25% of Current Spending | 1,325,707 | 1,516,552 | 1,516,615 | 1,370,834 | 1,539,220 | 1,554,229 | 1,595,136 | 1,635,534 | 1,667,557 |
| Unassigned Cash | 3,045,426 | 3,101,020 | 3,106,359 | 2,856,082 | 2,278,481 | 2,754,563 | 1,564,498 | 1,128,390 | 61,040 |
| Total | 4,371,133 | 4,617,572 | 4,622,975 | 4,226,916 | 3,817,701 | 4,308,792 | 3,159,633 | 2,763,924 | 1,728,596 |
| Unassigned Cash as a % of Total Current Spending | 57.4% | 51.1% | 51.2% | 52.1% | 37.% | 44.3% | 24.5% | 17.2% | 0.9% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|------------------|------------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 501-Federal Grants | 0 | 0 | 207,002 | 207,002 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 4,922,879 | 5,055,441 | 5,055,441 | 5,144,462 | 4,905,205 | 5,044,514 | 5,172,026 | 5,309,849 | 5,417,515 |
| 664-Investment Income & Rentals | 302,576 | 231,185 | 231,185 | 217,564 | 232,733 | 226,660 | 236,064 | 244,527 | 251,025 |
| 671-Other Revenues | 2,391 | 0 | 0 | 272 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facilities Mgmt-Operating Total Revenues | 5,227,846 | 5,286,626 | 5,493,628 | 5,569,300 | 5,137,938 | 5,271,174 | 5,408,090 | 5,554,376 | 5,668,540 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 1,611,197 | 1,695,686 | 1,695,686 | 1,642,963 | 1,855,026 | 1,919,873 | 1,965,873 | 1,999,558 | 2,027,118 |
| 726-Supplies | 240,669 | 205,699 | 303,697 | 200,980 | 205,699 | 215,124 | 224,999 | 235,344 | 246,186 |
| 800-Other Services and Charges | 3,240,251 | 3,301,635 | 3,339,135 | 3,275,337 | 3,396,540 | 3,452,489 | 3,550,841 | 3,653,120 | 3,759,355 |
| 970-Capital Outlays | 34,911 | 59,500 | 59,500 | 61,858 | 58,000 | 61,000 | 60,000 | 69,000 | 61,000 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | -54,172 | -54,172 | 0 | -54,791 | -56,278 | -57,652 | -59,128 | -60,309 |
| Facilities Mgmt-Operating Total Expenditures | 5,127,028 | 5,208,348 | 5,343,846 | 5,181,138 | 5,460,474 | 5,592,208 | 5,744,061 | 5,897,894 | 6,033,350 |
| Facilities Mgmt-Operating NET INCOME (LOSS) | 100,818 | 78,278 | 149,782 | 388,162 | -322,536 | -321,034 | -335,971 | -343,518 | -364,810 |
| Unrestricted Cash - Beginning of Year | 1,966,572 | 2,067,390 | 2,067,390 | 2,067,390 | 2,455,552 | 2,133,016 | 1,811,982 | 1,476,011 | 1,132,493 |
| Unrestricted Cash - End of Year | 2,067,390 | 2,145,668 | 2,217,172 | 2,455,552 | 2,133,016 | 1,811,982 | 1,476,011 | 1,132,493 | 767,683 |
| Reserve Targets | | | | | | | | | |
| Assigned to Reserves - 25% of Current Spending | 1,281,757 | 1,302,087 | 1,335,962 | 1,295,285 | 1,365,119 | 1,398,052 | 1,436,015 | 1,474,474 | 1,508,338 |
| GR Building Authority 2021 (FY2051) 201 Mkt / KCRC Site Acq | 0 | 0 | 0 | 0 | 41,466 | 82,932 | 124,398 | 165,864 | 207,330 |
| Unassigned Cash | 785,633 | 843,581 | 881,211 | 1,160,268 | 726,432 | 330,998 | -84,402 | -507,845 | -947,985 |
| Total | 2,067,390 | 2,145,668 | 2,217,172 | 2,455,552 | 2,133,016 | 1,811,982 | 1,476,011 | 1,132,493 | 767,683 |
| Unassigned Cash as a % of Total Current Spending | 15.3% | 16.2% | 16.5% | 22.4% | 13.3% | 5.9% | (1.5%) | (8.6%) | (15.7%) |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|------------------|------------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 580-Contribution from Local Units | 959,891 | 0 | 0 | 37,554 | 24,115 | 0 | 0 | 56,087 | 155,356 |
| 600-Charges for Services | 1,741,242 | 1,763,225 | 1,763,225 | 1,789,263 | 1,838,245 | 1,861,496 | 1,952,621 | 1,978,587 | 2,028,052 |
| 664-Investment Income & Rentals | 236,025 | 69,258 | 69,258 | 69,258 | 60,394 | 33,775 | 47,085 | 57,732 | 63,056 |
| 671-Other Revenues | 101,798 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facilities Management-Capital Total Revenues | 3,038,956 | 1,832,483 | 1,832,483 | 1,896,075 | 1,922,754 | 1,895,271 | 1,999,706 | 2,092,406 | 2,246,464 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 76 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 170 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 3,302,644 | 1,763,225 | 2,063,225 | 1,763,225 | 1,160,109 | 1,667,404 | 1,719,335 | 2,030,091 | 1,969,514 |
| 995-Other Financing | 88,750 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facilities Management-Capital Total Expenditures | 3,391,640 | 1,763,225 | 2,063,225 | 1,763,225 | 1,160,109 | 1,667,404 | 1,719,335 | 2,030,091 | 1,969,514 |
| Facilities Management-Capital NET INCOME (LOSS) | -352,684 | 69,258 | -230,742 | 132,850 | 762,645 | 227,867 | 280,371 | 62,315 | 276,950 |
| Unrestricted Cash - Beginning of Year | 6,409,553 | 6,056,869 | 6,056,869 | 6,056,869 | 6,189,719 | 6,952,364 | 7,180,231 | 7,460,602 | 7,522,917 |
| Unrestricted Cash - End of Year | 6,056,869 | 6,126,127 | 5,826,127 | 6,189,719 | 6,952,364 | 7,180,231 | 7,460,602 | 7,522,917 | 7,799,867 |
| Summary of Reserves | | | | | | | | | |
| Ending Unrestricted Cash | 6,056,869 | 6,126,127 | 5,826,127 | 6,189,719 | 6,952,364 | 7,180,231 | 7,460,602 | 7,522,917 | 7,799,867 |
| Assigned for Working Capital Projects | -6,056,869 | -6,126,127 | -5,826,127 | -6,189,719 | -6,952,364 | -7,180,231 | -7,460,602 | -7,522,917 | -7,799,867 |
| Unassigned Cash Available for Reappropriation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| CITY OF GRAND RAPIDS | | | | | | | | | | |
|--------------------------------|-------------------------------|--------------|--|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| CAPITAL PROJECT DETAIL | | | | | | | | | | |
| FY2022 PRELIMINARY FISCAL PLAN | | | | | | | | | | |
| FACILITIES DEPARTMENT (265) | | | | | | | | | | |
| | | | | | | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
| Fund Number | Fund Name | Project Code | Project Name | Budget Object Code | Budget Object Name | Proposed | Forecast | Forecast | Forecast | Forecast |
| 6311 | Facilities Management-Capital | TEMP17041 | Exterior facade repairs at City Hall | 9750 | Building | \$ 268,335 | \$ 281,752 | \$ | \$ 310,631 | \$ 326,163 |
| | | TEMP17043 | Annual Heat pump replacement at the Police Admin facility | 9750 | Building | \$ | \$ | \$ 197,500 | \$ 229,688 | \$ 235,430 |
| | | TEMP17048 | Annual flooring replacement following asset mgmt schedule | 9750 | Building | \$ 118,798 | \$ 121,768 | \$ 124,812 | \$ 127,932 | \$ 131,131 |
| | | TEMP17049 | Annual interior finishes and paint following paint schedule | 9750 | Building | \$ 113,652 | \$ 116,920 | \$ 119,226 | \$ 121,827 | \$ 121,434 |
| | | TEMP17063 | Roof replacement at the Fleet Management fuel island/canopy | 9750 | Building | \$ | \$ | \$ 105,469 | \$ | \$ |
| | | TEMP17070 | Parking lot repair / replacement at the PSC | 9750 | Building | \$ 150,000 | \$ 961,850 | \$ 480,925 | \$ | \$ |
| | | TEMP17071 | Overhead Door replacement at the Community Archives facility | 9750 | Building | \$ | \$ | \$ | \$ 51,250 | \$ |
| | | TEMP17089 | Police parking garage inspection and construction | 9750 | Building | \$ 217,969 | \$ | \$ 241,609 | \$ | \$ 255,106 |
| | | TEMP17104 | Concrete pad replacement of Monroe entrance of City/County | 9750 | Building | \$ | \$ | \$ | \$ 151,177 | \$ |
| | | TEMP17105 | Central clock system at the City / County facility | 9750 | Building | \$ 65,000 | \$ | \$ | \$ | \$ |
| | | TEMP17124 | Range house repair/concrete at the Pistol Range facility | 9750 | Building | \$ 21,230 | \$ | \$ 22,294 | \$ | \$ |
| | | TEMP18197 | Security camera and building security replacements Fleet Man | 9750 | Building | \$ | \$ | \$ 62,500 | \$ | \$ |
| | | TEMP18198 | Upgrade existing lighting control system at the City / Count | 9750 | Building | \$ | \$ | \$ 90,000 | \$ | \$ |
| | | TEMP18210 | Interior stairwell painting at the City Hall facility | 9750 | Building | \$ 99,000 | \$ | \$ | \$ | \$ |
| | | TEMP19002 | Parking lot replacement at the Development Center facility | 9750 | Building | \$ | \$ 122,614 | \$ 275,000 | \$ | \$ |
| | | TEMP19020 | Overhead Door replacement at the Public Services Center | 9750 | Building | \$ 58,125 | \$ | \$ | \$ | \$ |
| | | TEMP19216 | Building security replacements Bridgeview | 9750 | Building | \$ | \$ 62,500 | \$ | \$ | \$ |
| | | TEMP21009 | Replace Motor Pool sump pumps at the Police Administration | 9750 | Building | \$ | \$ | \$ | \$ 68,750 | \$ |
| | | TEMP22001 | Overhead Door maintenance and repairs at Fleet management | 9750 | Building | \$ 48,000 | \$ | \$ | \$ | \$ |
| | | TEMP22008 | Security camera and building security replacements CARC | 9750 | Building | \$ | \$ | \$ | \$ 62,500 | \$ |
| | | TEMP22009 | Security system upgrades at Police Admin | 9750 | Building | \$ | \$ | \$ | \$ 168,906 | \$ |
| | | TEMP22011 | Roof restoration of the Public Service Storage facility | 9750 | Building | \$ | \$ | \$ | \$ 493,680 | \$ |
| | | TEMP22012 | HVAC replacements at 660 Market | 9750 | Building | \$ | \$ | \$ | \$ 243,750 | \$ |
| | | TEMP22013 | Building security and camera replacements at 1120 Monroe | 9750 | Building | \$ | \$ | \$ | \$ | \$ 62,500 |
| | | TEMP22015 | Replace emergency generator at 201 Market | 9750 | Building | \$ | \$ | \$ | \$ | \$ 354,000 |
| | | TEMP22016 | Building security and camera replacements at 201 Market | 9750 | Building | \$ | \$ | \$ | \$ | \$ 65,000 |
| | | TEMP22018 | City Hall ceiling replacement | 9750 | Building | \$ | \$ | \$ | \$ | \$ 418,750 |
| Grand Total | | | | | | \$ 1,160,109 | \$ 1,667,404 | \$ 1,719,335 | \$ 2,030,091 | \$ 1,969,514 |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-----------------|------------------|------------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| REVENUE | | | | | | | | | |
| <u>FINANCIAL MANAGEMENT SYSTEM (6820)</u> | | | | | | | | | |
| 401 Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450 Licenses And Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539 State Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600 Charges For Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 655 Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664 Interest And Rents | 36,219 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671 Other Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695 Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| FMS Total Revenue | 36,219 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| EXPENDITURES | | | | | | | | | |
| <u>FINANCIAL MANAGEMENT SYSTEM (6820)</u> | | | | | | | | | |
| 701 Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 726 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800 Other Services And Charges | 68,202 | 671,990 | 671,990 | 158,438 | 646,569 | 0 | 0 | 0 | 0 |
| 970 Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990 Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 996 Appropriation Lapse | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 999 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| FMS Total Expenditures | 68,202 | 671,990 | 671,990 | 158,438 | 646,569 | 0 | 0 | 0 | 0 |
| FMS NET INCOME (LOSS) | (31,983) | (671,990) | (671,990) | (158,438) | (646,569) | 0 | 0 | 0 | 0 |
| Unrestricted Cash - Beginning of Year | 836,990 | 805,007 | 805,007 | 805,007 | 646,569 | - | - | - | - |
| Unrestricted Cash - End of Year | 805,007 | 133,017 | 133,017 | 646,569 | 0 | 0 | 0 | 0 | 0 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 25% of Current Spending | 17,051 | 167,998 | 167,998 | 39,610 | 161,642 | 0 | 0 | 0 | 0 |
| Unassigned Cash | 787,957 | (34,981) | (34,981) | 606,960 | (161,642) | 0 | 0 | 0 | 0 |
| Total | 805,007 | 133,017 | 133,017 | 646,569 | 0 | 0 | 0 | 0 | 0 |
| Unassigned Cash as a % of Total Current Spending | 1155.3% | -5.2% | -5.2% | 383.1% | -25.0% | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-------------------|--------------------|--------------------|------------------------------|--------------------|--------------------|--------------------|-------------------|-------------------|
| <u>Health Insurance (6770)</u> | | | | | | | | | |
| Revenues | | | | | | | | | |
| 401 Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450 Licenses And Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501 Federal Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600 Charges For Services | 23,232,431 | 18,780,568 | 18,780,568 | 18,780,568 | 19,335,662 | 22,128,099 | 25,259,714 | 27,925,484 | 30,336,026 |
| 655 Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664 Investment Income & Rentals | 1,220,453 | 297,114 | 297,114 | 297,114 | 298,020 | 166,664 | 232,342 | 284,884 | 311,155 |
| 671 Other Revenue | 4,961,666 | 4,776,993 | 4,776,993 | 4,776,993 | 4,804,854 | 5,532,739 | 6,342,860 | 7,020,313 | 7,636,627 |
| 695 Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Health Insurance Total Revenues | 29,414,550 | 23,854,675 | 23,854,675 | 23,854,675 | 24,438,536 | 27,827,502 | 31,834,916 | 35,230,681 | 38,283,808 |
| Expenditures | | | | | | | | | |
| 701 Personnel Services | 357,480 | 403,425 | 403,425 | 399,187 | 420,647 | 435,172 | 448,675 | 460,906 | 471,734 |
| 751 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800 Other Services And Charges | 24,544,405 | 25,456,564 | 25,456,564 | 25,443,197 | 28,589,644 | 30,751,812 | 33,108,072 | 35,650,260 | 38,393,058 |
| 970 Capital Outlays | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990 Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995 Appropriation Lapse | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995 Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Health Insurance Total Expenditures | 24,901,885 | 25,859,989 | 25,859,989 | 25,842,384 | 29,010,291 | 31,186,984 | 33,556,747 | 36,111,166 | 38,864,792 |
| Health Insurance NET INCOME (LOSS) | 4,512,665 | (2,005,314) | (2,005,314) | (1,987,709) | (4,571,755) | (3,359,482) | (1,721,831) | (880,485) | (580,984) |
| Unrestricted Cash - Beginning of Year | 21,458,496 | 25,971,161 | 25,971,161 | 25,971,161 | 23,983,452 | 19,411,697 | 16,052,215 | 14,330,384 | 13,449,899 |
| Unrestricted Cash - End of Year | 25,971,161 | 23,965,847 | 23,965,847 | 23,983,452 | 19,411,697 | 16,052,215 | 14,330,384 | 13,449,899 | 12,868,915 |
| Reserve Targets | | | | | | | | | |
| Assigned to Reserves - 25% of Current Spending | 6,225,471 | 6,464,997 | 6,464,997 | 6,460,596 | 7,252,573 | 7,796,746 | 8,389,187 | 9,027,792 | 9,716,198 |
| Unassigned Cash | 19,745,690 | 17,500,850 | 17,500,850 | 17,522,856 | 12,159,124 | 8,255,469 | 5,941,197 | 4,422,108 | 3,152,717 |
| Total | 25,971,161 | 23,965,847 | 23,965,847 | 23,983,452 | 19,411,697 | 16,052,215 | 14,330,384 | 13,449,899 | 12,868,915 |
| Unassigned Cash as a % of Total Current Spending | 79.3% | 67.7% | 67.7% | 67.8% | 41.9% | 26.5% | 17.7% | 12.2% | 8.1% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|------------------|------------------|------------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| REVENUE | | | | | | | | | |
| <u>INFORMATION TECH-OPERATING (6800)</u> | | | | | | | | | |
| 401 Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450 Licenses And Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501 Intergovernmental Revenues | 0 | 0 | 160,084 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600 Charges For Services | 6,347,148 | 6,932,601 | 6,932,601 | 6,932,601 | 6,546,426 | 6,735,874 | 6,886,958 | 7,041,128 | 7,168,257 |
| 655 Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664 Interest And Rents | 109,250 | 23,897 | 23,897 | 23,897 | 25,208 | 14,097 | 19,653 | 24,097 | 26,319 |
| 671 Other Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695 Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| INFORMATION TECH-OPERATING Total Revenue | 6,456,398 | 6,956,498 | 7,116,582 | 6,956,498 | 6,571,634 | 6,749,971 | 6,906,611 | 7,065,225 | 7,194,576 |
| EXPENDITURES | | | | | | | | | |
| <u>INFORMATION TECH-OPERATING (6800)</u> | | | | | | | | | |
| 701 Personal Services | 231,740 | 399,749 | 399,749 | 401,604 | 418,644 | 432,331 | 444,464 | 449,360 | 453,152 |
| 752 Supplies | 7,943 | 14,306 | 129,029 | 14,123 | 14,306 | 14,646 | 14,996 | 15,355 | 15,355 |
| 800 Other Services And Charges | 5,797,575 | 6,470,777 | 6,470,777 | 6,311,996 | 6,360,930 | 6,495,658 | 6,689,071 | 6,896,215 | 7,023,937 |
| 970 Capital Outlay | 6,910 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990 Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 996 Appropriation Lapse | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 999 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| INFORMATION TECH-OPERATING Total Expenditures | 6,044,168 | 6,884,832 | 6,999,555 | 6,727,723 | 6,793,880 | 6,942,635 | 7,148,531 | 7,360,930 | 7,492,444 |
| REVENUE OVER EXPENSE | 412,230 | 71,666 | 117,028 | 228,775 | (222,246) | (192,664) | (241,920) | (295,705) | (297,868) |
| Unrestricted Cash - Beginning of Year | 1,645,143 | 2,057,373 | 2,057,373 | 2,057,373 | 2,286,148 | 2,063,902 | 1,871,238 | 1,629,318 | 1,333,613 |
| Unrestricted Cash - End of Year | 2,057,373 | 2,129,039 | 2,174,401 | 2,286,148 | 2,063,902 | 1,871,238 | 1,629,318 | 1,333,613 | 1,035,745 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 15% of Current Spending | 906,625 | 1,032,725 | 1,049,933 | 1,009,158 | 1,019,082 | 1,041,395 | 1,072,280 | 1,104,140 | 1,123,867 |
| Assigned to Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unassigned Cash | 1,150,748 | 1,096,314 | 1,124,468 | 1,276,990 | 1,044,820 | 829,843 | 557,038 | 229,474 | (88,122) |
| Total | 2,057,373 | 2,129,039 | 2,174,401 | 2,286,148 | 2,063,902 | 1,871,238 | 1,629,318 | 1,333,613 | 1,035,745 |
| Unassigned Cash as a % of Total Current Spending | 19.0% | 15.9% | 16.1% | 19.0% | 15.4% | 12.0% | 7.8% | 3.1% | -1.2% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|------------------|--------------------|--------------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| REVENUE | | | | | | | | | |
| <u>INFORMATION TECHNOLOGY-CAPITAL (6810)</u> | | | | | | | | | |
| 401 Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450 Licenses And Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501 Intergovernmental Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600 Charges For Services | 776,892 | 378,837 | 378,837 | 378,837 | 378,837 | 451,178 | 515,321 | 629,888 | 825,078 |
| 655 Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664 Interest And Rents | 171,627 | 43,969 | 43,969 | 43,969 | 41,425 | 23,166 | 32,296 | 39,599 | 43,251 |
| 671 Other Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695 Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| INFORMATION TECHNOLOGY-CAPITAL Total Revenue | 948,519 | 422,806 | 422,806 | 422,806 | 420,262 | 474,344 | 547,617 | 669,487 | 868,329 |
| EXPENDITURES | | | | | | | | | |
| <u>INFORMATION TECHNOLOGY-CAPITAL (6810)</u> | | | | | | | | | |
| 701 Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 726 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800 Other Services And Charges | 18,262 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970 Capital Outlay | 377,000 | 1,439,474 | 1,439,474 | 1,439,474 | 664,479 | 785,373 | 408,791 | 203,095 | 895,000 |
| 990 Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 996 Appropriation Lapse | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 999 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| INFORMATION TECHNOLOGY-CAPITAL Total Expenditures | 395,262 | 1,439,474 | 1,439,474 | 1,439,474 | 664,479 | 785,373 | 408,791 | 203,095 | 895,000 |
| INFORMATION TECHNOLOGY-CAPITAL NET INCOME (LOSS) | 553,257 | (1,016,668) | (1,016,668) | (1,016,668) | (244,217) | (311,029) | 138,826 | 466,392 | (26,671) |
| Unrestricted Cash - Beginning of Year | 3,347,338 | 3,900,595 | 3,900,595 | 3,900,595 | 2,883,927 | 2,639,710 | 2,328,681 | 2,467,507 | 2,933,899 |
| Unrestricted Cash - End of Year | 3,900,595 | 2,883,927 | 2,883,927 | 2,883,927 | 2,639,710 | 2,328,681 | 2,467,507 | 2,933,899 | 2,907,228 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 25% of Current Spending | 98,816 | 359,869 | 359,869 | 359,869 | 166,120 | 196,343 | 102,198 | 50,774 | 223,750 |
| Assigned to Capital | 3,801,780 | 2,524,059 | 2,524,059 | 2,524,059 | 2,473,590 | 2,132,338 | 2,365,309 | 2,883,125 | 2,683,478 |
| Unassigned Cash | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 3,900,595 | 2,883,927 | 2,883,927 | 2,883,927 | 2,639,710 | 2,328,681 | 2,467,507 | 2,933,899 | 2,907,228 |
| Unassigned Cash as a % of Total Current Spending | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|------------------|------------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 501-Federal Grants | 0 | 0 | 218 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 724,492 | 850,000 | 850,000 | 853,500 | 850,000 | 850,000 | 850,000 | 850,000 | 850,000 |
| 664-Investment Income & Rentals | 6,797,494 | 6,876,431 | 6,876,431 | 6,807,509 | 6,621,081 | 6,760,732 | 6,936,221 | 7,159,027 | 7,384,408 |
| 671-Other Revenues | 293,435 | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 |
| Motor Equipment-Operating Total Revenues | 7,815,421 | 7,891,431 | 7,891,649 | 7,826,009 | 7,636,081 | 7,775,732 | 7,951,221 | 8,174,027 | 8,399,408 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 3,340,163 | 3,408,351 | 3,408,351 | 3,221,692 | 3,559,619 | 3,693,148 | 3,832,250 | 3,945,468 | 4,025,118 |
| 726-Supplies | 2,759,916 | 2,921,000 | 2,921,000 | 2,751,000 | 2,951,000 | 2,951,020 | 2,951,040 | 2,951,061 | 2,951,082 |
| 800-Other Services and Charges | 1,442,740 | 1,341,977 | 1,341,977 | 1,367,217 | 1,431,439 | 1,436,774 | 1,518,809 | 1,602,948 | 1,686,353 |
| 970-Capital Outlays | 122,848 | 167,029 | 167,029 | 167,029 | 167,029 | 189,210 | 190,036 | 215,613 | 241,601 |
| 990-Debt Service | 1,183 | 547 | 547 | 547 | 390 | 234 | 78 | 0 | 0 |
| 995-Other Financing | 0 | -79,037 | -79,037 | 0 | -79,467 | -81,554 | -83,371 | -85,335 | -86,852 |
| Motor Equipment-Operating Total Expenditures | 7,666,850 | 7,759,867 | 7,759,867 | 7,507,485 | 8,030,010 | 8,188,832 | 8,408,842 | 8,629,755 | 8,817,302 |
| Motor Equipment-Operating NET INCOME (LOSS) | 148,571 | 131,564 | 131,782 | 318,524 | -393,929 | -413,100 | -457,621 | -455,728 | -417,894 |
| Less: Payment of Debt Service Principal | -152,143 | -5,263 | -5,263 | -5,263 | -5,263 | -5,238 | -5,227 | 0 | 0 |
| Unrestricted Cash - Beginning of Year | 4,172,470 | 4,168,898 | 4,168,898 | 4,168,898 | 4,482,159 | 4,082,967 | 3,664,629 | 3,201,781 | 2,746,053 |
| Unrestricted Cash - End of Year | 4,168,898 | 4,295,199 | 4,295,417 | 4,482,159 | 4,082,967 | 3,664,629 | 3,201,781 | 2,746,053 | 2,328,159 |
| Reserve Targets | | | | | | | | | |
| Assigned to Reserves - 25% of Current Spending | 1,916,713 | 1,939,967 | 1,939,967 | 1,876,871 | 2,007,503 | 2,047,208 | 2,102,211 | 2,157,439 | 2,204,326 |
| Assigned to Reserves - Fuel Contingency | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| GR Building Authority 2021 (FY2051) 201 Mkt / KCRC Site Acq | 0 | 0 | 0 | 0 | 362,437 | 724,874 | 1,087,311 | 1,449,748 | 1,812,185 |
| Unassigned Cash | 752,186 | 855,232 | 855,450 | 1,105,288 | 213,028 | -607,453 | -1,487,741 | -2,361,134 | -3,188,352 |
| Total | 4,168,898 | 4,295,199 | 4,295,417 | 4,482,159 | 4,082,967 | 3,664,629 | 3,201,781 | 2,746,053 | 2,328,159 |
| Unassigned Cash as a % of Total Current Spending | 9.8% | 11.0% | 11.0% | 14.7% | 2.7% | (7.4%) | (17.7%) | (27.4%) | (36.2%) |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|-------------------|-------------------|-------------------|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenues | | | | | | | | | |
| 600-Charges for Services | 8,189 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 6,607,094 | 6,233,993 | 6,233,993 | 6,907,518 | 7,678,804 | 7,927,250 | 8,314,451 | 8,712,338 | 9,115,628 |
| 671-Other Revenues | 113,988 | 337,742 | 337,742 | 300,000 | 337,742 | 343,718 | 358,835 | 358,835 | 358,835 |
| 695-Other Financing Sources | 612,660 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Motor Equipment-Capital Total Revenues | 7,341,931 | 6,571,735 | 6,571,735 | 7,207,518 | 8,016,546 | 8,270,968 | 8,673,286 | 9,071,173 | 9,474,463 |
| Expenditures | | | | | | | | | |
| 800-Other Services and Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 6,705,269 | 5,838,711 | 11,807,603 | 8,794,131 | 5,515,583 | 5,894,945 | 7,033,895 | 8,087,415 | 7,371,443 |
| 995-Other Financing | 88,750 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Motor Equipment-Capital Total Expenditures | 6,794,019 | 5,838,711 | 11,807,603 | 8,794,131 | 5,515,583 | 5,894,945 | 7,033,895 | 8,087,415 | 7,371,443 |
| Motor Equipment-Capital NET INCOME (LOSS) | 547,912 | 733,024 | -5,235,868 | -1,586,613 | 2,500,963 | 2,376,023 | 1,639,391 | 983,758 | 2,103,020 |
| Unrestricted Cash - Beginning of Year | 11,976,980 | 12,524,892 | 12,524,892 | 12,524,892 | 10,938,279 | 13,439,242 | 15,815,265 | 17,454,656 | 18,438,414 |
| Unrestricted Cash - End of Year | 12,524,892 | 13,257,916 | 7,289,024 | 10,938,279 | 13,439,242 | 15,815,265 | 17,454,656 | 18,438,414 | 20,541,434 |
| Summary of Reserves | | | | | | | | | |
| Ending Unrestricted Cash | 12,524,892 | 13,257,916 | 7,289,024 | 10,938,279 | 13,439,242 | 15,815,265 | 17,454,656 | 18,438,414 | 20,541,434 |
| Assigned for Fire Apparatus | -593,297 | 509,073 | 509,073 | 509,073 | -1,034,759 | -2,814,093 | -3,684,265 | -3,664,755 | -3,789,555 |
| Assigned for Fuel System Replacement | -1,144,555 | -1,500,000 | -1,500,000 | -1,500,000 | -1,575,000 | -1,653,750 | -1,736,438 | -1,823,259 | -1,914,422 |
| Assigned for Vehicle Wash Replacement | -414,000 | -800,000 | -800,000 | -800,000 | -840,000 | -882,000 | -926,100 | -972,405 | -1,021,025 |
| Assigned for Alternative Fuel Vehicle Purchases | -309,159 | -400,000 | -400,000 | -400,000 | -500,000 | -525,000 | -551,250 | -578,813 | -607,753 |
| Assigned for Alternative Fuel Facility upgrades | -1,000,000 | -1,500,000 | -1,500,000 | -1,500,000 | -1,575,000 | -1,653,750 | -1,736,438 | -1,823,259 | -1,914,422 |
| Assigned for Working Capital Projects | -9,063,881 | -9,566,989 | -3,598,097 | -7,247,352 | -7,914,483 | -8,286,672 | -8,820,166 | -9,575,923 | -11,294,256 |
| Unassigned Cash Available for Reappropriation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|------------------|------------------|------------------|---------------------------|------------------|------------------|------------------|------------------|------------------|
| REVENUE | | | | | | | | | |
| <u>RISK MGMT/OTHER RESERVES (6771)</u> | | | | | | | | | |
| 401 Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450 Licenses And Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501 Intergovernmental Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600 Charges For Services | 3,840,637 | 3,924,320 | 3,924,320 | 3,924,320 | 3,472,852 | 3,538,309 | 3,605,076 | 3,673,177 | 3,742,640 |
| 655 Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664 Investment Income & Rentals | 504,174 | 95,381 | 95,381 | 95,381 | 84,167 | 47,069 | 65,618 | 80,457 | 87,877 |
| 671 Other Revenue | 1,105,707 | 1,010,223 | 1,010,223 | 1,061,334 | 1,212,576 | 1,273,070 | 1,336,589 | 1,403,283 | 1,473,312 |
| 695 Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>RISK MGMT/OTHER RESERVES Total Revenue</i> | 5,450,518 | 5,029,924 | 5,029,924 | 5,081,035 | 4,769,595 | 4,858,448 | 5,007,283 | 5,156,917 | 5,303,829 |
| EXPENDITURES | | | | | | | | | |
| <u>RISK MGMT/OTHER RESERVES (6771)</u> | | | | | | | | | |
| 701 Personal Services | 536,099 | 419,116 | 419,116 | 419,223 | 438,874 | 451,551 | 463,008 | 470,412 | 476,544 |
| 751 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800 Other Services And Charges | 4,322,458 | 4,556,697 | 4,556,697 | 4,499,120 | 5,056,310 | 5,129,437 | 5,240,766 | 5,491,937 | 5,480,062 |
| 970 Capital Outlay | 792 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990 Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 996 Appropriation Lapse | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995 Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>RISK MGMT/OTHER RESERVES Total Expenditures</i> | 4,859,349 | 4,975,813 | 4,975,813 | 4,918,343 | 5,495,184 | 5,580,988 | 5,703,774 | 5,962,349 | 5,956,606 |
| <i>RISK MGMT/OTHER RESERVES NET INCOME (LOSS)</i> | 591,169 | 54,111 | 54,111 | 162,692 | (725,589) | (722,540) | (696,491) | (805,432) | (652,777) |
| <i>Unrestricted Cash - Beginning of Year</i> | 8,723,619 | 9,314,788 | 9,314,788 | 9,314,788 | 9,477,480 | 8,751,891 | 8,029,351 | 7,332,860 | 6,527,428 |
| <i>Unrestricted Cash - End of Year</i> | 9,314,788 | 9,368,899 | 9,368,899 | 9,477,480 | 8,751,891 | 8,029,351 | 7,332,860 | 6,527,428 | 5,874,651 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 25% of Current Spending | 1,214,837 | 1,243,953 | 1,243,953 | 1,229,586 | 1,373,796 | 1,395,247 | 1,425,944 | 1,490,587 | 1,489,152 |
| Assigned to Self-Insured Retention (SIR) x 2 | 3,200,000 | 3,200,000 | 3,200,000 | 3,200,000 | 3,200,000 | 3,200,000 | 3,200,000 | 3,200,000 | 3,200,000 |
| Unassigned Cash | 4,899,951 | 4,924,946 | 4,924,946 | 5,047,894 | 4,178,095 | 3,434,104 | 2,706,917 | 1,836,841 | 1,185,500 |
| Total | 9,314,788 | 9,368,899 | 9,368,899 | 9,477,480 | 8,751,891 | 8,029,351 | 7,332,860 | 6,527,428 | 5,874,651 |
| Unassigned Cash as a % of Total Current Spending | 100.8% | 99.0% | 99.0% | 102.6% | 76.0% | 61.5% | 47.5% | 30.8% | 19.9% |

FUND DESCRIPTIONS

Firefighter Retiree Health Care Fund: The Firefighter Retiree Health Care fund was established in fiscal year 2008 to account for the costs and funding obligations associated with the City-provided fire retiree health care plan. Contributions charged to departments are accumulated in the fund. The fund issues payments on current retiree health care claims and funds the fire retiree health care trust account for the defined benefit plan, which is closed to new employees. New employees are eligible to participate in a defined contribution program. The fund receives department contributions for the defined contribution plan, which are then deposited into employee's respective retiree health savings accounts.

Fund Balance Policy: Pre-fund actuarially anticipated future health care claims for the defined benefit plan while maintaining level annual City contributions at slowly declining dollar amount.

General Retiree Health Care Fund: The General Retiree Health Care fund was established in fiscal year 2008 to account for the costs and funding obligations associated with the City-provided general retiree health care plan. Contributions charged to departments are accumulated in the fund. The fund issues payments on current retiree health care claims and funds the general retiree health care trust account for the defined benefit plan, which is closed to new employees. New employees are eligible to participate in a defined contribution program. The fund receives department contributions for the defined contribution plan, which are then deposited into employee's respective retiree health savings accounts.

Fund Balance Policy: Pre-fund actuarially anticipated future health care claims for the defined benefit plan while maintaining level annual City contributions at slowly declining dollar amount.

Library Retiree Health Care Fund: The Library Retiree Health Care fund was established in fiscal year 2008 to account for the costs and funding obligations associated with the City-provided library retiree health care plan. The Library Retiree Health Care fund differs from the General, Police, and Fire Retiree Health Care funds in that the library retiree health plan does not include any pre-funding of the defined benefit plan. This plan is funded on a "pay-as-you-go" basis since the defined benefit plan is closed to new employees and the benefit promised is near the end of its obligation. New employees are eligible to participate in a defined contribution program. The fund receives department contributions for the defined contribution plan, which are then deposited into employee's respective retiree health savings accounts.

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

Police Officer Retiree Health Care Fund: The Police Officer Retiree Health Care fund was established in fiscal year 2008 to account for the costs and funding obligations associated with the City-provided police retiree health care plan. Contributions charged to departments are accumulated in the fund. The fund issues payments on current retiree health care claims and funds the police retiree health care trust account for the defined benefit plan, which is closed to new employees. New employees are eligible to participate in a defined contribution program. The fund receives department contributions for the defined contribution plan, which are then deposited into employee's respective retiree health savings accounts.

Fund Balance Policy: Pre-fund actuarially anticipated future health care claims for the defined benefit plan while maintaining level annual City contributions at slowly declining dollar amount.

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-------------------|-------------------|-------------------|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| REVENUE | | | | | | | | | |
| <u>FIREFIGHTER RETIREE HEALTH CARE (7373)</u> | | | | | | | | | |
| 401 Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450 Licenses And Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501 Intergovernmental Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600 Charges For Services | 2,598,402 | 1,697,150 | 1,697,150 | 1,697,150 | 1,620,142 | 1,659,433 | 1,676,619 | 1,679,561 | 1,680,203 |
| 655 Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664 Interest And Rents | 487,782 | 1,039,417 | 1,039,417 | 1,039,417 | 1,006,990 | 991,692 | 970,383 | 941,885 | 904,188 |
| 671 Other Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695 Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>FIREFIGHTER RETIREE HEALTH CARE Total Revenue</i> | 3,086,184 | 2,736,567 | 2,736,567 | 2,736,567 | 2,627,132 | 2,651,125 | 2,647,002 | 2,621,446 | 2,584,391 |
| EXPENDITURES | | | | | | | | | |
| <u>FIREFIGHTER RETIREE HEALTH CARE (7373)</u> | | | | | | | | | |
| 701 Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 726 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800 Other Services And Charges | 3,118,399 | 2,719,889 | 2,719,889 | 2,719,889 | 2,839,843 | 3,021,846 | 3,169,391 | 3,281,552 | 3,475,992 |
| 970 Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990 Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 996 Appropriation Lapse | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 999 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>FIREFIGHTER RETIREE HEALTH CARE Total Expenditures</i> | 3,118,399 | 2,719,889 | 2,719,889 | 2,719,889 | 2,839,843 | 3,021,846 | 3,169,391 | 3,281,552 | 3,475,992 |
| <i>FIREFIGHTER RETIREE HEALTH CARE NET INCOME (LOSS)</i> | (32,215) | 16,678 | 16,678 | 16,678 | (212,711) | (370,721) | (522,389) | (660,106) | (891,601) |
| <i>Beginning Fund Balance</i> | 20,398,971 | 20,366,756 | 20,366,756 | 20,366,756 | 20,383,434 | 20,170,723 | 19,800,002 | 19,277,613 | 18,617,507 |
| <i>Ending Fund Balance</i> | 20,366,756 | 20,383,434 | 20,383,434 | 20,383,434 | 20,170,723 | 19,800,002 | 19,277,613 | 18,617,507 | 17,725,906 |
| Assigned to DB Retiree Health Care Costs | 20,366,756 | 20,383,434 | 20,383,434 | 20,383,434 | 20,170,723 | 19,800,002 | 19,277,613 | 18,617,507 | 17,725,906 |
| Unassigned Fund Balance | - | - | - | - | - | - | - | - | - |
| Total | 20,366,756 | 20,383,434 | 20,383,434 | 20,383,434 | 20,170,723 | 19,800,002 | 19,277,613 | 18,617,507 | 17,725,906 |
| Unassigned FB as a % of Total Expenditures | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|-------------------|-------------------|-------------------|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| REVENUE | | | | | | | | | |
| <u>GENERAL RETIREE HEALTH CARE (7371)</u> | | | | | | | | | |
| 401 Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450 Licenses And Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501 Intergovernmental Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600 Charges For Services | 5,436,880 | 4,045,814 | 4,045,814 | 4,045,814 | 3,695,736 | 3,886,197 | 4,039,872 | 4,153,489 | 4,265,546 |
| 655 Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664 Interest And Rents | 370,640 | 641,787 | 641,787 | 641,787 | 675,185 | 647,270 | 618,453 | 585,167 | 552,220 |
| 671 Other Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695 Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GENERAL RETIREE HEALTH CARE Total Revenue | 5,807,520 | 4,687,601 | 4,687,601 | 4,687,601 | 4,370,921 | 4,533,467 | 4,658,325 | 4,738,656 | 4,817,766 |
| EXPENDITURES | | | | | | | | | |
| <u>GENERAL RETIREE HEALTH CARE (7371)</u> | | | | | | | | | |
| 701 Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 726 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800 Other Services And Charges | 4,607,214 | 5,153,480 | 5,153,480 | 5,153,480 | 4,844,396 | 5,054,151 | 5,380,297 | 5,422,687 | 5,496,461 |
| 970 Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990 Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 996 Appropriation Lapse | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 999 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GENERAL RETIREE HEALTH CARE Total Expenditures | 4,607,214 | 5,153,480 | 5,153,480 | 5,153,480 | 4,844,396 | 5,054,151 | 5,380,297 | 5,422,687 | 5,496,461 |
| GENERAL RETIREE HEALTH CARE NET INCOME (LOSS) | 1,200,306 | (465,879) | (465,879) | (465,879) | (473,475) | (520,684) | (721,972) | (684,031) | (678,695) |
| Beginning Fund Balance | 12,901,210 | 14,101,516 | 14,101,516 | 14,101,516 | 13,635,637 | 13,162,162 | 12,641,478 | 11,919,506 | 11,235,475 |
| Ending Fund Balance | 14,101,516 | 13,635,637 | 13,635,637 | 13,635,637 | 13,162,162 | 12,641,478 | 11,919,506 | 11,235,475 | 10,556,780 |
| Assigned to DB Retiree Health Care Costs | 14,101,516 | 13,635,637 | 13,635,637 | 13,635,637 | 13,162,162 | 12,641,478 | 11,919,506 | 11,235,475 | 10,556,780 |
| Unassigned Fund Balance | - | - | - | - | - | - | - | - | - |
| Total | 14,101,516 | 13,635,637 | 13,635,637 | 13,635,637 | 13,162,162 | 12,641,478 | 11,919,506 | 11,235,475 | 10,556,780 |
| Unassigned FB as a % of Total Expenditures | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|----------------|-----------------|-----------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| REVENUE | | | | | | | | | |
| <u>LIBRARY RETIREE HEALTH CARE (7374)</u> | | | | | | | | | |
| 401 Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450 Licenses And Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501 Intergovernmental Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600 Charges For Services | 93,368 | 113,365 | 113,365 | 113,365 | 116,588 | 117,787 | 104,600 | 104,600 | 104,600 |
| 655 Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664 Interest And Rents | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671 Other Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695 Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| LIBRARY RETIREE HEALTH CARE Total Revenue | 93,368 | 113,365 | 113,365 | 113,365 | 116,588 | 117,787 | 104,600 | 104,600 | 104,600 |
| EXPENDITURES | | | | | | | | | |
| <u>LIBRARY RETIREE HEALTH CARE (7374)</u> | | | | | | | | | |
| 701 Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 726 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800 Other Services And Charges | 93,368 | 113,365 | 113,365 | 113,365 | 116,588 | 117,787 | 104,600 | 104,600 | 104,600 |
| 970 Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990 Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 996 Appropriation Lapse | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 999 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| LIBRARY RETIREE HEALTH CARE Total Expenditures | 93,368 | 113,365 | 113,365 | 113,365 | 116,588 | 117,787 | 104,600 | 104,600 | 104,600 |
| LIBRARY RETIREE HEALTH CARE NET INCOME (LOSS) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | - | - | - | - | - | - | - | - | - |
| Ending Fund Balance | - | - | - | - | - | - | - | - | - |
| Assigned to DB Retiree Health Care Costs | - | - | - | - | - | - | - | - | - |
| Unassigned Fund Balance | - | - | - | - | - | - | - | - | - |
| Total | - | - | - | - | - | - | - | - | - |
| Unassigned FB as a % of Total Expenditures | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0.0% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-------------------|-------------------|-------------------|---------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------|
| REVENUE | | | | | | | | | |
| <u>POLICE OFFICER RETIREE HEALTH (7372)</u> | | | | | | | | | |
| 401 Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450 Licenses And Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501 Intergovernmental Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600 Charges For Services | 3,520,476 | 1,886,642 | 1,886,642 | 1,886,642 | 1,795,069 | 1,792,559 | 1,787,985 | 1,775,806 | 1,770,941 |
| 655 Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664 Interest And Rents | 944,532 | 1,929,966 | 1,929,966 | 1,929,966 | 1,924,779 | 1,916,022 | 1,885,635 | 1,827,948 | 1,744,102 |
| 671 Other Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695 Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>POLICE OFFICER RETIREE HEALTH Total Revenue</i> | 4,465,008 | 3,816,608 | 3,816,608 | 3,816,608 | 3,719,848 | 3,708,581 | 3,673,620 | 3,603,754 | 3,515,043 |
| EXPENDITURES | | | | | | | | | |
| <u>POLICE OFFICER RETIREE HEALTH (7372)</u> | | | | | | | | | |
| 701 Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 726 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800 Other Services And Charges | 3,078,418 | 2,943,431 | 2,943,431 | 2,943,431 | 3,593,282 | 4,092,676 | 4,583,655 | 5,095,366 | 5,474,689 |
| 970 Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990 Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 996 Appropriation Lapse | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 999 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>POLICE OFFICER RETIREE HEALTH Total Expenditures</i> | 3,078,418 | 2,943,431 | 2,943,431 | 2,943,431 | 3,593,282 | 4,092,676 | 4,583,655 | 5,095,366 | 5,474,689 |
| <i>POLICE OFFICER RETIREE HEALTH NET INCOME (LOSS)</i> | 1,386,590 | 873,177 | 873,177 | 873,177 | 126,566 | (384,095) | (910,035) | (1,491,612) | (1,959,646) |
| <i>Beginning Fund Balance</i> | 36,571,540 | 37,958,130 | 37,958,130 | 37,958,130 | 38,831,307 | 38,957,873 | 38,573,778 | 37,663,743 | 36,172,131 |
| <i>Ending Fund Balance</i> | 37,958,130 | 38,831,307 | 38,831,307 | 38,831,307 | 38,957,873 | 38,573,778 | 37,663,743 | 36,172,131 | 34,212,485 |
| Assigned to DB Retiree Health Care Costs | 37,958,130 | 38,831,307 | 38,831,307 | 38,831,307 | 38,957,873 | 38,573,778 | 37,663,743 | 36,172,131 | 34,212,485 |
| Unassigned Fund Balance | - | - | - | - | - | - | - | - | - |
| Total | 37,958,130 | 38,831,307 | 38,831,307 | 38,831,307 | 38,957,873 | 38,573,778 | 37,663,743 | 36,172,131 | 34,212,485 |
| Unassigned FB as a % of Total Expenditures | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



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RAPIDS
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FUND DESCRIPTIONS

Cemetery Perpetual Care Fund: This fund receives 15% of all revenue generated by the sale of cemetery lots, and 100% of the revenue from sales of repossessed lots, as well as 15% of the net income from Cemetery operations. Except for certain capital items, these funds are not expendable, however the interest earned in the fund is transferred to Cemetery Operating Fund for use in the care and maintenance of the City's six cemeteries.

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|------------------|------------------|------------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450-Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501-Federal Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 27,271 | 19,200 | 19,200 | 19,200 | 19,200 | 19,391 | 19,583 | 19,777 | 19,973 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 131,429 | 58,992 | 58,992 | 58,992 | 51,546 | 28,848 | 40,197 | 49,277 | 53,816 |
| 671-Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 106,521 | 109,696 | 109,696 | 123,898 | 112,696 | 113,789 | 114,892 | 116,007 | 117,132 |
| CEMETERY PERPETUAL CARE Total Revenues | 265,221 | 187,888 | 187,888 | 202,090 | 183,442 | 162,028 | 174,672 | 185,061 | 190,921 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services And Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 96,727 | 67,992 | 67,992 | 67,992 | 60,546 | 37,848 | 49,197 | 58,277 | 62,816 |
| CEMETERY PERPETUAL CARE Total Expenditures | 96,727 | 67,992 | 67,992 | 67,992 | 60,546 | 37,848 | 49,197 | 58,277 | 62,816 |
| CEMETERY PERPETUAL CARE NET INCOME (LOSS) | 168,494 | 119,896 | 119,896 | 134,098 | 122,896 | 124,180 | 125,475 | 126,784 | 128,105 |
| Change in Reserve for Perpetual Care | (27,259) | - | - | - | - | - | - | - | - |
| Fund Balance - Beginning of Year | 1,329,814 | 1,471,049 | 1,471,049 | 1,471,049 | 1,605,147 | 1,728,043 | 1,852,223 | 1,977,698 | 2,104,482 |
| Fund Balance - End of Year | 1,471,049 | 1,590,945 | 1,590,945 | 1,605,147 | 1,728,043 | 1,852,223 | 1,977,698 | 2,104,482 | 2,232,587 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 15% of Current Spending | 14,509 | 10,199 | 10,199 | 10,199 | 9,082 | 5,677 | 7,380 | 8,742 | 9,422 |
| Unassigned Fund Balance | 1,456,540 | 1,580,746 | 1,580,746 | 1,594,948 | 1,718,961 | 1,846,546 | 1,970,318 | 2,095,740 | 2,223,165 |
| Total | 1,471,049 | 1,590,945 | 1,590,945 | 1,605,147 | 1,728,043 | 1,852,223 | 1,977,698 | 2,104,482 | 2,232,587 |
| Unassigned Fund Balance as a % of Total Current Spending | 1505.8% | 2324.9% | 2324.9% | 2345.8% | 2839.1% | 4878.8% | 4005.0% | 3596.2% | 3539.2% |

FUND DESCRIPTIONS

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

Major Revenue Source: Licenses and Permits

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

Community Dispatch Fund: The purpose of the fund is to account for the activities in the community dispatch center. The City of Grand Rapids and the City of Wyoming formed a partnership to operate call taking and dispatch operations. The partnership operated as the second public safety answer point (PSAP) in Kent County. Kent County and the remaining communities operate the other PSAP. Funding is provided by the Kent County Dispatch Authority pursuant to an agreement to share charges that are added to 911 cell phone calls. The City of Grand Rapids provides the remaining funding for the operation of the centralized community dispatch center, which provides emergency 911 calls for police and fire department services. Effective July 1, 2016, the City of Wyoming ended the partnership with the City of Grand Rapids and moved their call taking to Kent County. Due to the City of Wyoming's July 1, 2016 withdrawal from the partnership with the City of Grand Rapids for services, more than 50% of the Community Dispatch Fund is now funded by the City's General Fund. Therefore, for financial and reporting purposes the Community Dispatch Fund will cease to continue as a Special Revenue Fund and will be absorbed by the General Fund.

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

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

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

Drug Law Enforcement Fund: This fund receives revenue from the sales of property forfeited pursuant to the enforcement of controlled substances. Funds are to be used only to enhance drug enforcement laws. Staffing costs supported from this fund include an Office Assistant II, as well as overtime charges required for drug busts. In addition to funding the ongoing needs of the Vice Department (cell phones, information gathering, etc.), past expenditures have included the partial funding of a new vehicle for the Bomb Disposal Unit; a new van for the Special Response Team; purchase of surveillance and monitoring equipment, radio upgrades, Electronic Control Devices, protective vests and replacement vehicles.

Major Revenue Source: Sales of forfeited property

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

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

Major Revenue Source: Program application fees and General Operating Fund support

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

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

Major Revenue Source: A portion of equitable funds seized by the federal government

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

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

Major Revenue Source: A portion of equitable funds seized by the federal government

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

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

Major Revenue Source: Grants and contributions

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

Local Streets Fund: This fund is used to account for the cost of maintaining the City's local highway and street transportation system. The operating activities include snowplowing, pavement management and repair, street and sign maintenance, traffic signal maintenance and capital improvement projects. Any funds for capital improvement projects are provided by the Vital Streets Fund during the 15-year income tax extension period approved by voters in 2014. Vital Street capital dollars and Act 51 monies allocated to Vital Streets are accounted for in a separate unit for tracking and reporting purposes per Act 51 regulations and the investment guidelines.

Major Revenue Source: State Shared Gas & Weight Tax; also transfers from Major Streets Fund

Fund Balance Policy: Assign fund balance reserve of 15% based upon appropriations.

Major Streets Fund: This fund is used to account for the cost of maintaining the City's major highway and street transportation system. The operating activities include snowplowing, pavement management and repair, street and sign maintenance, traffic signal maintenance and capital improvement projects. Any funds for capital improvement projects are provided by the Vital Streets Fund during the 15-year income tax extension period approved by voters in 2014. Vital Street capital dollars and Act 51 monies allocated to Vital Streets are accounted for in a separate unit for tracking and reporting purposes per Act 51 regulations and the investment guidelines.

Major Revenue Source: State Shared Gas & Weight Tax

Fund Balance Policy: Assign fund balance reserve of 15% based upon appropriations.

Metropolitan Enforcement Team (MET) Fund: This fund receives revenue as a result of the public auction and sales of adjudicated forfeited property. This is to include the sales of the property and cash seizures pursuant to the enforcement of controlled substances. Funds are to be used to only enhance drug enforcement laws. Funding supports the operating costs of the MET in the areas of vehicle leasing, cell phones, equipment, office supplies and investigative needs. A portion of the funds is also used as a yearly donation to Silent Observer to assist in their operating needs in support of the mission of MET.

Major Revenue Source: Adjudicated seizure and sales of forfeited property and cash

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

MET - Department of Justice: When the Metropolitan Enforcement Team (MET) participates in a drug investigation involving the FBI or DEA and equitable funds are seized, the MET will receive a portion based on their efforts in the case. Federal government funds must be separated from other funding sources.

Major Revenue Source: A portion of equitable funds seized by the federal government

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

MET - Treasury Department: When the Metropolitan Enforcement Team (MET) participates in a drug investigation involving the ATF or IRS and equitable funds are seized, the MET will receive a portion based on their efforts in the case. Federal government funds must be separated from other funding sources.

Major Revenue Source: A portion of equitable funds seized by the federal government

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

MIDC - Michigan Indigent Defense Commission Fund: This fund receives revenue as a result of indigent defendants in criminal proceeding reimbursing for the cost of court appointed attorneys and MIDC grant funds from the State Licensing and Regulation Administration (LARA).

Funds are to be used only for:

-
- Training and education of counsel.
 - Contract with Grand Rapids Bar Association to provide training.
 - Tracking initial client interview by attorney.
 - City will have to track compliance with 72-hour requirement.
 - Use of investigation and experts, and
 - Additional funds for investigations/expert witnesses
 - Counsel at first appearance and other critical stages.
 - Counsel at subsequent criminal proceeding for indigent defendants.

Major Revenue Source: Defendant reimbursements, General Operating Fund support and MIDC grant funds.

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

Michigan Justice Training Fund: The purpose of this fund is to manage State funding provided to the City on a “per-officer” formula designated for criminal justice in-service training of Police Officers. It must be used to pay for law enforcement training of sworn officers only, and courses require prior approval from the Michigan Commission on Law Enforcement Standards (MCOLES). The department can bring in speakers on occasion, and out of state training is discouraged.

Major Revenue Source: Reimbursement of actual expenses by the State

Fund Balance Policy: To have all funds committed to eligible training activities

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

Parks Millage Fund: On November 5, 2013 the voters of Grand Rapids approved a seven-year dedicated property tax millage at 0.98 mills for parks, pools, and playgrounds that would provide funding through FY2021. The City Commission adopted a series of Parks Investment Guidelines on September 24, 2013 that were promises about how the revenue from the temporary millage would be invested. In FY2015, the Parks Millage Fund was created to account for the temporary millage receipts and related activities. On November 5, 2019, the voters of Grand Rapids approved a permanent dedicated property tax millage at 1.25 mills for parks, pools, and playgrounds that will start providing funding at the end of the seven-year millage, beginning in FY2022. The City Commission adopted a similar series of Parks Investment Guidelines on December 15, 2020. Primary

differences from the 2013 guidelines include more flexibility in capital project spending, investments in expanded recreational programming, and supplemental funding for park operations and maintenance.

Property Management Fund: This fund was established to account for property transactions, including certain lease arrangements and real-estate sales. This fund also accounts for the funding necessary to execute a contract with the State of Michigan Land Bank Authority to help increase affordable housing supply.

Major Revenue Source: Property sales transactions and General Operating Fund support

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

Public Library Grants/Capital Fund: The purpose of this fund is to establish a reserve for long term asset maintenance and capital improvements with transfers from the library operating fund. Prior to fiscal year 2019, this fund had a dedicated voter approved capital millage which was used to repay bonds issued to fund a portion of the capital improvements to library facilities. Bond principal and interest payments are made as they come due from this fund as well as capital expenditures funded by cash reserves.

Public Library Operating Fund: This fund was established to account for the dedicated millages that were voter-approved in 1993. This fund also accounts for a 20-year operating millage approved by voters in the November 2017 election. The fund accounts for the receipt of Property Tax and the disbursement of funds for the operation, maintenance, and capital improvements of the Library system.

Major Revenue Source: Property taxes

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

Public Library Trust Fund: This fund was established to receive donations and bequests made directly to the library. Some donations are restricted for specific purposes; however, the majority is for general purposes.

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

Major Revenue Source: Rehab Loan Repayments

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

Refuse Collection and Disposal Fund: This fund accounts for the collection and removal of trash and debris. Financing is provided by special tax millage (for FY 2022 at 1.6 mills; maximum allowed is 3.0 mills), cart program revenues, bags/tags, and other miscellaneous fees and charges. The department promotes recycling and composting of yard waste.

Major Revenue Source: Property Taxes, Charges for Services

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

Sidewalk Repair Fund: The Sidewalk Repair Fund was established to account for needed sidewalk repairs and replacements not otherwise eligible for Community Development Block Grant Funding. Financing was originally provided by General Operating Fund contributions, which were supplemented by billings to property owners for inspections and work performed.

With passage of the Vital Streets income tax extension in May 2014, up to 16% of the additional revenue is now dedicated to systematic sidewalk investments. The Sidewalk Repair Fund will receive a direct allocation of income tax revenue for sidewalk repair, improvement, and reconstruction. Property owners are no longer responsible for inspection costs and needed repairs.

Transformation Fund: This fund, a special revenue fund, is to account for the temporary income tax rate increase that was approved by voters in 2010. The income tax rate increase began in FY 2011 and ended after FY 2015. The money was used to invest in elements of the transformation plans that resulted in rapid, tangible monetary return on investment that helped fund the transformational process and created leaner City services.

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

In FY2019, the Transformation Fund was adapted for Third Ward Equity investments. Most of these investments were authorized in FY2020. Due to the anticipated adverse economic impact of the novel Corona Virus (COVID-19) pandemic, the balance of this funding was specifically allocated to Third Ward equitable economic recovery & resiliency investments in the FY2021 budget.

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

Major Revenue Source: Fees from impounding cars and storage

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

Vital Streets Operating Fund: The Vital Streets Operating Fund accounts for all but the Sidewalk Repair Fund portion of income tax continuation revenue as well as amounts committed to Vital Streets from the City's General Operating Fund ("GOF"). This fund will pay debt service on all Capital Improvement Bonds issued by the City as well as provide funding to the Vital Streets Capital Project Fund. All Gas & Weight tax revenue will remain in the Major and Local Street Funds with Vital Street expenditures charged up to this revenue amount due to Act 51 reporting requirements.

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|------------------|------------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450-Licenses & Permits | 4,140,868 | 4,464,998 | 4,464,998 | 2,445,009 | 4,213,347 | 4,411,382 | 4,801,933 | 6,186,396 | 6,286,289 |
| 501-Federal Grants | 0 | 0 | 3,405 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 301,323 | 290,986 | 290,986 | 291,982 | 255,150 | 262,789 | 291,641 | 387,718 | 449,673 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 401,950 | 113,278 | 113,278 | 113,278 | 94,133 | 52,643 | 73,388 | 89,984 | 98,282 |
| 671-Other Revenues | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 66,858 | 67,715 | 67,715 | 64,447 | 75,697 | 76,757 | 77,830 | 78,920 | 80,024 |
| BUILDING INSPECTIONS Total Revenues | 4,911,019 | 4,936,977 | 4,940,382 | 2,914,716 | 4,638,327 | 4,803,571 | 5,244,792 | 6,743,018 | 6,914,268 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 3,508,149 | 3,506,701 | 3,506,701 | 3,375,719 | 3,822,370 | 3,939,623 | 4,056,599 | 4,147,713 | 4,213,986 |
| 751-Supplies | 41,679 | 51,705 | 51,803 | 40,208 | 50,700 | 50,700 | 50,700 | 50,700 | 50,700 |
| 800-Other Services And Charges | 1,336,633 | 1,411,420 | 1,465,765 | 1,370,361 | 1,542,112 | 1,523,701 | 1,548,083 | 1,575,059 | 1,599,176 |
| 970-Capital Outlays | 6,251 | 9,922 | 9,922 | 7,500 | 9,922 | 5,500 | 5,500 | 5,500 | 5,500 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 25,113 | 5,000 | 5,000 | 2,500 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| BUILDING INSPECTIONS Total Expenditures | 4,917,825 | 4,984,748 | 5,039,191 | 4,796,288 | 5,430,104 | 5,524,524 | 5,665,882 | 5,783,972 | 5,874,362 |
| BUILDING INSPECTIONS NET INCOME (LOSS) | (6,806) | (47,771) | (98,809) | (1,881,572) | (791,777) | (720,953) | (421,090) | 959,046 | 1,039,906 |
| Fund Balance - Beginning of Year | 7,763,075 | 7,756,269 | 7,756,269 | 7,756,269 | 5,874,697 | 5,082,920 | 4,361,967 | 3,940,877 | 4,899,923 |
| Fund Balance - End of Year | 7,756,269 | 7,708,498 | 7,657,460 | 5,874,697 | 5,082,920 | 4,361,967 | 3,940,877 | 4,899,923 | 5,939,829 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 25% of Current Spending | 1,229,456 | 1,246,187 | 1,259,798 | 1,199,072 | 1,357,526 | 1,381,131 | 1,416,471 | 1,445,993 | 1,468,591 |
| Unassigned Fund Balance | 6,526,813 | 6,462,311 | 6,397,662 | 4,675,625 | 3,725,394 | 2,980,836 | 2,524,407 | 3,453,930 | 4,471,239 |
| Total | 7,756,269 | 7,708,498 | 7,657,460 | 5,874,697 | 5,082,920 | 4,361,967 | 3,940,877 | 4,899,923 | 5,939,829 |
| Unassigned Fund Balance as a % of Total Current Spending | 132.7% | 129.6% | 127.0% | 97.5% | 68.6% | 54.0% | 44.6% | 59.7% | 76.1% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|------------------|------------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 501-Federal Grants | 0 | 0 | 2,749 | 0 | 0 | 0 | 0 | 0 | 0 |
| 580-Contribution from Local Units | 2,176,338 | 2,088,088 | 2,088,088 | 2,074,077 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 98,395 | 18,801 | 18,801 | 18,801 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 3,207,224 | 3,674,526 | 3,674,526 | 3,674,526 | 0 | 0 | 0 | 0 | 0 |
| Community Dispatch Total Revenues | 5,481,957 | 5,781,415 | 5,784,164 | 5,767,404 | 0 | 0 | 0 | 0 | 0 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 4,864,431 | 5,236,589 | 5,236,589 | 5,115,656 | 0 | 0 | 0 | 0 | 0 |
| 726-Supplies | 17,753 | 20,750 | 23,499 | 14,529 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 535,588 | 597,347 | 597,347 | 579,510 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 60,551 | 17,020 | 56,858 | 53,450 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 92,475 | -112,180 | -112,180 | 94,324 | 0 | 0 | 0 | 0 | 0 |
| Community Dispatch Total Expenditures | 5,570,798 | 5,759,526 | 5,802,113 | 5,857,469 | 0 | 0 | 0 | 0 | 0 |
| Community Dispatch NET INCOME (LOSS) | -88,841 | 21,889 | -17,949 | -90,065 | 0 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | 1,998,709 | 1,909,868 | 1,909,868 | 1,909,868 | 0 | 0 | 0 | 0 | 0 |
| Transfer to General Fund Operating | 0 | 0 | 0 | -1,819,803 | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 1,909,868 | 1,931,757 | 1,891,919 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reserve Targets | | | | | | | | | |
| Assigned to Operations - 15% of Total Spending | 835,620 | 863,929 | 870,317 | 878,620 | 0 | 0 | 0 | 0 | 0 |
| Unassigned Fund Balance | 1,074,248 | 1,067,828 | 1,021,602 | -878,620 | 0 | 0 | 0 | 0 | 0 |
| Total | 1,909,868 | 1,931,757 | 1,891,919 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unassigned FB as a % of Total Expenditures | 19.3% | 18.5% | 17.6% | (15.%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|---------------|---------------|---------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| <u>CRC-Rosa Activities (1553)</u> | | | | | | | | | |
| Revenues | | | | | | | | | |
| 664-Investment Income & Rentals | 1,928 | 574 | 574 | 574 | 464 | 259 | 361 | 443 | 484 |
| 671-Other Revenues | 2,600 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| CRC-Rosa Activities Total Revenues | 4,528 | 5,574 | 5,574 | 5,574 | 5,464 | 5,259 | 5,361 | 5,443 | 5,484 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 2,083 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| CRC-Rosa Activities Total Expenditures | 2,083 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| CRC-Rosa Activities NET INCOME (LOSS) | 2,445 | 574 | 574 | 574 | 464 | 259 | 361 | 443 | 484 |
| Beginning Fund Balance | 18,387 | 20,832 | 20,832 | 20,832 | 21,406 | 21,870 | 22,129 | 22,490 | 22,933 |
| Ending Fund Balance | 20,832 | 21,406 | 21,406 | 21,406 | 21,870 | 22,129 | 22,490 | 22,933 | 23,417 |
| Reserve Targets | | | | | | | | | |
| Assigned to Operations - 15% of Total Spending | 312 | 750 | 750 | 750 | 750 | 750 | 750 | 750 | 750 |
| Unassigned Fund Balance | 20,520 | 20,656 | 20,656 | 20,656 | 21,120 | 21,379 | 21,740 | 22,183 | 22,667 |
| Total | 20,832 | 21,406 | 21,406 | 21,406 | 21,870 | 22,129 | 22,490 | 22,933 | 23,417 |
| Unassigned FB as a % of Total Expenditures | 985.1% | 413.1% | 413.1% | 413.1% | 422.4% | 427.6% | 434.8% | 443.7% | 453.3% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|------------------|-----------------|-----------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 600-Charges For Services | 68,221 | 63,900 | 63,900 | 28,670 | 63,900 | 65,900 | 65,900 | 65,900 | 65,900 |
| 655-Fines And Forfeitures | 152,828 | 175,000 | 175,000 | 115,096 | 175,000 | 175,000 | 140,000 | 140,000 | 140,000 |
| 664-Investment Income & Rentals | 23,341 | 9,601 | 9,601 | 9,601 | 5,609 | 3,137 | 4,373 | 5,362 | 5,856 |
| 671-Other Revenues | 300 | 24,000 | 24,000 | 14,535 | 24,000 | 24,000 | 24,000 | 24,000 | 24,000 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| DRUG LAW ENFORCEMENT Total Revenues | 244,690 | 272,501 | 272,501 | 167,902 | 268,509 | 268,037 | 234,273 | 235,262 | 235,756 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 93,926 | 93,600 | 93,600 | 54,340 | 75,312 | 79,788 | 85,044 | 89,556 | 91,380 |
| 751-Supplies | 13,457 | 15,600 | 15,600 | 8,218 | 15,600 | 16,068 | 16,551 | 17,046 | 17,558 |
| 800-Other Services And Charges | 121,616 | 150,261 | 150,261 | 118,959 | 153,780 | 155,021 | 156,299 | 157,615 | 158,968 |
| 970-Capital Outlays | 107,943 | 80,000 | 80,000 | 20,720 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 63,819 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| DRUG LAW ENFORCEMENT Total Expenditures | 400,761 | 339,461 | 339,461 | 202,237 | 324,692 | 330,877 | 337,894 | 344,217 | 347,906 |
| DRUG LAW ENFORCEMENT NET INCOME (LOSS) | (156,071) | (66,960) | (66,960) | (34,335) | (56,183) | (62,840) | (103,621) | (108,955) | (112,150) |
| Fund Balance - Beginning of Year | 684,633 | 528,562 | 528,562 | 528,562 | 494,227 | 438,044 | 375,204 | 271,583 | 162,628 |
| Fund Balance - End of Year | 528,562 | 461,602 | 461,602 | 494,227 | 438,044 | 375,204 | 271,583 | 162,628 | 50,478 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 15% of Current Spending | 60,114 | 50,919 | 50,919 | 30,336 | 48,704 | 49,632 | 50,684 | 51,633 | 52,186 |
| Unassigned Fund Balance | 468,448 | 410,683 | 410,683 | 463,891 | 389,340 | 325,572 | 220,899 | 110,995 | (1,708) |
| Total | 528,562 | 461,602 | 461,602 | 494,227 | 438,044 | 375,204 | 271,583 | 162,628 | 50,478 |
| Unassigned Fund Balance as a % of Total Current Spendin | 116.9% | 121.0% | 121.0% | 229.4% | 119.9% | 98.4% | 65.4% | 32.2% | -0.5% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|------------------|------------------|------------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450-Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501-Federal Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 100,765 | 27,836 | 27,836 | 149,234 | 58,942 | 60,121 | 61,323 | 62,549 | 63,801 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 33,748 | 12,284 | 12,284 | 12,284 | 7,184 | 4,018 | 5,601 | 6,868 | 7,501 |
| 671-Other Revenues | 5,843 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| 695-Other Financing Sources | 285,000 | 0 | 0 | 0 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| EDC-ECONOMIC DEVELOPMENT CORP Total Revenues | 425,356 | 47,120 | 47,120 | 168,518 | 103,126 | 101,139 | 103,924 | 106,417 | 108,302 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 104,688 | 139,948 | 139,948 | 130,000 | 31,764 | 32,912 | 34,800 | 35,460 | 35,988 |
| 751-Supplies | 2,371 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| 800-Other Services And Charges | 544,874 | 345,811 | 345,811 | 341,117 | 88,692 | 88,733 | 88,774 | 88,816 | 88,859 |
| 970-Capital Outlays | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| EDC-ECONOMIC DEVELOPMENT CORP Total Expenditures | 651,933 | 488,259 | 488,259 | 473,617 | 122,956 | 124,145 | 126,074 | 126,776 | 127,347 |
| EDC-ECONOMIC DEVELOPMENT CORP NET INCOME (LOSS) | (226,577) | (441,139) | (441,139) | (305,099) | (19,830) | (23,006) | (22,150) | (20,359) | (19,045) |
| Fund Balance - Beginning of Year | 747,585 | 521,008 | 521,008 | 521,008 | 215,909 | 196,079 | 173,073 | 150,923 | 130,564 |
| Fund Balance - End of Year | 521,008 | 79,869 | 79,869 | 215,909 | 196,079 | 173,073 | 150,923 | 130,564 | 111,519 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 25% of Current Spending | 162,983 | 122,065 | 122,065 | 118,404 | 30,739 | 31,036 | 31,519 | 31,694 | 31,837 |
| Unassigned Fund Balance | 358,025 | (42,196) | (42,196) | 97,505 | 165,340 | 142,037 | 119,405 | 98,870 | 79,682 |
| Total | 521,008 | 79,869 | 79,869 | 215,909 | 196,079 | 173,073 | 150,923 | 130,564 | 111,519 |
| Unassigned Fund Balance as a % of Total Current Spending | 54.9% | -8.6% | -8.6% | 20.6% | 134.5% | 114.4% | 94.7% | 78.0% | 62.6% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|----------------|----------------|----------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 501-Federal Grants | 61,265 | 70,000 | 70,000 | 452,683 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| 600-Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 655-Fines & Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 9,299 | 2,865 | 2,865 | 2,865 | 1,900 | 1,063 | 1,482 | 1,817 | 1,984 |
| 671-Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Federal Forfeitures-Department of Justice Total Revenues | 70,564 | 72,865 | 72,865 | 455,548 | 71,900 | 71,063 | 71,482 | 71,817 | 71,984 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 0 | 20,000 | 20,000 | 0 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| 970-Capital Outlays | 133,589 | 50,000 | 50,000 | 30,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Federal Forfeitures-Department of Justice Total Expenditures | 133,589 | 70,000 | 70,000 | 30,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| Federal Forfeitures-Department of Justice NET INCOME (LOSS) | -63,025 | 2,865 | 2,865 | 425,548 | 1,900 | 1,063 | 1,482 | 1,817 | 1,984 |
| Beginning Fund Balance | 193,931 | 130,906 | 130,906 | 130,906 | 556,454 | 558,354 | 559,417 | 560,899 | 562,716 |
| Ending Fund Balance | 130,906 | 133,771 | 133,771 | 556,454 | 558,354 | 559,417 | 560,899 | 562,716 | 564,700 |
| Reserve Targets | | | | | | | | | |
| Assigned to Operations - 15% of Total Spending | 20,038 | 10,500 | 10,500 | 4,500 | 10,500 | 10,500 | 10,500 | 10,500 | 10,500 |
| Unassigned Fund Balance | 110,868 | 123,271 | 123,271 | 551,954 | 547,854 | 548,917 | 550,399 | 552,216 | 554,200 |
| Total | 130,906 | 133,771 | 133,771 | 556,454 | 558,354 | 559,417 | 560,899 | 562,716 | 564,700 |
| Unassigned FB as a % of Total Expenditures | 83.0% | 176.1% | 176.1% | 1839.8% | 782.6% | 784.2% | 786.3% | 788.9% | 791.7% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|---------------|---------------|---------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 501-Federal Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 655-Fines & Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 688 | 190 | 190 | 190 | 160 | 89 | 125 | 153 | 167 |
| 671-Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Federal Forfeitures-Treasury | 688 | 190 | 190 | 190 | 160 | 89 | 125 | 153 | 167 |
| Department Total Revenues | | | | | | | | | |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Federal Forfeitures-Treasury | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Department Total Expenditures | | | | | | | | | |
| Federal Forfeitures-Treasury | 688 | 190 | 190 | 190 | 160 | 89 | 125 | 153 | 167 |
| Department NET INCOME (LOSS) | | | | | | | | | |
| Beginning Fund Balance | 13,950 | 14,638 | 14,638 | 14,638 | 14,828 | 14,988 | 15,077 | 15,202 | 15,355 |
| Ending Fund Balance | 14,638 | 14,828 | 14,828 | 14,828 | 14,988 | 15,077 | 15,202 | 15,355 | 15,522 |
| Reserve Targets | | | | | | | | | |
| Assigned to Operations - 15% of Total Spending | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unassigned Fund Balance | 14,638 | 14,828 | 14,828 | 14,828 | 14,988 | 15,077 | 15,202 | 15,355 | 15,522 |
| Total | 14,638 | 14,828 | 14,828 | 14,828 | 14,988 | 15,077 | 15,202 | 15,355 | 15,522 |
| Unassigned FB as a % of Total Expenditures | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|----------------|-----------------|-----------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450-Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501-Federal Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 783 | 4,750 | 4,750 | 300 | 4,750 | 4,750 | 4,750 | 4,750 | 4,750 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 2,563 | 716 | 716 | 716 | 614 | 343 | 478 | 587 | 641 |
| 671-Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HISTORICAL COMMISSION Total Revenues | 3,346 | 5,466 | 5,466 | 1,016 | 5,364 | 5,093 | 5,228 | 5,337 | 5,391 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services And Charges | 634 | 5,400 | 5,400 | 1,000 | 5,400 | 5,400 | 5,400 | 5,400 | 5,400 |
| 970-Capital Outlays | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HISTORICAL COMMISSION Total Expenditures | 634 | 5,400 | 5,400 | 1,000 | 5,400 | 5,400 | 5,400 | 5,400 | 5,400 |
| HISTORICAL COMMISSION NET INCOME (LOSS) | 2,712 | 66 | 66 | 16 | (36) | (307) | (172) | (63) | (9) |
| Fund Balance - Beginning of Year | 53,753 | 56,465 | 56,465 | 56,465 | 56,481 | 56,445 | 56,138 | 55,966 | 55,903 |
| Fund Balance - End of Year | 56,465 | 56,531 | 56,531 | 56,481 | 56,445 | 56,138 | 55,966 | 55,903 | 55,894 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 15% of Current Spending | 95 | 810 | 810 | 150 | 810 | 810 | 810 | 810 | 810 |
| Unassigned Fund Balance | 56,370 | 55,721 | 55,721 | 56,331 | 55,635 | 55,328 | 55,156 | 55,093 | 55,084 |
| Total | 56,465 | 56,531 | 56,531 | 56,481 | 56,445 | 56,138 | 55,966 | 55,903 | 55,894 |
| Unassigned Fund Balance as a % of Total Current Spending | 8891.2% | 1031.9% | 1031.9% | 5633.1% | 1030.3% | 1024.6% | 1021.4% | 1020.2% | 1020.1% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-------------------|------------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 501-Federal Grants | 0 | 0 | 714 | 714 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 2,272,913 | 2,835,337 | 2,535,337 | 2,888,431 | 3,082,094 | 3,129,958 | 3,178,302 | 3,227,129 | 3,276,444 |
| 539-Vital Streets Maintenance of Effort | 870,902 | 870,902 | 870,902 | 870,902 | 870,902 | 870,902 | 870,902 | 870,902 | 870,902 |
| 539-Vital Streets Enhanced State Investment | 1,611,247 | 1,478,831 | 1,478,831 | 1,304,145 | 1,357,303 | 1,362,541 | 1,367,832 | 1,373,175 | 1,378,572 |
| 600-Charges for Services | 517,129 | 653,619 | 653,619 | 653,619 | 653,619 | 653,619 | 653,619 | 653,619 | 653,619 |
| 664-Investment Income & Rentals | 25,843 | 19,027 | 19,027 | 19,027 | 4,714 | 2,636 | 3,675 | 4,506 | 4,922 |
| 671-Other Revenues | 23,169 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| 695-Other Financing Sources | 2,057,639 | 1,240,000 | 2,040,000 | 2,042,682 | 1,450,000 | 1,455,000 | 1,460,000 | 1,465,000 | 1,470,000 |
| 695-Vital Streets Enhanced State Investment | 3,000,000 | 0 | 2,250,000 | 2,250,000 | 0 | 0 | 0 | 0 | 0 |
| Local Streets Total Revenues | 10,378,841 | 7,117,716 | 9,868,430 | 10,049,520 | 7,438,632 | 7,494,656 | 7,554,330 | 7,614,331 | 7,674,459 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 2,102,717 | 2,045,873 | 2,045,873 | 2,353,188 | 2,021,459 | 2,105,829 | 2,195,946 | 2,269,137 | 2,320,513 |
| 701-Vital Streets Enhanced State Investment | 7,271 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 726-Supplies | 1,297,674 | 1,588,078 | 2,088,078 | 1,616,867 | 1,649,215 | 1,681,999 | 1,715,438 | 1,749,547 | 1,784,338 |
| 800-Other Services and Charges | 1,229,602 | 1,203,452 | 1,203,452 | 1,216,032 | 1,292,804 | 1,292,570 | 1,327,133 | 1,365,765 | 1,405,272 |
| 800-Vital Streets Enhanced State Investment | -4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 56,189 | 15,000 | 15,000 | 16,501 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| 970-Vital Streets Maintenance of Effort | 870,902 | 870,902 | 870,902 | 870,902 | 870,902 | 870,902 | 870,902 | 870,902 | 870,902 |
| 970-Vital Streets Enhanced State Investment | 3,225,923 | 1,078,831 | 2,978,831 | 2,011,773 | 157,303 | 162,541 | 167,832 | 173,175 | 178,572 |
| 995-Other Financing | 0 | -138,108 | -138,108 | 0 | -138,108 | -141,991 | -144,287 | -146,609 | -148,394 |
| 995-Vital Streets Enhanced State Investment | 1,378,058 | 400,000 | 750,000 | 1,542,372 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 |
| Local Streets Total Expenditures | 10,168,331 | 7,064,028 | 9,814,028 | 9,627,635 | 7,093,575 | 7,211,850 | 7,372,964 | 7,521,917 | 7,651,203 |
| Local Streets NET INCOME (LOSS) | 210,510 | 53,688 | 54,402 | 421,885 | 345,057 | 282,806 | 181,366 | 92,414 | 23,256 |
| Beginning Fund Balance | 1,279,503 | 1,490,013 | 1,490,013 | 1,490,013 | 1,911,898 | 2,256,955 | 2,539,761 | 2,721,127 | 2,813,541 |
| Ending Fund Balance | 1,490,013 | 1,543,701 | 1,544,415 | 1,911,898 | 2,256,955 | 2,539,761 | 2,721,127 | 2,813,541 | 2,836,797 |
| Reserve Targets | | | | | | | | | |
| Assigned to Operations - 15% of Total Spending | 1,525,250 | 1,059,604 | 1,472,104 | 1,444,145 | 1,064,036 | 1,081,778 | 1,105,945 | 1,128,288 | 1,147,680 |
| Unassigned Fund Balance | -35,237 | 484,097 | 72,311 | 467,753 | 1,192,919 | 1,457,983 | 1,615,182 | 1,685,253 | 1,689,116 |
| Total | 1,490,013 | 1,543,701 | 1,544,415 | 1,911,898 | 2,256,955 | 2,539,761 | 2,721,127 | 2,813,541 | 2,836,797 |
| Unassigned FB as a % of Total Expenditures | (0.3%) | 6.9% | 0.7% | 4.9% | 16.8% | 20.2% | 21.9% | 22.4% | 22.1% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|-------------------|-------------------|-------------------|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenues | | | | | | | | | |
| 501-Federal Grants | 489,224 | 480,000 | 565,301 | 511,808 | 480,000 | 300,000 | 240,000 | 240,000 | 240,000 |
| 501-Vital Streets Enhanced State Investment | 0 | 0 | 3,918 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 10,605,751 | 8,506,011 | 9,644,880 | 10,672,280 | 11,387,829 | 11,564,682 | 11,743,302 | 11,923,710 | 12,105,921 |
| 539-Vital Streets Maintenance of Effort | 2,612,706 | 2,612,706 | 2,612,706 | 2,612,706 | 2,612,706 | 2,612,706 | 2,612,706 | 2,612,706 | 2,612,706 |
| 539-Vital Streets Enhanced State Investment | 4,496,092 | 4,436,495 | 4,797,626 | 5,423,733 | 5,620,145 | 5,639,500 | 5,659,048 | 5,678,791 | 5,698,732 |
| 580-Contribution from Local Units | 3,629 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 2,570,636 | 2,187,996 | 2,187,996 | 2,380,696 | 2,218,246 | 2,228,218 | 2,238,339 | 2,248,615 | 2,259,048 |
| 664-Investment Income & Rentals | 235,123 | 114,478 | 114,478 | 114,478 | 101,024 | 68,838 | 84,931 | 97,805 | 104,243 |
| 671-Other Revenues | 81,004 | 60,500 | 60,500 | 202,596 | 85,500 | 85,500 | 85,500 | 85,500 | 85,500 |
| 695-Other Financing Sources | 516,623 | 1,360,000 | 560,000 | 453,209 | 600,000 | 620,000 | 640,000 | 660,000 | 680,000 |
| 695-Vital Streets Enhanced State Investment | 0 | 0 | 350,000 | 350,000 | 0 | 0 | 0 | 0 | 0 |
| Major Streets Total Revenues | 21,610,788 | 19,758,186 | 20,897,405 | 22,721,506 | 23,105,450 | 23,119,444 | 23,303,826 | 23,547,127 | 23,786,150 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 4,413,157 | 5,359,319 | 5,359,319 | 4,325,060 | 5,437,930 | 5,638,125 | 5,847,585 | 6,019,826 | 6,141,189 |
| 701-Vital Streets Enhanced State Investment | 4,675 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 726-Supplies | 1,623,034 | 1,756,541 | 1,924,601 | 2,339,525 | 2,698,700 | 2,860,442 | 3,030,786 | 3,205,535 | 3,379,063 |
| 726-Vital Streets Enhanced State Investment | 0 | 0 | 3,918 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 6,230,863 | 5,476,842 | 5,626,400 | 5,647,281 | 6,268,074 | 5,930,788 | 6,079,177 | 6,243,914 | 6,366,065 |
| 970-Capital Outlays | 307,082 | 74,201 | 179,201 | 166,141 | 118,500 | 119,500 | 120,500 | 121,500 | 127,500 |
| 970-Vital Streets Maintenance of Effort | 2,612,706 | 2,612,706 | 2,612,706 | 2,612,706 | 2,612,706 | 2,612,706 | 2,612,706 | 2,612,706 | 2,612,706 |
| 970-Vital Streets Enhanced State Investment | 1,333,248 | 3,236,495 | 1,697,626 | 2,702,470 | 5,220,145 | 5,239,500 | 5,259,048 | 5,278,791 | 5,298,732 |
| 990-Debt Service | 739,960 | 745,150 | 745,150 | 745,150 | 741,860 | 745,910 | 745,660 | 739,035 | 745,785 |
| 995-Other Financing | 883,357 | 229,839 | 311,660 | 881,821 | -35,161 | -48,991 | -245,698 | -249,595 | -252,583 |
| 995-Vital Streets Maintenance of Effort | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Vital Streets Enhanced State Investment | 3,216,696 | 1,200,000 | 3,450,000 | 2,643,469 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 |
| Major Streets Total Expenditures | 21,364,779 | 20,691,093 | 21,910,581 | 22,063,623 | 23,462,754 | 23,497,980 | 23,849,764 | 24,371,712 | 24,818,457 |
| Major Streets NET INCOME (LOSS) | 246,009 | -932,907 | -1,013,176 | 657,883 | -357,304 | -378,536 | -545,938 | -824,585 | -1,032,307 |
| Beginning Fund Balance | 8,861,879 | 9,107,888 | 9,107,888 | 9,107,888 | 9,765,771 | 9,408,467 | 9,029,931 | 8,483,993 | 7,659,408 |
| Ending Fund Balance | 9,107,888 | 8,174,981 | 8,094,712 | 9,765,771 | 9,408,467 | 9,029,931 | 8,483,993 | 7,659,408 | 6,627,101 |
| Reserve Targets | | | | | | | | | |
| Assigned to Operations - 15% of Total Spending | 3,204,717 | 3,103,664 | 3,286,587 | 3,309,543 | 3,519,413 | 3,524,697 | 3,577,465 | 3,655,757 | 3,722,769 |
| GR Building Authority 2021 (FY2051) 201 Mkt / KCRC Site Acq | 0 | 0 | 0 | 0 | 323,491 | 646,982 | 970,473 | 1,293,964 | 1,617,455 |
| Unassigned Fund Balance | 5,903,171 | 5,071,317 | 4,808,125 | 6,456,227 | 5,565,563 | 4,858,252 | 3,936,055 | 2,709,687 | 1,286,877 |
| Total | 9,107,888 | 8,174,981 | 8,094,712 | 9,765,771 | 9,408,467 | 9,029,931 | 8,483,993 | 7,659,408 | 6,627,101 |
| Unassigned FB as a % of Total Expenditures | 27.6% | 24.5% | 21.9% | 29.3% | 23.7% | 20.7% | 16.5% | 11.1% | 5.2% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|----------------|----------------|-----------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 501-Federal Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 6,217 | 32,000 | 32,000 | 10 | 0 | 0 | 0 | 0 | 0 |
| 655-Fines & Forfeitures | 1,222 | 61,500 | 61,500 | 2,235 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 2,843 | 1,814 | 1,814 | 1,814 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 27,945 | 10,000 | 10,000 | 221 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 63,820 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Metropolitan Enforcement Team Total Revenues | 102,047 | 105,314 | 105,314 | 4,280 | 0 | 0 | 0 | 0 | 0 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 133,415 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 2,040 | 3,000 | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services and Charges | 12,367 | 77,100 | 77,100 | 72,512 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 1,242 | 7,700 | 7,700 | 0 | 0 | 0 | 0 | 0 | 0 |
| Metropolitan Enforcement Team Total Expenditures | 149,064 | 87,800 | 87,800 | 72,512 | 0 | 0 | 0 | 0 | 0 |
| Metropolitan Enforcement Team NET INCOME (LOSS) | -47,017 | 17,514 | 17,514 | -68,232 | 0 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | 115,249 | 68,232 | 68,232 | 68,232 | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 68,232 | 85,746 | 85,746 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reserve Targets | | | | | | | | | |
| Assigned to Operations - 15% of Total Spending | 22,360 | 13,170 | 13,170 | 10,877 | 0 | 0 | 0 | 0 | 0 |
| Unassigned Fund Balance | 45,872 | 72,576 | 72,576 | -10,877 | 0 | 0 | 0 | 0 | 0 |
| Total | 68,232 | 85,746 | 85,746 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unassigned FB as a % of Total Expenditures | 30.8% | 82.7% | 82.7% | (15.%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |

Grand Rapids MI - FMS
MET-DEPARTMENT OF JUSTICE (2654)
STATEMENT OF OPERATIONS

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|----------------|----------------|----------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 501-Federal Grants | 24,303 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 655-Fines & Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 671-Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MET-Department of Justice Total Revenues | 24,303 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 0 | 0 | 14,500 | 14,500 | 10,000 | 5,000 | 2,493 | 0 | 0 |
| 800-Other Services and Charges | 46,361 | 0 | 9,500 | 9,500 | 5,000 | 5,000 | 0 | 0 | 0 |
| 970-Capital Outlays | 0 | 0 | 0 | 0 | 55,000 | 10,000 | 5,000 | 0 | 0 |
| MET-Department of Justice Total Expenditures | 46,361 | 0 | 24,000 | 24,000 | 70,000 | 20,000 | 7,493 | 0 | 0 |
| MET-Department of Justice NET INCOME (LOSS) | -22,058 | 0 | -24,000 | -24,000 | -70,000 | -20,000 | -7,493 | 0 | 0 |
| Beginning Fund Balance | 143,551 | 121,493 | 121,493 | 121,493 | 97,493 | 27,493 | 7,493 | 0 | 0 |
| Ending Fund Balance | 121,493 | 121,493 | 97,493 | 97,493 | 27,493 | 7,493 | 0 | 0 | 0 |
| Reserve Targets | | | | | | | | | |
| Assigned to Operations - 15% of Total Spending | 6,954 | 0 | 3,600 | 3,600 | 10,500 | 3,000 | 1,124 | 0 | 0 |
| Unassigned Fund Balance | 114,539 | 121,493 | 93,893 | 93,893 | 16,993 | 4,493 | -1,124 | 0 | 0 |
| Total | 121,493 | 121,493 | 97,493 | 97,493 | 27,493 | 7,493 | 0 | 0 | 0 |
| Unassigned FB as a % of Total Expenditures | 247.1% | 0.0% | 391.2% | 391.2% | 24.3% | 22.5% | -15.0% | 0.0% | 0.0% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|----------------|-----------------|-----------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 501-Federal Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 265,683 | 325,005 | 394,031 | 394,031 | 474,488 | 475,723 | 478,585 | 481,331 | 478,196 |
| 580-Contributions from Local Units | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 164,644 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 8,452 | 1,559 | 1,559 | 1,559 | 1,307 | 731 | 1,019 | 1,249 | 1,365 |
| 671-Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 0 | 112,125 | 112,125 | 112,125 | 116,022 | 120,547 | 125,185 | 129,939 | 134,874 |
| 61ST DISTRICT COURT Total Revenues | 438,779 | 503,689 | 572,715 | 572,715 | 656,817 | 662,001 | 669,789 | 677,519 | 679,435 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 0 | 0 | 64,055 | 64,055 | 108,576 | 115,584 | 123,084 | 130,584 | 132,384 |
| 751-Supplies | 716 | 2,100 | 4,771 | 4,771 | 3,469 | 2,221 | 2,221 | 2,221 | 2,221 |
| 800-Other Services And Charges | 365,813 | 500,030 | 501,880 | 501,880 | 543,465 | 543,465 | 543,465 | 543,465 | 543,465 |
| 970-Capital Outlays | 0 | 0 | 450 | 450 | 0 | 0 | 0 | 0 | 0 |
| 995-Appropriation Lapse | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61ST DISTRICT COURT Total Expenditures | 366,529 | 502,130 | 571,156 | 571,156 | 655,510 | 661,270 | 668,770 | 676,270 | 678,070 |
| 61ST DISTRICT COURT NET INCOME (LOSS) | 72,250 | 1,559 | 1,559 | 1,559 | 1,307 | 731 | 1,019 | 1,249 | 1,365 |
| Fund Balance - Beginning of Year | - | 72,250 | 72,250 | 72,250 | 73,809 | 75,116 | 75,847 | 76,866 | 78,115 |
| Fund Balance - End of Year | 72,250 | 73,809 | 73,809 | 73,809 | 75,116 | 75,847 | 76,866 | 78,115 | 79,480 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 15% of Current Spending | 54,979 | 75,320 | 85,673 | 85,673 | 98,327 | 99,191 | 100,316 | 101,441 | 101,711 |
| Unassigned Fund Balance | 17,271 | (1,511) | (11,864) | (11,864) | (23,211) | (23,344) | (23,450) | (23,326) | (22,231) |
| Total | 72,250 | 73,809 | 73,809 | 73,809 | 75,116 | 75,847 | 76,866 | 78,115 | 79,480 |
| Unassigned Fund Balance as a % of Total Current Spending | 4.7% | -0.3% | -2.1% | -2.1% | -3.5% | -3.5% | -3.5% | -3.4% | -3.3% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|----------------|-----------------|-----------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450-Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501-Federal Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 47,541 | 55,000 | 55,000 | 32,579 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| 600-Charges For Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 7,858 | 2,415 | 2,415 | 2,415 | 1,983 | 1,109 | 1,546 | 1,895 | 2,070 |
| 671-Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MICHIGAN JUSTICE TRAINING Total Revenues | 55,399 | 57,415 | 57,415 | 34,994 | 56,983 | 56,109 | 56,546 | 56,895 | 57,070 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services And Charges | 29,355 | 55,000 | 55,000 | 17,287 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| 970-Capital Outlays | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MICHIGAN JUSTICE TRAINING Total Expenditures | 29,355 | 55,000 | 55,000 | 17,287 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| MICHIGAN JUSTICE TRAINING NET INCOME (LOS) | 26,044 | 2,415 | 2,415 | 17,707 | 1,983 | 1,109 | 1,546 | 1,895 | 2,070 |
| Fund Balance - Beginning of Year | 165,384 | 191,428 | 191,428 | 191,428 | 209,135 | 211,118 | 212,227 | 213,773 | 215,668 |
| Fund Balance - End of Year | 191,428 | 193,843 | 193,843 | 209,135 | 211,118 | 212,227 | 213,773 | 215,668 | 217,738 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 15% of Current Spending | 4,403 | 8,250 | 8,250 | 2,593 | 8,250 | 8,250 | 8,250 | 8,250 | 8,250 |
| Unassigned Fund Balance | 187,025 | 185,593 | 185,593 | 206,542 | 202,868 | 203,977 | 205,523 | 207,418 | 209,488 |
| Total | 191,428 | 193,843 | 193,843 | 209,135 | 211,118 | 212,227 | 213,773 | 215,668 | 217,738 |
| Unassigned Fund Balance as a % of Total Current Spending | 637.1% | 337.4% | 337.4% | 1194.8% | 368.9% | 370.9% | 373.7% | 377.1% | 380.9% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|------------------|------------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| REVENUE | | | | | | | | | |
| 450-Licenses & Permits | 47,161 | 5,000 | 5,000 | 200 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| 501-Federal Grants | 0 | 0 | 88,008 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 580-Contribution from Local Units | 50,601 | 45,667 | 45,667 | 45,174 | 45,667 | 45,667 | 40,000 | 40,000 | 40,000 |
| 600-Charges for Services | 395,327 | 353,971 | 353,971 | 96,151 | 427,574 | 455,926 | 465,274 | 474,887 | 484,771 |
| 664-Investment Income & Rentals | 247,419 | 92,723 | 92,723 | 106,550 | 113,009 | 107,015 | 115,113 | 122,238 | 127,334 |
| 671-Other Revenues | 70,190 | 20,000 | 20,000 | 15,364 | 20,000 | 20,450 | 20,914 | 21,391 | 21,883 |
| 695-Other Financing Sources-Millage Fund Park Maintenance & Recreation Subsidy | 0 | 0 | 0 | 0 | 1,300,000 | 1,120,000 | 1,180,000 | 1,040,000 | 925,000 |
| 695-Other Financing Sources-Refuse Fund Emerald Ash Tree Removal Subsidy | 140,000 | 240,000 | 240,000 | 240,000 | 240,000 | 240,000 | 240,000 | 240,000 | 240,000 |
| 695-Other Financing Sources-General Fund & Parking Fund Special Events Subsidies | 297,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources-General Fund Forestry Sustainability Subsidy | 391,067 | 261,067 | 261,067 | 261,067 | 261,067 | 238,202 | 257,199 | 343,199 | 655,399 |
| 695-Other Financing Sources-General Fund Maintenance of Effort (MOE) Subsidy | 6,385,419 | 6,172,056 | 6,172,056 | 6,172,056 | 6,333,890 | 6,639,892 | 6,779,816 | 6,991,500 | 7,088,565 |
| Parks & Recreation Total Revenues | 8,024,684 | 7,190,484 | 7,278,492 | 6,936,562 | 8,746,207 | 8,872,152 | 9,103,316 | 9,278,215 | 9,587,952 |
| EXPENDITURES | | | | | | | | | |
| 701-Personal Services | 3,593,041 | 3,478,427 | 3,478,427 | 3,459,473 | 4,007,446 | 4,159,447 | 4,294,003 | 4,402,087 | 4,477,867 |
| 751-Supplies | 248,292 | 254,425 | 307,566 | 233,137 | 278,325 | 281,592 | 281,919 | 282,254 | 282,600 |
| 800-Other Services and Charges | 3,726,727 | 3,505,387 | 3,505,387 | 3,669,715 | 4,330,133 | 4,457,752 | 4,531,514 | 4,605,171 | 4,683,769 |
| 970-Capital Outlays | 42,922 | 5,700 | 5,700 | 4,477 | 61,700 | 1,700 | 9,700 | 13,700 | 203,700 |
| 995-Appropriation Lapse | 0 | (100,001) | (100,001) | 0 | (100,001) | (100,001) | (100,001) | (100,001) | (100,001) |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Parks & Recreation Total Expenditures | 7,610,982 | 7,143,938 | 7,197,079 | 7,366,802 | 8,577,603 | 8,800,490 | 9,017,135 | 9,203,211 | 9,547,935 |
| NET INCOME (LOSS) | 413,702 | 46,546 | 81,413 | (430,240) | 168,604 | 71,662 | 86,181 | 75,004 | 40,017 |
| <i>Beginning Fund Balance</i> | 1,278,411 | 1,692,113 | 1,692,113 | 1,692,113 | 1,261,873 | 1,430,477 | 1,502,139 | 1,588,320 | 1,663,324 |
| Ending Fund Balance | 1,692,113 | 1,738,659 | 1,773,526 | 1,261,873 | 1,430,477 | 1,502,139 | 1,588,320 | 1,663,324 | 1,703,341 |
| Reserve Targets | | | | | | | | | |
| Assigned to Operations - 15% of Total Spending | 1,141,647 | 1,071,591 | 1,079,562 | 1,105,020 | 1,286,640 | 1,320,074 | 1,352,570 | 1,380,482 | 1,432,190 |
| Unassigned Fund Balance | 550,466 | 667,068 | 693,964 | 156,853 | 143,837 | 182,066 | 235,750 | 282,842 | 271,151 |
| Total | 1,692,113 | 1,738,659 | 1,773,526 | 1,261,873 | 1,430,477 | 1,502,139 | 1,588,320 | 1,663,324 | 1,703,341 |
| Unassigned FB as a % of Total Expenditures | 7.2% | 9.3% | 9.6% | 2.1% | 1.7% | 2.1% | 2.6% | 3.1% | 2.8% |

Maintenance of Effort (MOE) Subsidy Requirement:

| | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| GOF Rate of Increase: | -3.34% | 2.62% | 4.83% | 2.11% | 3.12% | 1.39% |
| Prior Year Adopted Subsidy: | 6,385,419 | 6,172,056 | 6,333,890 | 6,639,892 | 6,779,816 | 6,991,500 |
| Maintenance of Effort Subsidy (MOE): | 6,172,056 | 6,333,890 | 6,639,892 | 6,779,816 | 6,991,500 | 7,088,565 |

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

**Note: GOF budget used to calculate the MOE excludes the MOE itself*

| | | |
|--|-------------|------------------|
| FY2021 Maintenance of Effort (MOE) - BASELINE | | 6,172,056 |
| FY2022 GOF Budget Request | 140,304,929 | |
| FY2021 GOF Adopted Budget | 136,720,065 | |
| Increase (Decrease) | 3,584,864 | |
| % Increase (Decrease) | | 2.62% |
| FY2022 Maintenance of Effort (MOE) | | 6,333,890 |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|------------------|------------------|--------------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| REVENUE | | | | | | | | | |
| <u>Parks Millage (2081)</u> | | | | | | | | | |
| 401 Taxes (Voter-approved Millage) | 4,331,256 | 4,437,702 | 4,437,702 | 4,443,553 | 6,039,940 | 6,150,159 | 6,268,147 | 6,394,337 | 6,523,302 |
| 539 State Grants | 59,492 | 28,412 | 28,412 | 28,412 | 27,344 | 34,892 | 34,892 | 34,892 | 34,892 |
| 600 Charges For Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664 Interest And Rents | 218,771 | 56,145 | 56,145 | 56,145 | 53,783 | 30,077 | 41,930 | 51,412 | 56,153 |
| 671 Other Revenues | 82,477 | 0 | 0 | 3,050 | 0 | 0 | 0 | 0 | 0 |
| 695 Other Financing Sources: | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer from GOF for Pools | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer from GOF for Parks | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Pool Subsidy from Parks Operating Fund | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Parks Millage Total Revenue | 4,691,996 | 4,522,259 | 4,522,259 | 4,531,160 | 6,121,067 | 6,215,128 | 6,344,969 | 6,480,641 | 6,614,347 |
| EXPENDITURES | | | | | | | | | |
| <u>Parks Millage (2081)</u> | | | | | | | | | |
| Parks Rehabilitation & Repairs (45-55%) | 1,806,240 | 2,424,928 | 4,340,719 | 4,340,718 | 0 | 0 | 0 | 0 | 0 |
| A-87 (Parks Rehab & Repairs) | 12,004 | 12,951 | 12,951 | 12,951 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Parks Rehabilitation & Repairs | 1,818,244 | 2,437,879 | 4,353,670 | 4,353,669 | 0 | 0 | 0 | 0 | 0 |
| Park Improvements (25-35%) | 1,717,561 | 1,449,876 | 1,848,763 | 1,851,814 | 0 | 0 | 0 | 0 | 0 |
| A-87 (Park Improvements) | 7,202 | 7,771 | 7,771 | 7,771 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Park Improvements | 1,724,763 | 1,457,647 | 1,856,534 | 1,859,585 | 0 | 0 | 0 | 0 | 0 |
| Park Millage Capital (New in Fiscal Year 2022) | 0 | 0 | 0 | 0 | 2,972,340 | 3,471,787 | 3,471,222 | 3,470,646 | 3,470,059 |
| A-87 (Park Millage Capital) | 0 | 0 | 0 | 0 | 27,660 | 28,213 | 28,778 | 29,354 | 29,941 |
| Subtotal Park Millage Capital | 0 | 0 | 0 | 0 | 3,000,000 | 3,500,000 | 3,500,000 | 3,500,000 | 3,500,000 |
| Pools Operating Exp. (15-20%) | 625,902 | 988,365 | 638,365 | 578,369 | 1,004,761 | 1,004,502 | 1,026,767 | 1,057,578 | 1,076,409 |
| A-87 (Pools) | 42,152 | 45,776 | 45,776 | 45,776 | 40,118 | 40,920 | 41,738 | 42,573 | 43,424 |
| Subtotal Pools | 668,054 | 1,034,141 | 684,141 | 624,145 | 1,044,879 | 1,045,422 | 1,068,505 | 1,100,151 | 1,119,833 |
| Transfer to GOF Parks | 244,800 | 242,400 | 242,400 | 242,400 | 0 | 0 | 0 | 0 | 0 |
| Transfer to GOF Pools | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Parks for Park Maintenance | 0 | 0 | 0 | 0 | 1,050,000 | 870,000 | 930,000 | 790,000 | 675,000 |
| Transfer to Parks for Recreation | 0 | 0 | 0 | 0 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Parks Millage Total Expenditures | 4,455,861 | 5,172,067 | 7,136,745 | 7,079,799 | 5,344,879 | 5,665,422 | 5,748,505 | 5,640,151 | 5,544,833 |
| Parks Millage NET INCOME (LOSS) | 236,135 | (649,808) | (2,614,486) | (2,548,639) | 776,188 | 549,706 | 596,464 | 840,490 | 1,069,514 |
| Beginning Fund Balance | 2,576,133 | 2,812,268 | 2,812,268 | 2,812,268 | 263,629 | 1,039,817 | 1,589,523 | 2,185,987 | 3,026,477 |
| Ending Fund Balance | 2,812,268 | 2,162,460 | 197,782 | 263,629 | 1,039,817 | 1,589,523 | 2,185,987 | 3,026,477 | 4,095,991 |
| Assigned to Operations - 15% of Total Spending | 668,379 | 775,810 | 1,070,512 | 1,061,970 | 801,732 | 849,813 | 862,276 | 846,023 | 831,725 |
| Unassigned | 2,143,889 | 1,386,650 | (872,730) | (798,341) | 238,085 | 739,710 | 1,323,711 | 2,180,454 | 3,264,266 |
| Total | 2,812,268 | 2,162,460 | 197,782 | 263,629 | 1,039,817 | 1,589,523 | 2,185,987 | 3,026,477 | 4,095,991 |
| Unassigned FB as a % of Total Expenditures | 48.1% | 26.8% | -12.2% | -11.3% | 4.5% | 13.1% | 23.0% | 38.7% | 58.9% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|------------------|------------------|------------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450-Licenses & Permits | 0 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 |
| 501-Federal Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 50,229 | 12,681 | 12,681 | 12,681 | 9,540 | 5,335 | 7,438 | 9,120 | 9,961 |
| 671-Other Revenues | 80,437 | 200,000 | 200,000 | 70,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| 695-Other Financing Sources | 0 | 70,000 | 70,000 | 70,000 | 160,000 | 140,000 | 90,000 | 90,000 | 90,000 |
| PROPERTY MANAGEMENT Total Revenues | 131,266 | 283,281 | 283,281 | 153,281 | 320,140 | 295,935 | 248,038 | 249,720 | 250,561 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 9,898 | 29,488 | 29,488 | 29,488 | 16,056 | 16,992 | 18,048 | 19,068 | 19,260 |
| 751-Supplies | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services And Charges | 121,738 | 563,771 | 563,771 | 593,771 | 107,340 | 87,785 | 38,246 | 38,728 | 39,188 |
| 970-Capital Outlays | 93,766 | 200,000 | 200,000 | 212,459 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| 990-Debt Service | 42,898 | 43,125 | 43,125 | 43,125 | 42,184 | 46,225 | 45,087 | 49,068 | 47,824 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PROPERTY MANAGEMENT Total Expenditures | 268,310 | 836,384 | 836,384 | 878,843 | 315,580 | 301,002 | 251,381 | 256,864 | 256,272 |
| PROPERTY MANAGEMENT NET INCOME (LOSS) | (137,044) | (553,103) | (553,103) | (725,562) | 4,560 | (5,067) | (3,343) | (7,144) | (5,711) |
| Fund Balance - Beginning of Year | 968,949 | 831,905 | 831,905 | 831,905 | 106,343 | 110,903 | 105,836 | 102,493 | 95,349 |
| Fund Balance - End of Year | 831,905 | 278,802 | 278,802 | 106,343 | 110,903 | 105,836 | 102,493 | 95,349 | 89,638 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 25% of Current Spending | 67,078 | 94,538 | 94,538 | 105,153 | 78,895 | 75,251 | 62,845 | 64,216 | 64,068 |
| Restricted for Affordable Housing - Source: "Income and Housing Diversity Program at the Parkland Properties Project" | 358,233 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Committed for Affordable Housing - Source: "General Fund Contingent Account per Budget Amendment 16-25" | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unassigned Fund Balance | 306,594 | 184,264 | 184,264 | 1,190 | 32,008 | 30,585 | 39,648 | 31,133 | 25,570 |
| Total | 831,905 | 278,802 | 278,802 | 106,343 | 110,903 | 105,836 | 102,493 | 95,349 | 89,638 |
| Unassigned Fund Balance as a % of Total Current Spending | 114.3% | 22.0% | 22.0% | 0.1% | 10.1% | 10.2% | 15.8% | 12.1% | 10.0% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-------------------|-------------------|-------------------|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <u>Public Library Operating (2710)</u> | | | | | | | | | |
| Revenues | | | | | | | | | |
| 401-Taxes | 10,997,255 | 11,284,880 | 11,284,880 | 11,295,888 | 11,558,200 | 11,769,018 | 11,994,773 | 12,236,212 | 12,482,958 |
| 501-Federal Grants | - | - | 78,504 | 78,504 | - | - | - | - | - |
| 539-State Grants | 267,690 | 191,134 | 191,134 | 71,134 | 188,461 | 186,204 | 186,204 | 186,204 | 186,204 |
| 580-Contribution from Local Units | 374,497 | 365,000 | 365,000 | 294,358 | 290,000 | 365,000 | 365,000 | 365,000 | 365,000 |
| 600-Charges for Services | 94,705 | 115,000 | 115,000 | 40,000 | 32,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| 655-Fines & Forfeitures | 76,120 | 35,000 | 35,000 | 15,000 | 15,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| 664-Investment Income & Rentals | 392,781 | 108,276 | 108,276 | 108,276 | 98,541 | 55,108 | 76,825 | 94,198 | 102,885 |
| 671-Other Revenues | 9,454 | - | - | - | - | - | - | - | - |
| Public Library Operating Total Revenues | 12,212,502 | 12,099,290 | 12,177,794 | 11,903,160 | 12,182,202 | 12,500,330 | 12,747,802 | 13,006,614 | 13,262,047 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 6,348,691 | 7,238,028 | 7,261,546 | 7,223,158 | 7,539,605 | 7,676,285 | 7,794,867 | 7,906,890 | 7,979,981 |
| 751-Supplies | 1,512,826 | 1,660,000 | 1,706,364 | 1,660,000 | 1,677,500 | 1,660,200 | 1,660,200 | 1,660,200 | 1,660,200 |
| 800-Other Services and Charges | 2,184,605 | 2,212,806 | 2,252,806 | 2,078,165 | 2,226,326 | 2,039,364 | 2,049,588 | 2,060,096 | 2,070,899 |
| 970-Capital Outlays | 110,227 | 305,025 | 305,025 | 151,850 | 244,850 | 76,000 | 76,000 | 76,000 | 76,000 |
| 995-Lapse | - | (127,380) | (127,380) | - | (11,815) | (5,000) | (5,000) | (5,000) | (5,000) |
| 995-Other Financing | 1,200,000 | 800,000 | 800,000 | 800,000 | 490,000 | 1,045,000 | 1,160,000 | 1,300,000 | 1,475,000 |
| Public Library Operating Total Expenditures | 11,356,349 | 12,088,479 | 12,198,361 | 11,913,173 | 12,166,466 | 12,491,849 | 12,735,655 | 12,998,186 | 13,257,080 |
| Public Library Operating NET INCOME (LOSS) | 856,153 | 10,811 | (20,567) | (10,013) | 15,736 | 8,481 | 12,147 | 8,428 | 4,967 |
| Beginning Fund Balance | 2,945,325 | 3,801,478 | 3,801,478 | 3,801,478 | 3,791,465 | 3,807,201 | 3,815,682 | 3,827,829 | 3,836,257 |
| Ending Fund Balance | 3,801,478 | 3,812,289 | 3,780,911 | 3,791,465 | 3,807,201 | 3,815,682 | 3,827,829 | 3,836,257 | 3,841,224 |
| Reserve Targets | | | | | | | | | |
| Assigned to Operations - 15% of Total Spending | 1,703,452 | 1,813,272 | 1,829,754 | 1,786,976 | 1,824,970 | 1,873,777 | 1,910,348 | 1,949,728 | 1,988,562 |
| Unassigned Fund Balance | 2,098,026 | 1,999,017 | 1,951,157 | 2,004,489 | 1,982,231 | 1,941,905 | 1,917,481 | 1,886,529 | 1,852,662 |
| Total | 3,801,478 | 3,812,289 | 3,780,911 | 3,791,465 | 3,807,201 | 3,815,682 | 3,827,829 | 3,836,257 | 3,841,224 |
| Unassigned FB as a % of Total Expenditures | 18.47% | 16.54% | 16.00% | 16.83% | 16.29% | 15.55% | 15.06% | 14.51% | 13.97% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|----------------|-----------------|-----------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450-Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501-Federal Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 20,071 | 5,762 | 5,762 | 5,762 | 4,838 | 2,706 | 3,772 | 4,625 | 5,051 |
| 671-Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| LIBRARY TRUST Total Revenues | 20,071 | 5,762 | 5,762 | 5,762 | 4,838 | 2,706 | 3,772 | 4,625 | 5,051 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services And Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| LIBRARY TRUST Total Expenditures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| LIBRARY TRUST NET INCOME (LOSS) | 20,071 | 5,762 | 5,762 | 5,762 | 4,838 | 2,706 | 3,772 | 4,625 | 5,051 |
| Fund Balance - Beginning of Year | 408,893 | 428,964 | 428,964 | 428,964 | 434,726 | 439,564 | 442,270 | 446,042 | 450,667 |
| Fund Balance - End of Year | 428,964 | 434,726 | 434,726 | 434,726 | 439,564 | 442,270 | 446,042 | 450,667 | 455,718 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 15% of Current Spending | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unassigned Fund Balance | 428,964 | 434,726 | 434,726 | 434,726 | 439,564 | 442,270 | 446,042 | 450,667 | 455,718 |
| Total | 428,964 | 434,726 | 434,726 | 434,726 | 439,564 | 442,270 | 446,042 | 450,667 | 455,718 |
| Unassigned Fund Balance as a % of Total Current Spending | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|------------------|------------------|--------------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 1,671 | 0 | 0 | 11 | 0 | 0 | 0 | 0 | 0 |
| 450-Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501-Federal Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 74,631 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 140,331 | 29,092 | 29,092 | 29,092 | 34,000 | 19,014 | 26,507 | 32,502 | 35,499 |
| 671-Other Revenues | (767) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 1,200,000 | 800,000 | 800,000 | 800,000 | 490,000 | 1,045,000 | 1,160,000 | 1,300,000 | 1,475,000 |
| LIBRARY GRANTS/CAPITAL Total Revenues | 1,415,866 | 829,092 | 829,092 | 829,103 | 524,000 | 1,064,014 | 1,186,507 | 1,332,502 | 1,510,499 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services And Charges | 230 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970-Capital Outlays | 376,971 | 1,377,182 | 2,069,466 | 2,069,466 | 935,000 | 1,094,391 | 105,642 | 314,950 | 139,154 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| LIBRARY GRANTS/CAPITAL Total Expenditures | 377,201 | 1,377,182 | 2,069,466 | 2,069,466 | 935,000 | 1,094,391 | 105,642 | 314,950 | 139,154 |
| LIBRARY GRANTS/CAPITAL NET INCOME (LOSS) | 1,038,665 | (548,090) | (1,240,374) | (1,240,363) | (411,000) | (30,377) | 1,080,865 | 1,017,552 | 1,371,345 |
| Fund Balance - Beginning of Year | 1,806,995 | 2,845,660 | 2,845,660 | 2,845,660 | 1,605,297 | 1,194,297 | 1,163,920 | 2,244,785 | 3,262,337 |
| Fund Balance - End of Year | 2,845,660 | 2,297,570 | 1,605,286 | 1,605,297 | 1,194,297 | 1,163,920 | 2,244,785 | 3,262,337 | 4,633,682 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 15% of Current Spending | 56,580 | 206,577 | 310,420 | 310,420 | 140,250 | 164,159 | 15,846 | 47,243 | 20,873 |
| Assigned to Capital | 2,789,080 | 2,090,992 | 1,294,866 | 1,294,877 | 1,054,047 | 999,761 | 2,228,938 | 3,215,094 | 4,612,809 |
| Total | 2,845,660 | 2,297,570 | 1,605,286 | 1,605,297 | 1,194,297 | 1,163,920 | 2,244,785 | 3,262,337 | 4,633,682 |
| Unassigned Fund Balance as a % of Total Current Spending | 739.4% | 151.8% | 62.6% | 62.6% | 112.7% | 91.4% | 2109.9% | 1020.8% | 3314.9% |

**Grand Rapids MI
RECEIVERSHIP (2361)
STATEMENT OF OPERATIONS**

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|----------------|----------------|----------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450-Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501-Federal Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 6,097 | 1,746 | 1,746 | 1,746 | 1,466 | 820 | 1,143 | 1,402 | 1,531 |
| 671-Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| RECEIVERSHIP Total Revenues | 6,097 | 1,746 | 1,746 | 1,746 | 1,466 | 820 | 1,143 | 1,402 | 1,531 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 751-Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 800-Other Services And Charges | 0 | 5,000 | 5,000 | 0 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| 970-Capital Outlays | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| RECEIVERSHIP Total Expenditures | 0 | 5,000 | 5,000 | 0 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| RECEIVERSHIP NET INCOME (LOSS) | 6,097 | (3,254) | (3,254) | 1,746 | (3,534) | (4,180) | (3,857) | (3,598) | (3,469) |
| Fund Balance - Beginning of Year | 128,220 | 134,317 | 134,317 | 134,317 | 136,063 | 132,529 | 128,349 | 124,492 | 120,894 |
| Fund Balance - End of Year | 134,317 | 131,063 | 131,063 | 136,063 | 132,529 | 128,349 | 124,492 | 120,894 | 117,425 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 15% of Current Spending | 0 | 750 | 750 | 0 | 750 | 750 | 750 | 750 | 750 |
| Unassigned Fund Balance | 134,317 | 130,313 | 130,313 | 136,063 | 131,779 | 127,599 | 123,742 | 120,144 | 116,675 |
| Total | 134,317 | 131,063 | 131,063 | 136,063 | 132,529 | 128,349 | 124,492 | 120,894 | 117,425 |
| Unassigned Fund Balance as a % of Total Current Spending | #DIV/0! | 2606.3% | 2606.3% | #DIV/0! | 2635.6% | 2552.0% | 2474.8% | 2402.9% | 2333.5% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-------------------|-------------------|-------------------|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 7,322,683 | 7,547,905 | 7,547,905 | 7,612,566 | 7,829,898 | 7,972,913 | 8,126,060 | 8,289,849 | 8,457,237 |
| 501-Federal Grants | 0 | 0 | 12,146 | 12,146 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 99,516 | 47,525 | 197,525 | 197,525 | 46,174 | 44,662 | 44,662 | 44,662 | 44,662 |
| 600-Charges for Services | 7,154,609 | 7,464,875 | 7,464,875 | 7,986,012 | 8,488,516 | 8,578,005 | 8,956,114 | 9,126,723 | 9,300,941 |
| 664-Investment Income & Rentals | 433,064 | 137,640 | 137,640 | 137,640 | 104,944 | 58,688 | 81,816 | 100,318 | 109,569 |
| 671-Other Revenues | 4,887 | -600 | -600 | -680 | -600 | -600 | -600 | -600 | -600 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Refuse Collection Total Revenues | 15,014,759 | 15,197,345 | 15,359,491 | 15,945,209 | 16,468,932 | 16,653,668 | 17,208,052 | 17,560,952 | 17,911,809 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 4,169,386 | 4,275,570 | 4,275,570 | 4,218,111 | 4,821,259 | 4,996,872 | 5,186,605 | 5,341,707 | 5,441,272 |
| 726-Supplies | 541,816 | 279,250 | 524,103 | 585,277 | 538,250 | 549,019 | 560,011 | 571,230 | 582,682 |
| 800-Other Services and Charges | 10,513,018 | 9,646,341 | 9,704,591 | 9,885,533 | 11,241,692 | 11,269,942 | 12,172,044 | 12,485,751 | 12,789,434 |
| 970-Capital Outlays | 18,954 | 24,650 | 24,650 | 6,650 | 21,650 | 16,650 | 16,650 | 16,650 | 16,650 |
| 995-Other Financing | 736,962 | 384,226 | 384,226 | 734,226 | 370,238 | -110,000 | -110,000 | -110,000 | -110,000 |
| Refuse Collection Total Expenditures | 15,980,136 | 14,610,037 | 14,913,140 | 15,429,797 | 16,993,089 | 16,722,483 | 17,825,310 | 18,305,338 | 18,720,038 |
| Refuse Collection NET INCOME (LOSS) | -965,377 | 587,308 | 446,351 | 515,412 | -524,157 | -68,815 | -617,258 | -744,386 | -808,229 |
| Beginning Fund Balance | 4,916,720 | 3,951,343 | 3,951,343 | 3,951,343 | 4,466,755 | 3,942,598 | 3,873,783 | 3,256,525 | 2,512,139 |
| Ending Fund Balance | 3,951,343 | 4,538,651 | 4,397,694 | 4,466,755 | 3,942,598 | 3,873,783 | 3,256,525 | 2,512,139 | 1,703,910 |
| Reserve Targets | | | | | | | | | |
| Assigned to Operations - 25% of Total Spending | 3,995,034 | 3,652,509 | 3,728,285 | 3,857,449 | 4,248,272 | 4,180,621 | 4,456,328 | 4,576,335 | 4,680,010 |
| GR Building Authority 2021 (FY2051) 201 Mkt/KCRC Site Acq | 0 | 0 | 0 | 0 | 187,647 | 375,294 | 562,941 | 750,588 | 938,235 |
| Unassigned Fund Balance | -43,691 | 886,142 | 669,409 | 609,306 | -493,321 | -682,132 | -1,762,744 | -2,814,784 | -3,914,335 |
| Total | 3,951,343 | 4,538,651 | 4,397,694 | 4,466,755 | 3,942,598 | 3,873,783 | 3,256,525 | 2,512,139 | 1,703,910 |
| Unassigned FB as a % of Total Expenditures | (0.3%) | 6.1% | 4.5% | 3.9% | (2.9%) | (4.1%) | (9.9%) | (15.4%) | (20.9%) |
| Millage Rate (maximum permitted 3.0 mills) | 1.6 | 1.6 | 1.6 | 1.6 | 1.6 | 1.6 | 1.6 | 1.6 | 1.6 |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|------------------|------------------|------------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 2,230,918 | 2,174,249 | 2,174,249 | 1,838,277 | 1,875,043 | 1,987,545 | 2,047,171 | 2,108,586 | 2,171,844 |
| 450-Licenses & Permits | 30,490 | 27,500 | 27,500 | 27,500 | 27,500 | 27,500 | 27,500 | 27,500 | 27,500 |
| 501-Federal Grants | 0 | 0 | 184 | 534,224 | 220,420 | 0 | 0 | 0 | 0 |
| 539-State Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 13,859 | 6,500 | 6,500 | 2,191 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 53,721 | 22,167 | 22,167 | 13,167 | 12,878 | 7,202 | 10,040 | 12,310 | 13,446 |
| 671-Other Revenues | 101 | 500 | 500 | 100 | 100 | 100 | 100 | 100 | 100 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SIDEWALK REPAIR Total Revenues | 2,329,089 | 2,230,916 | 2,231,100 | 2,415,459 | 2,137,941 | 2,024,347 | 2,086,811 | 2,150,496 | 2,214,890 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 367,506 | 374,153 | 374,153 | 371,456 | 417,453 | 428,037 | 437,073 | 451,077 | 457,401 |
| 751-Supplies | 6,778 | 7,600 | 7,600 | 6,200 | 8,200 | 7,100 | 9,100 | 8,200 | 7,100 |
| 800-Other Services And Charges | 1,778,960 | 2,065,400 | 2,065,400 | 2,023,120 | 1,958,312 | 1,717,749 | 1,705,827 | 1,764,077 | 1,827,187 |
| 970-Capital Outlays | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 64,891 | 64,784 | 64,784 | 64,784 | 64,784 | 64,870 | 64,793 | 64,740 | 64,854 |
| SIDEWALK REPAIR Total Expenditures | 2,218,135 | 2,511,937 | 2,511,937 | 2,465,560 | 2,448,749 | 2,217,756 | 2,216,793 | 2,288,094 | 2,356,542 |
| SIDEWALK REPAIR NET INCOME (LOSS) | 110,954 | (281,021) | (280,837) | (50,101) | (310,808) | (193,409) | (129,982) | (137,598) | (141,652) |
| Fund Balance - Beginning of Year | 1,140,633 | 1,251,587 | 1,251,587 | 1,251,587 | 1,201,486 | 890,678 | 697,269 | 567,287 | 429,689 |
| Fund Balance - End of Year | 1,251,587 | 970,566 | 970,750 | 1,201,486 | 890,678 | 697,269 | 567,287 | 429,689 | 288,037 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 15% of Current Spending | 332,720 | 376,791 | 376,791 | 369,834 | 367,312 | 332,663 | 332,519 | 343,214 | 353,481 |
| Assigned to Payables (Net of Receivables) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unassigned Fund Balance | 918,867 | 593,775 | 593,959 | 831,652 | 523,366 | 364,606 | 234,768 | 86,475 | (65,444) |
| Total | 1,251,587 | 970,566 | 970,750 | 1,201,486 | 890,678 | 697,269 | 567,287 | 429,689 | 288,037 |
| Unassigned Fund Balance as a % of Total Current Spending | 41.4% | 23.6% | 23.6% | 33.7% | 21.4% | 16.4% | 10.6% | 3.8% | -2.8% |
| Outstanding Debt Service at FYE - Vital Streets Loan | 518,601 | 453,717 | 453,717 | 453,717 | 388,826 | 324,042 | 259,258 | 194,388 | 129,595 |

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

| | Actual 2020 | Adopted 2021 | Amended 2021 | Estimate 2021 | Proposed 2022 | Forecast 2023 | Forecast 2024 | Forecast 2025 | Forecast 2026 |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|------------------|------------------|------------------|------------------|
| REVENUES | | | | | | | | | |
| <u>SUPPLEMENTAL INCOME TAX (2300)</u> | | | | | | | | | |
| Taxes-Temporary Five Year Income Tax | - | - | - | - | - | - | - | - | - |
| Interest And Rents | 3,931 | | - | | - | - | - | - | - |
| <u>SUPPLEMENTAL INCOME TAX Total Revenue</u> | <u>3,931</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| EXPENDITURES | | | | | | | | | |
| <u>SUPPLEMENTAL INCOME TAX (2300)</u> | | | | | | | | | |
| Transfers Out | | | | | | | | | |
| Approved For: | | | | | | | | | |
| Third Ward Equitable Investment Initiative | - | | | | - | - | - | - | - |
| Economic Resiliency and Recovery Program | - | | | | - | - | - | - | - |
| Recommended in Fiscal Plan: | | | | | | | | | |
| Transfer to Capital Reserve Fund | - | | | | - | - | - | - | - |
| River Corridor Activation | - | | | | - | - | - | - | - |
| Reserved For: | | | | | | | | | |
| Third Ward Equitable Investment Initiative* | 517,500 | 232,500 | 232,500 | 232,500 | - | - | - | - | - |
| Available For: | | | | | | | | | |
| Operational Transformation and Sustainable Asset Management* | - | | - | | 166,759 | - | - | - | - |
| <u>SUPPLEMENTAL INCOME TAX Total Requested Expenditures</u> | <u>517,500</u> | <u>232,500</u> | <u>232,500</u> | <u>232,500</u> | <u>166,759</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| <u>SUPPLEMENTAL INCOME TAX NET INCOME (LOSS)</u> | <u>(513,569)</u> | <u>(232,500)</u> | <u>(232,500)</u> | <u>(232,500)</u> | <u>(166,759)</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| <u>Fund Balance - Beginning of Year</u> | <u>912,828</u> | <u>399,259</u> | <u>399,259</u> | <u>399,259</u> | <u>166,759</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| <u>Fund Balance - End of Year</u> | <u>399,259</u> | <u>166,759</u> | <u>166,759</u> | <u>166,759</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Reserve Targets: | | | | | | | | | |
| Unassigned Fund Balance | 399,259 | 166,759 | 166,759 | 166,759 | - | - | - | - | - |
| Total | 399,259 | 166,759 | 166,759 | 166,759 | - | - | - | - | - |
| Unassigned FB as a % of Total Expenditures | 77.15% | 71.72% | 71.72% | 71.72% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| *Illustrative - projects under development, subject to review and approval process | | | | | | | | | |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-----------------|----------------|----------------|---------------------------|----------------|----------------|----------------|----------------|-----------------|
| Revenues | | | | | | | | | |
| 401-Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 450-Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 501-Federal Grants | 0 | 0 | 2,193 | 0 | 0 | 0 | 0 | 0 | 0 |
| 539-State Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 600-Charges For Services | 639,345 | 811,051 | 811,051 | 853,170 | 856,627 | 877,605 | 898,583 | 919,561 | 940,539 |
| 655-Fines And Forfeitures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 664-Investment Income & Rentals | 29,859 | 8,834 | 8,834 | 8,834 | 6,855 | 3,834 | 5,345 | 6,553 | 7,158 |
| 671-Other Revenues | (1,568) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695-Other Financing Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| VEHICLE STORAGE FACILITY Total Revenues | 667,636 | 819,885 | 822,078 | 862,004 | 863,482 | 881,439 | 903,928 | 926,114 | 947,697 |
| Expenditures | | | | | | | | | |
| 701-Personal Services | 170,774 | 180,353 | 180,353 | 168,483 | 192,262 | 197,062 | 201,653 | 205,573 | 208,372 |
| 751-Supplies | 1,652 | 2,000 | 4,193 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| 800-Other Services And Charges | 401,522 | 483,566 | 483,566 | 483,956 | 517,591 | 533,032 | 553,021 | 573,164 | 593,424 |
| 970-Capital Outlays | 12,999 | 35,000 | 35,000 | 59,250 | 17,500 | 17,500 | 17,500 | 17,500 | 17,500 |
| 990-Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995-Other Financing | 109,067 | 126,145 | 126,145 | 115,368 | 130,592 | 132,532 | 134,534 | 136,536 | 138,600 |
| VEHICLE STORAGE FACILITY Total Expenditures | 696,014 | 827,064 | 829,257 | 829,057 | 859,945 | 882,126 | 908,708 | 934,773 | 959,896 |
| VEHICLE STORAGE FACILITY NET INCOME (LOSS) | (28,378) | (7,179) | (7,179) | 32,947 | 3,537 | (687) | (4,780) | (8,659) | (12,199) |
| Fund Balance - Beginning of Year | 610,956 | 582,578 | 582,578 | 582,578 | 615,525 | 619,062 | 618,375 | 613,595 | 604,936 |
| Fund Balance - End of Year | 582,578 | 575,399 | 575,399 | 615,525 | 619,062 | 618,375 | 613,595 | 604,936 | 592,737 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Reserves - 25% of Current Spending | 174,004 | 206,766 | 207,314 | 207,264 | 214,986 | 220,532 | 227,177 | 233,693 | 239,974 |
| Assigned for Facility Relocation | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Unassigned Fund Balance | 208,575 | 168,633 | 168,085 | 208,261 | 204,076 | 197,844 | 186,418 | 171,243 | 152,763 |
| Total | 582,578 | 575,399 | 575,399 | 615,525 | 619,062 | 618,375 | 613,595 | 604,936 | 592,737 |
| Unassigned Fund Balance as a % of Total Current Spending | 30.0% | 20.4% | 20.3% | 25.1% | 23.7% | 22.4% | 20.5% | 18.3% | 15.9% |

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

| | ACTUAL 2020 | ADOPTED 2021 | AMENDED 2021 | 2021 Fiscal Year Estimate | PROPOSED 2022 | PROPOSED 2023 | PROPOSED 2024 | PROPOSED 2025 | PROPOSED 2026 |
|--|-------------------|---------------------|---------------------|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| REVENUE | | | | | | | | | |
| 401 Taxes - Income Taxes | 11,714,153 | 11,416,589 | 11,416,589 | 9,652,461 | 9,845,511 | 10,436,240 | 10,749,328 | 11,071,808 | 11,403,962 |
| 501 Federal Grants | 0 | 0 | 0 | 4,271,055 | 2,989,810 | 0 | 0 | 0 | 0 |
| 664 Investment Income & Rentals | 463,517 | 124,142 | 124,142 | 124,142 | 114,820 | 64,211 | 89,515 | 109,759 | 119,880 |
| 671 Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 695 Other Financing Sources - GOF Op Transfer | 850,000 | 850,000 | 3,400,000 | 3,400,000 | 0 | 0 | 0 | 850,000 | 850,000 |
| 695 Other Fin - Bond Principal Repayment from Sidewalk Fund | 46,668 | 48,803 | 48,803 | 48,803 | 51,243 | 53,378 | 55,971 | 58,716 | 61,766 |
| 695 Other Fin - Bond Interest Repayment from Sidewalk Fund | 18,223 | 15,981 | 15,981 | 15,981 | 13,541 | 11,492 | 8,823 | 6,024 | 3,088 |
| 695 Other Fin - Major VS Fund 2040 to Local VS Fund 2041 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| VITAL STREETS Total Revenue | 13,092,561 | 12,455,515 | 15,005,515 | 17,512,442 | 13,014,925 | 10,565,321 | 10,903,637 | 12,096,307 | 12,438,696 |
| EXPENDITURES | | | | | | | | | |
| Bridge Investment | | | | | | | | | |
| 995 Transfers Out - Streets (4090)-Bridge Investment (Major) | 65,000 | 115,000 | 115,000 | 78,600 | 82,600 | 30,000 | 30,000 | 30,000 | 30,000 |
| Major Federal Aid Urban (FAU) Street Investment | | | | | | | | | |
| 995 Preventative Maintenance-Contracts (2) | 0 | 0 | 0 | 523,534 | 0 | 0 | 0 | 0 | 0 |
| 995 Transfers Out - Force Account Preventative Maintenance (2) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995 Transfers Out - Streets (4090)-Rehabilitation (1) (2) | 0 | 0 | 0 | 2,474,343 | 0 | 0 | 0 | 0 | 0 |
| 995 Transfers Out - Streets (4090)-Reconstruction (1) (2) | 2,685,976 | 0 | 0 | 1,030,158 | 0 | 0 | 0 | 0 | 0 |
| 995 Transfers Out - Streets (4090)-Non-Categorized | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Major Non-Federal Aid Urban (FAU) Street Investment | | | | | | | | | |
| 995 Preventative Maintenance-Contracts (2) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995 Transfers Out - Force Account Preventative Maintenance (2) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995 Transfers Out - Streets (4090)-Rehabilitation (1) (2) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995 Transfers Out - Streets (4090)-Reconstruction (1) (2) | 0 | 0 | 0 | 1,361,785 | 0 | 0 | 0 | 0 | 0 |
| Local Street Investment | | | | | | | | | |
| 995 Preventative Maintenance-Contracts (2) | 0 | 0 | 0 | 315,814 | 0 | 0 | 0 | 0 | 0 |
| 995 Transfers Out - Force Account Preventative Maintenance (2) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 995 Transfers Out - Streets (4090)-Rehabilitation (1) (2) | 0 | 0 | 0 | 762,679 | 0 | 0 | 0 | 0 | 0 |
| 995 Transfers Out - Streets (4090)-Reconstruction (1) (2) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Safety/Signals & Trunk Line | | | | | | | | | |
| 995 Transfers Out - Streets (4090)-Traffic Safety/Signals | 550,000 | 550,000 | 550,000 | 989,523 | 675,000 | 675,000 | 675,000 | 675,000 | 675,000 |
| 995 Transfers Out - Streets (4090)-Trunk Line/MDOT (Eng. Managed) | 0 | 0 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 |
| Public ROW and Green Infrastructure Maintenance | | | | | | | | | |
| Vital Streets Trees | 200,000 | 200,000 | 200,000 | 200,000 | 250,000 | 275,000 | 300,000 | 325,000 | 350,000 |
| Other Non-Categorized Projects (Including Preliminary Engineering and IIP) | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| | 2,525,000 | 8,739,893 | 8,739,893 | 296,646 | 7,177,677 | 7,782,831 | 8,119,925 | 9,311,260 | 9,647,472 |
| Master Plan and Project Development | | | | | | | | | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 990 Debt Service - Principal | 1,530,000 | 16,600,000 | 16,600,000 | 16,600,000 | 1,680,000 | 1,750,000 | 1,835,000 | 1,925,000 | 2,025,000 |
| 990 Debt Service - Interest | 865,950 | 658,200 | 658,200 | 658,200 | 443,950 | 376,750 | 289,250 | 197,500 | 101,250 |
| 990 Debt Service - Paying Agent Fees | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 |
| 995 Transfers Out - Major VS Fund 2040 to Local VS Fund 2041 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| VITAL STREETS Total Expenditures | 8,522,426 | 26,963,593 | 26,963,593 | 25,401,782 | 10,409,727 | 10,990,081 | 11,349,675 | 12,564,260 | 12,929,222 |
| VITAL STREETS NET INCOME (LOSS) | 4,570,135 | (14,508,078) | (11,958,078) | (7,889,340) | 2,605,198 | (424,760) | (446,038) | (467,953) | (490,526) |
| Beginning Fund Balance | 7,693,814 | 12,263,949 | 12,263,949 | 12,263,949 | 4,374,609 | 6,979,807 | 6,555,047 | 6,109,009 | 5,641,056 |
| Contingency Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 12,263,949 | (2,244,129) | 305,871 | 4,374,609 | 6,979,807 | 6,555,047 | 6,109,009 | 5,641,056 | 5,150,530 |
| Reserve Targets: | | | | | | | | | |
| Assigned to Operations - 15% of Total Spending | 1,278,364 | 4,044,539 | 4,044,539 | 3,810,267 | 1,561,459 | 1,648,512 | 1,702,451 | 1,884,639 | 1,939,383 |
| Unassigned Fund Balance | 10,985,585 | (6,288,668) | (3,738,668) | 564,342 | 5,418,348 | 4,906,535 | 4,406,558 | 3,756,417 | 3,211,147 |
| Total | 12,263,949 | (2,244,129) | 305,871 | 4,374,609 | 6,979,807 | 6,555,047 | 6,109,009 | 5,641,056 | 5,150,530 |
| Unassigned FB as a % of Total Expenditures | 128.9% | -23.3% | -13.9% | 2.2% | 52.1% | 44.6% | 38.8% | 29.9% | 24.8% |

(1) Rehabilitation and reconstruction work completed in the Vital Streets Capital Fund in order to retain multi-year appropriation authority.

(2) Allocation between expenditure categories are approximate. Dollar amounts will be modified based on the final program of projects for each fiscal year.



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3-1-1 Customer Service

GR311 customer service will continue to be focused on the strategic plan values and priorities of innovation and collaboration between departments that find ways to change service delivery opportunities for our customers. We have found that our community easily adapted and has asked for more digitized (online) services. Customer Service will place intentional focus on continuing to transform the customer experience (CX) to serve our diverse customers in more equitable ways. Alignment to the strategic plan will result in leveraging partnerships within City departments to innovate by digitizing more service offerings so our community can conduct business, as needed, on their own terms on the platform of their choice. Using data allows the ability to put customers first and manage their journeys and requests for service. Improved outcomes matter. Improved customer experience has a multiplier effect, and it is often the key to accelerating and enhancing other critical outcomes. Ensuring every customer has a voice is the core of every innovative improvement. Customer experiences are shaped by their journeys—a series of actions and interactions with City services that have a distinct beginning and end. They can have many touch points and cross digital and physical channels. The underlying processes, people and systems that support customer journeys are key.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 311 Customer Service (273) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 800 - Other Services and Charges | 39,060 | 39,680 | 100,680 | 100,680 | 100,680 | 100,680 |
| Total For Expenditures | 39,060 | 39,680 | 100,680 | 100,680 | 100,680 | 100,680 |
| 6110 - Customer Service | | | | | | |
| 701 - Personnel Services | 1,516,261 | 1,522,645 | 1,584,281 | 1,646,717 | 1,699,140 | 1,736,055 |
| 751 - Supplies | 6,850 | 4,750 | 4,750 | 4,750 | 4,750 | 4,750 |
| 800 - Other Services and Charges | 504,629 | 520,388 | 521,486 | 531,179 | 542,310 | 553,815 |
| 970 - Capital Outlays | 9,792 | 9,792 | 9,988 | 10,188 | 10,391 | 10,454 |
| Total For Expenditures | 2,037,532 | 2,057,575 | 2,120,505 | 2,192,834 | 2,256,591 | 2,305,074 |
| Total For 311 Customer Service | 2,076,592 | 2,097,255 | 2,221,185 | 2,293,514 | 2,357,271 | 2,405,754 |

Assessor's Office

The core responsibility of the City Assessor's Office is to administer those provisions of the Michigan General Property Tax Act, which are to be carried out at the local level in accordance with the scope and manner set forth by the Michigan State Tax Commission. Additional responsibilities include administration of special assessment rolls as prescribed in Chapters 10 and 23 of the City Code.

Goals of the City Assessor's Office

- Annually value all assessable real and personal property located within the City of Grand Rapids resulting in fair and equitable assessments at the lawful level of assessment.
- Consistent interpretation and application of property tax exemption statutes.
- Prepare credible valuation disclosures in defense of all valuation appeals filed in the Michigan Tax Tribunal.
- Efficient and timely processing of all principal residence exemption affidavits, deeds, property transfer affidavits, exemption applications, personal property statements, and customer service inquiries.
- Timely completion of all assessment rolls, tax warrants, special assessment rolls, internal reports, external reports, and annual department budget.
- Provide excellent customer service and treat all customers with dignity and respect.

Services

The core service performed by the City Assessor's Office is the preparation and maintenance of the City's various assessment rolls.

- Assessed values are established at the lawful level of assessment of 50% of true cash value. This is a mandate by the Constitution of the State of Michigan.
- Performance can be measured with an equalization factor of 1.0000 which indicates that assessed values prepared by the City are at the lawful level of assessment.

- The Assessor's Office inventories and appraises all new construction in the City that is not exempt. New value as a result of new construction increases the City's tax base without causing City millage to roll back as a result of the Headlee Amendment to the state constitution of 1978.
- Performance can be measured by the percentage of building permits issued in the previous 12-month period ending with tax day that were inspected by an appraiser
- Taxable value additions as a percentage of total assessed value.
- The Assessor's Office is charged with keeping inventory of every property in the City. Names, addresses, tax descriptions, transfers of ownership, and exempt status are current. City departments rely on current ownership information for property tax billing and other communications with property owners and residents.

Key Performance Indicators – Tax Year 2020

- 75.5 % of building permits issued in the previous 12 month period ending with tax day that were inspected by an appraiser. The City Assessor's Office inspects 100% of permits that are issued October 1 of the previous year through September 30th of the subsequent year.
 - Taxable value additions as a percentage of total assessed value was 4.45% in 2020. There was 243,677,571 in taxable value addition for 2020 for a total real property taxable value of 5,481,689,450.
- Performance Outcome #3

- Names, addresses, tax descriptions, transfers of ownership, and exempt status are current.

Key Performance Indicators – Tax Year 2020

- 93 Lot split applications received and 100% processed.
- 6,620 Deeds received and 100% processed.
- 6,069 Property transfer affidavits received and 100% processed.
- 6,004 Principal Residence Exemption affidavits received and 100% processed.
- 391 Exemption applications received and 100% processed.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Assessor (257) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 1,765,635 | 1,743,696 | 1,808,986 | 1,873,581 | 1,931,224 | 1,976,372 |
| 751 - Supplies | 21,220 | 21,220 | 21,745 | 22,270 | 22,795 | 23,320 |
| 800 - Other Services and Charges | 537,684 | 523,801 | 536,108 | 528,360 | 548,465 | 543,968 |
| 970 - Capital Outlays | 12,350 | 12,350 | 11,400 | 11,400 | 12,350 | 11,400 |
| Total For Expenditures | 2,336,889 | 2,301,067 | 2,378,239 | 2,435,611 | 2,514,834 | 2,555,060 |
| Total For Assessor | 2,336,889 | 2,301,067 | 2,378,239 | 2,435,611 | 2,514,834 | 2,555,060 |

Building Inspections

The Building Inspections Division and Development Center, within the Design, Development and Community Engagement Department, facilitates the physical development of the City by providing professional, efficient, and customer-focused services that include pre-application consultations, development plan review, permitting, construction inspections, and occupancy certificates. Other key services include contractor licensing, as well as construction code enforcement inspections and case management. The Development Center, which was established 20 years ago, is the City's "one-stop" office for development-related services. It remains focused on innovation, with the recent introduction of electronic plan review technology for building and land use permitting, deployment of operational dashboards to improve consistency and timeliness, and shift from reactive to proactive customer service and issue resolution.

| Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations | | | | | | |
|--|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
| Building Inspections (703) | | | | | | |
| 2490 - Building Inspections | | | | | | |
| 701 - Personnel Services | 3,506,701 | 3,822,370 | 3,939,623 | 4,056,599 | 4,147,713 | 4,213,986 |
| 751 - Supplies | 51,705 | 50,700 | 50,700 | 50,700 | 50,700 | 50,700 |
| 800 - Other Services and Charges | 1,411,420 | 1,542,112 | 1,523,701 | 1,548,083 | 1,575,059 | 1,599,176 |
| 970 - Capital Outlays | 9,922 | 9,922 | 5,500 | 5,500 | 5,500 | 5,500 |
| 995 - Other Financing | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Total For Expenditures | 4,984,748 | 5,430,104 | 5,524,524 | 5,665,882 | 5,783,972 | 5,874,362 |
| Total For Building Inspections | 4,984,748 | 5,430,104 | 5,524,524 | 5,665,882 | 5,783,972 | 5,874,362 |

City Clerk

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

In FY2021, there was a continued concentration in the Voter Registration/Elections Division as we prepared staff, election workers, and the community for the 2020 State Primary and Presidential Elections. In FY2022, there are no scheduled elections, but a taxing authority (State, County, City, School District, etc.) can call a special election. When the 2020 Census is finished, new U.S. Congress, State House, State Senate and County Commission district lines will be determined. The City will also have to consider new Ward and Precinct boundaries. After the redistricting process, new voter identification cards will be mailed to voters.

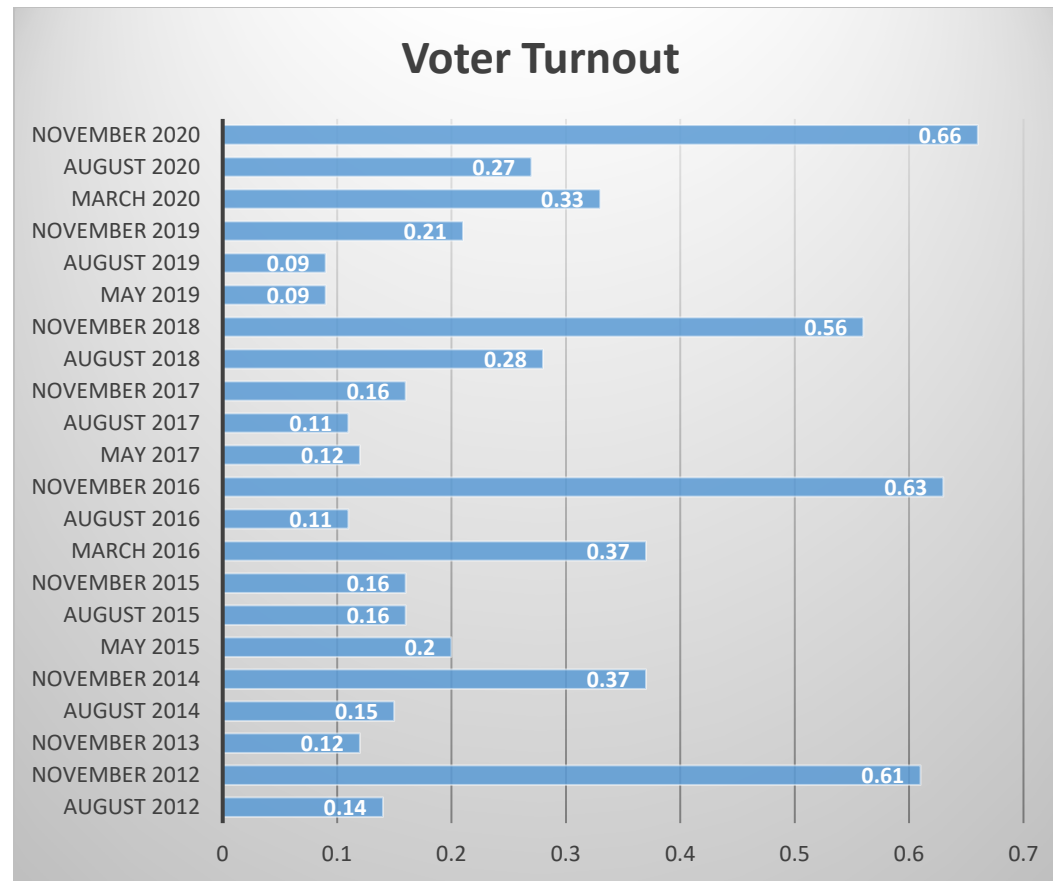
There has been a renewed interest in Passport services after services were halted due to COVID-19. The Business Licensing and Boards and Commission operations will undergo a mixture of policy enhancements in an effort to provide more information to the public and to create a user-friendly, self-serving environment.

Lastly, the organization recognizes the entrenched value of its Community Archive and Records Center and the regarded services it delivers to City departments and the greater Grand Rapids Community. Strategic investments in technology and equipment will help leverage increased access to archival documents and records as well as proper storage of digitally born records. We are continuing to offer our services to neighboring communities to take advantage of this embedded competency.

STRATEGIC PLAN INVESTMENTS

Engaged and Connected Community

- Election Communications to provide information especially in traditional underserved areas.



The Clerk's Office uses Voter Turnout as a Key Performance Indicator for making election budget projections.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Clerk (215) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 1,445,333 | 1,404,704 | 1,538,976 | 1,547,297 | 1,656,060 | 1,518,300 |
| 751 - Supplies | 85,200 | 56,200 | 88,700 | 68,700 | 88,700 | 54,200 |
| 800 - Other Services and Charges | 805,073 | 731,521 | 895,512 | 810,299 | 953,540 | 777,314 |
| 970 - Capital Outlays | 6,000 | 6,000 | 30,000 | 10,000 | 10,000 | 26,000 |
| Total For Expenditures | 2,341,606 | 2,198,425 | 2,553,188 | 2,436,296 | 2,708,300 | 2,375,814 |
| Total For Clerk | 2,341,606 | 2,198,425 | 2,553,188 | 2,436,296 | 2,708,300 | 2,375,814 |

Code Compliance

The Code Compliance Department seeks to protect the health, safety and general welfare of residents through enforcement of property maintenance and zoning codes intended to preserve housing stock and quality of life in neighborhoods. While enforcement actions are sometimes necessary, a new case management approach is used along with a variety of community partnerships to assist homeowners having difficulty making repairs.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Code Compliance (733) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 2,630,700 | 2,764,922 | 2,855,908 | 2,946,768 | 3,018,163 | 3,074,081 |
| 751 - Supplies | 32,000 | 32,000 | 35,000 | 35,000 | 35,000 | 35,000 |
| 800 - Other Services and Charges | 770,222 | 664,540 | 692,245 | 705,328 | 720,342 | 734,265 |
| 970 - Capital Outlays | 5,000 | 5,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| 995 - Other Financing | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Total For Expenditures | 3,937,922 | 3,966,462 | 4,085,153 | 4,189,096 | 4,275,505 | 4,345,346 |
| 2260 - Refuse Collection | | | | | | |
| 701 - Personnel Services | 375,547 | 387,918 | 401,801 | 417,048 | 428,975 | 437,160 |
| 800 - Other Services and Charges | 136,768 | 134,611 | 134,636 | 135,659 | 136,823 | 138,061 |
| Total For Expenditures | 512,315 | 522,529 | 536,437 | 552,707 | 565,798 | 575,221 |
| 2361 - Receivership | | | | | | |
| 800 - Other Services and Charges | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Total For Expenditures | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Total For Code Compliance | 4,455,237 | 4,493,991 | 4,626,590 | 4,746,803 | 4,846,303 | 4,925,567 |

Communications Department

To further align with our strategic plan values of accountability and collaboration, FY22 will require continued data build out aligned to ERP (Enterprise Resource Planning) platform. We will be more intentional and emphasize working with City departments through training to create visualizations from their data as well as facilitate better access by building out departmental budget visualizations and dashboards. In collaboration with external partners, we will launch a regional datahub which will add value to the dataset and potential visualizations that can be developed to provide relevant insight to our policy and decision makers.

We will continue to implement robust data standards and governance to further understand and align to the priorities of our community and this organization. We will continue to design business intelligence governance that enable staff to get actionable information through in-depth analyses. Additionally, we will create tools - such as static data visualizations, interactive dashboards, predictive data models, and automated periodic reports – which will be part of the data analytics program to benefit both our community and this organization.

Leveraging our design and development best practices, the team is scheduled to refresh the City's website focused on providing best communication strategies and digital services requested by our community. This will be accomplished using collaborative methodologies and a digital-first, customer-focused, approach. We will work with City staff and the community to determine strategies and changes to our website while collaborating with our civic user testing group and departments to identify and implement functionality that takes the City website to the level of service our users expect and deserve.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|-----------------|------------------|------------------|------------------|------------------|------------------|
| Communications (180) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 0 | 745,100 | 782,948 | 814,191 | 838,242 | 856,140 |
| 751 - Supplies | 0 | 600 | 600 | 600 | 600 | 600 |
| 800 - Other Services and Charges | 0 | 174,017 | 174,736 | 175,682 | 176,658 | 177,488 |
| 970 - Capital Outlays | 0 | 1,680 | 1,680 | 1,680 | 1,680 | 1,680 |
| Total For Expenditures | 0 | 921,397 | 959,964 | 992,153 | 1,017,180 | 1,035,908 |
| Total For Communications | 0 | 921,397 | 959,964 | 992,153 | 1,017,180 | 1,035,908 |

Community Development

The mission of the Community Development Department is *Building Great Neighborhoods!* This is accomplished through direct programs and services, and valuable community partnerships. The Grants Management Office is responsible for administration of federal, state, and philanthropic grants that primarily benefit low and moderate income individuals and families. These programs help create and preserve affordable housing, support neighborhood improvement and safety, and provide economic opportunities and housing related services. Through the Housing Rehabilitation Office, the department provides grants and loans for emergency repairs, significant home improvements and making homes lead safe. The Community Development Department also operates the Homebuyer Assistance Fund (HAF) Program to provide eligible homebuyers down payment and closing cost assistance; supports fund development for other City departments by providing grant writing services; and ensures compliance with Michigan Indigent Defense standards in the 61st District Court.

Housing Rehabilitation Project Status

About the Data

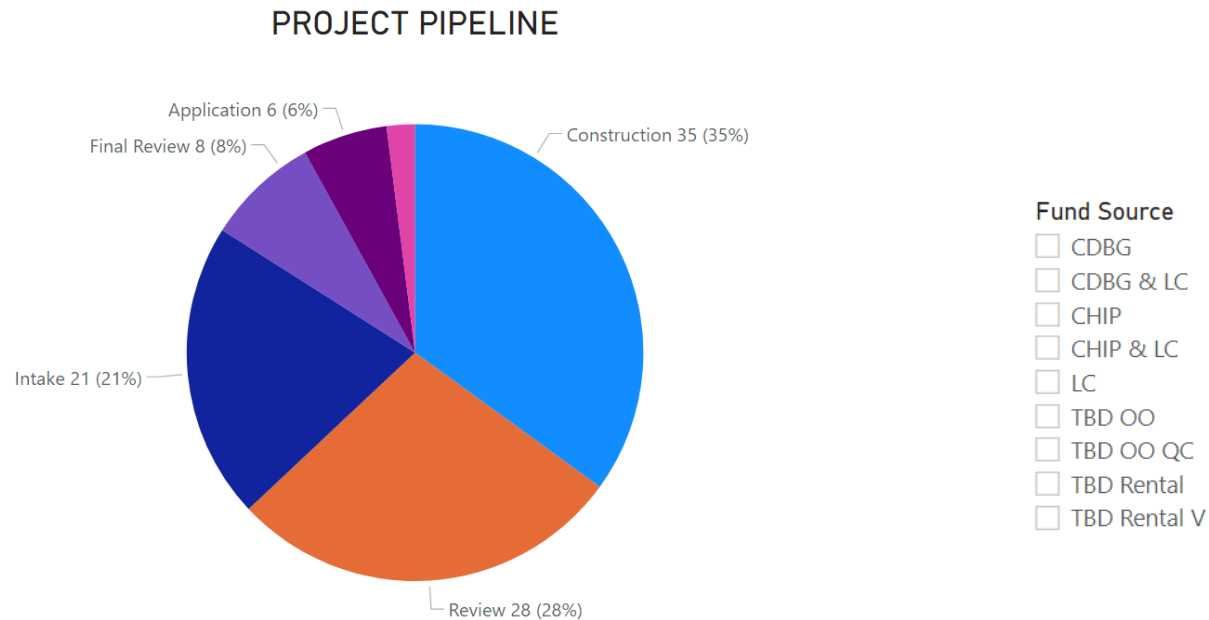
The Community Development Department recently transitioned to Accela to track Housing Rehabilitation and Lead Hazard Control Program projects. PowerBI is used to visualize the number of housing units that are in process from intake to post-construction. This data is used internally by staff to manage workloads and meet grant targets.

Why it Matters

Tracking projects through dashboards allows for real time access to activity status, which supports overall grant management and oversight functions. In particular, dashboards assist with the identification of necessary action items, efficiency improvements, staff workload adjustments, and monitoring project and program status.

Strategic Plan

Safe Community – Safe, Stable, and Permanent Housing



Lead-Safe Housing Registry

About the Data

The health and future of children living in Grand Rapids is directly impacted by lead-based paint and lead dust in the homes they live in and the soil around those homes. Most housing units built before 1978 contain lead-based paint. The City operates a Housing Rehabilitation and Lead Hazard Control Program, both of which address lead-based paint hazards.

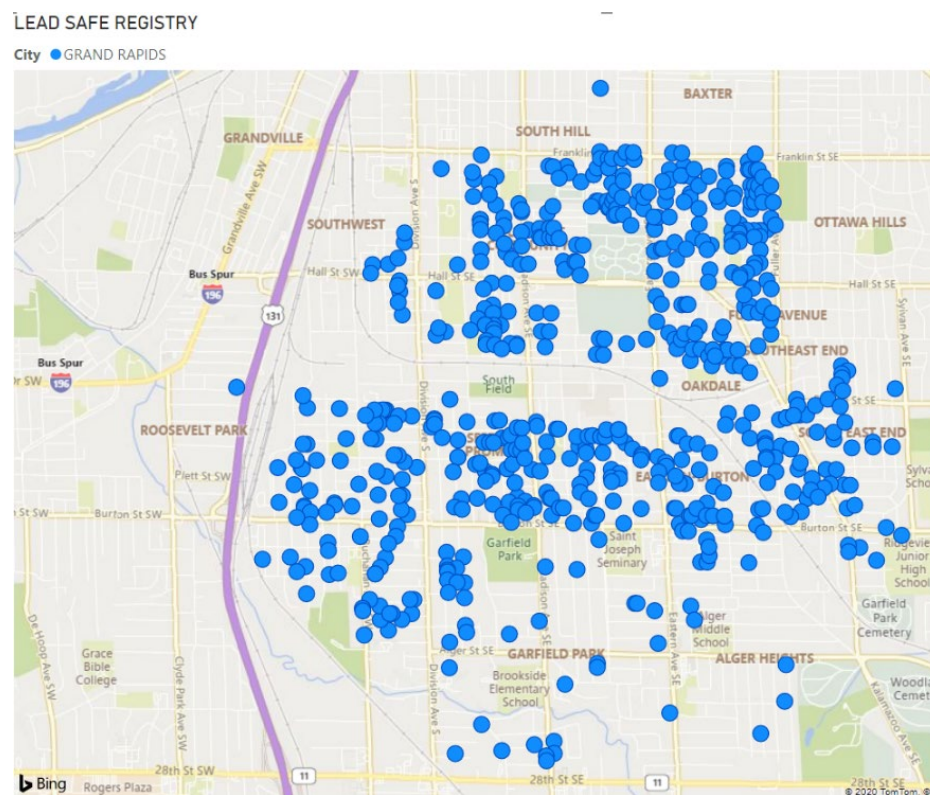
Why it Matters

Maintaining an on-line Lead-Safe Housing Registry provides information about lead-safe housing options, increases market demand for lead-safe housing and incentivizes property owners to invest in remediating lead hazards in their units.

Strategic Plan

Health and Environment – Health Disparities

| Zip | Units |
|--------------|-------------|
| 49321 | 1 |
| 49418 | 1 |
| 49503 | 334 |
| 49504 | 378 |
| 49505 | 153 |
| 49506 | 191 |
| 49507 | 662 |
| 49508 | 7 |
| 49509 | 3 |
| 49512 | 1 |
| 49525 | 3 |
| 49544 | 1 |
| 49548 | 1 |
| Total | 1736 |



Childhood Lead Poisoning

About the Data

A blood test is the best method that is readily available to measure exposure to lead. The amount of lead in blood is referred to as blood lead level (BLL). BLL data is drawn from statistical summaries of clinical laboratory reports of children tested for lead. The annual reports are prepared by the Michigan Department of Health and Human Services (MDHHS) Division of Environmental Health Childhood Lead Poisoning Prevention Program (CLPPP). Data are for children under age six. Each child is counted only once in a calendar year. If a child has multiple tests within a calendar year, the highest BLL obtained from a venous test is retained.

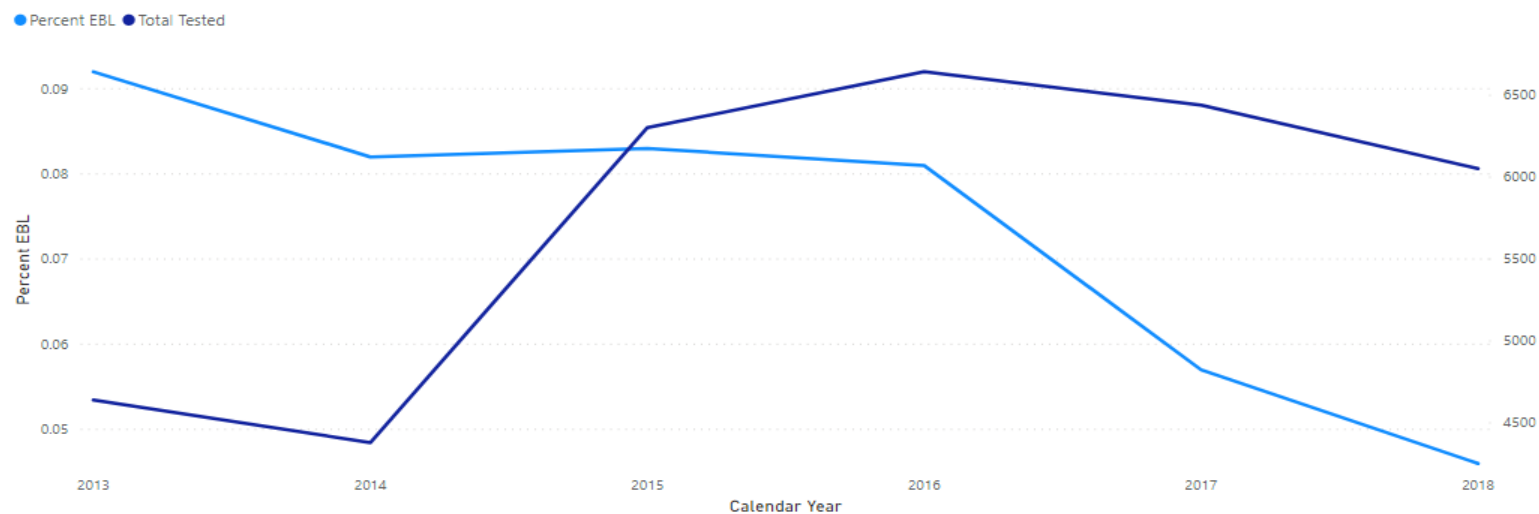
Why it Matters

Exposure to lead can harm a child's health. Even low levels of lead in blood can cause problems with children's development. Significant strides have been made in reducing the number of children with elevated blood lead levels while also increasing the number of children getting tested. Data from the MDHHS CLPPP have been essential in identifying issues, pushing for interventions, and documenting successes. Despite many successes, childhood lead poisoning remains a public health threat for many children.

Strategic Plan

Health and Environment – Health Disparities

Percent EBL and Total Tested by Calendar Year



Affordable Housing Development Pipeline

About the Data

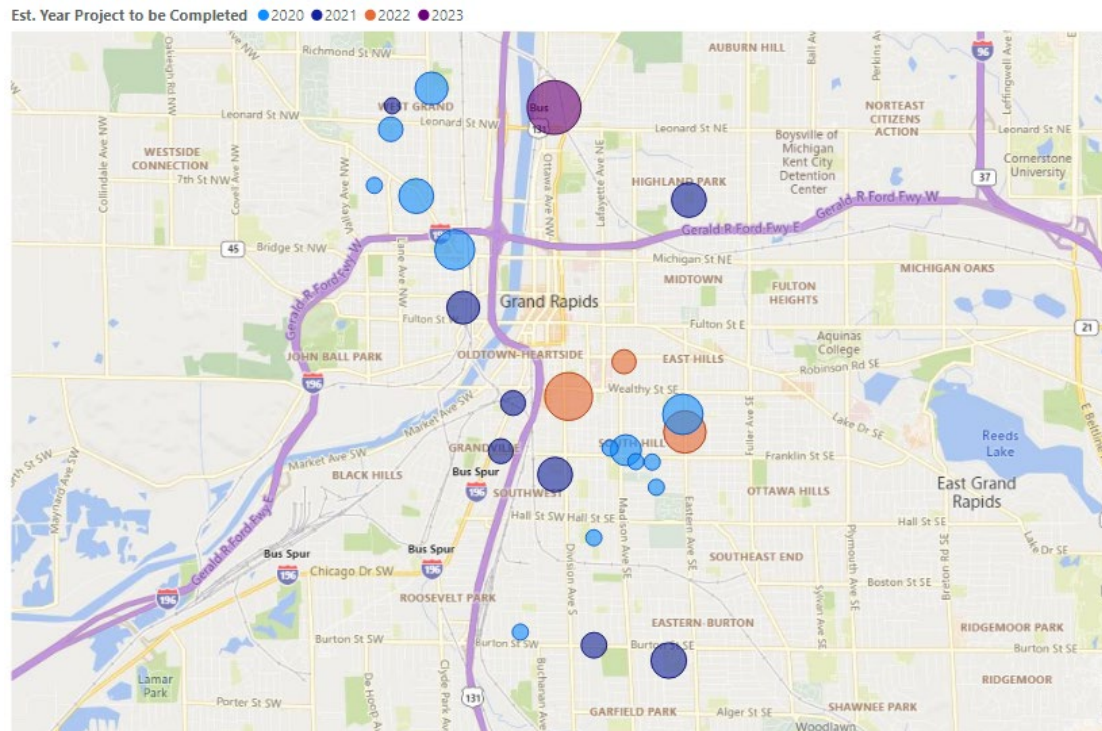
Community Development Department staff track the status of affordable housing development over time. Projects appearing on the map are either planned or under construction. Projects that include more units appear larger and the color is determined by the year it is anticipated to be complete.

Why it Matters

The need for more affordable housing units in our community has been well documented. To determine whether the City is on track to meet this need, regularly updated data on the status of affordable housing development must be maintained.

Strategic Plan

Economic Prosperity and Affordability – Housing



Community Rebuilders Geographically Targeted Homeless Outreach Program

About the Data

The dashboard was created by Community Rebuilders and is updated bi-weekly (<https://communityrebuilders.org/geographically-targeted-outreach/>). Geographically Targeted Homeless Outreach (GTHO) is a program designed to help solve homelessness in Grand Rapids one geographic area at a time. The program is committed to ending homelessness in partnership with the City of Grand Rapids Homeless Outreach Team (HOT), and a network of local, cross-sector agencies by providing resources to support long-term housing stability. The goals of GTHO will be reached through housing outreach, temporary accommodations, bridge housing, and or permanent housing to the homeless person identified as regularly residing in the geographically targeted area.

Why it Matters

The program dashboard measures progress towards permanently housing those assisted.

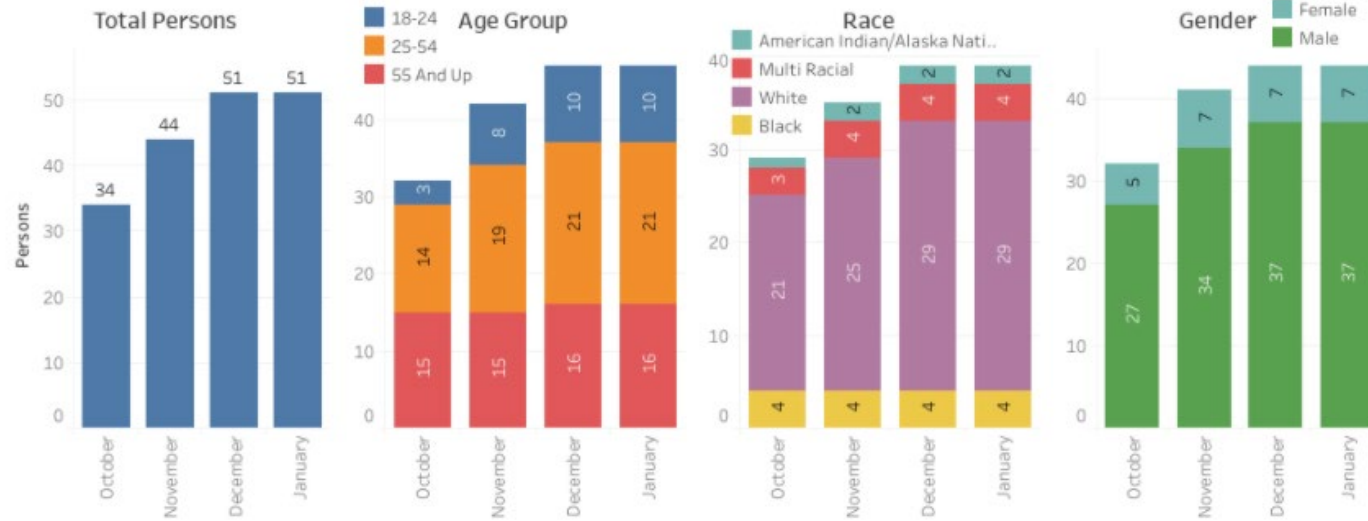
Strategic Plan

Safe Community – Safe, Stable, and Permanent Housing

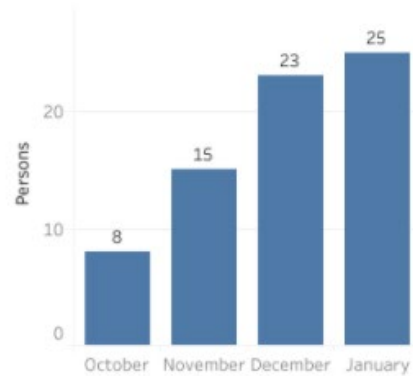
All data reported is cumulative from month to month

Targeted Outreach Dashboard

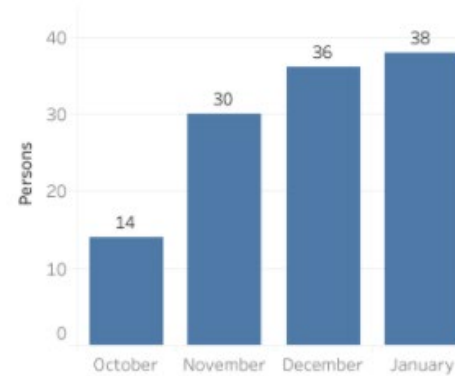
Not all demographics are reported as some people have not reported all data.



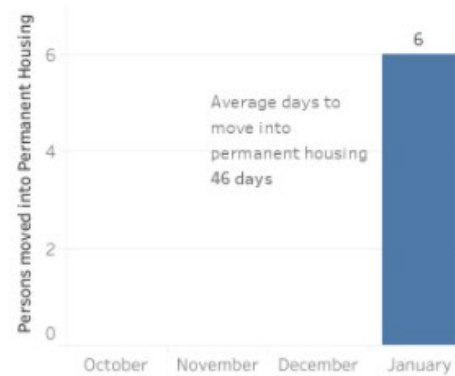
Persons Moved off of the Streets into Safe and Temporary Housing Step 1



Persons Connected to a Permanent Housing Resource Step 2



Persons Moved into Safe and Permanent Housing Step 3



System-wide exits from homelessness to permanent housing destinations

About the Data

Information about persons experiencing homelessness in Kent County is tracked in a shared system database (Homeless Management Information System - HMIS). System-wide data is pulled from the U.S. Department of Housing and Urban Development (HUD) Homelessness Data Exchange 2.0, for the Kent County Continuum of Care (CoC), using the Stella Performance Module view of the 2018 and 2019 Longitudinal Systems Analysis (LSA) of HMIS data. Data is based on the respective calendar year. The data is reviewed and submitted to HUD annually and made available by December the following year.

Why it Matters

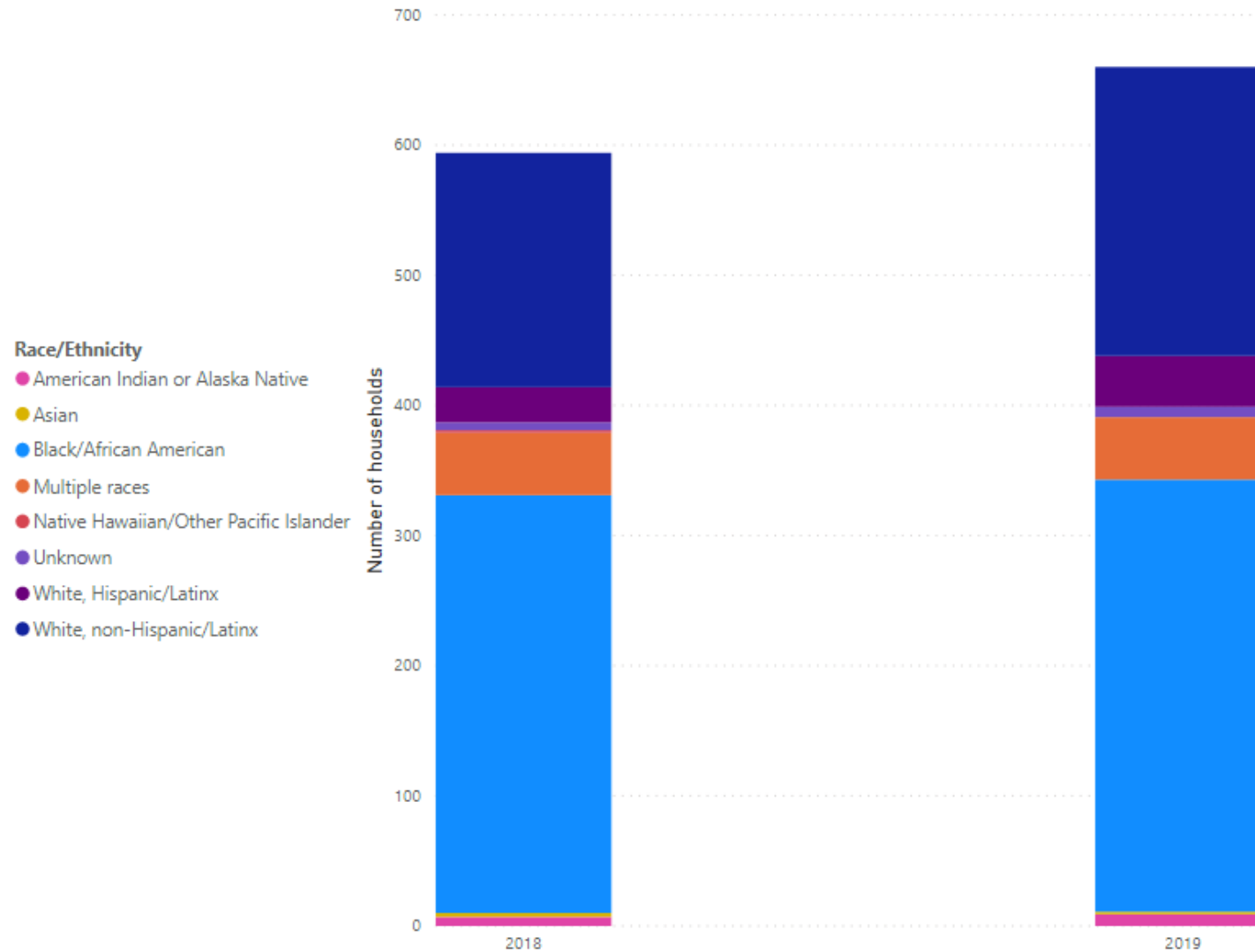
Increasing the number of households who gain housing stability is the driving force behind the effort to end homelessness in our community. Reviewing system-wide exits by race and ethnicity informs the degree to which the system is serving those experiencing homelessness equitably.

Strategic Plan

Safe Community – Safe, Stable, and Permanent Housing

System-wide exits from homelessness to permanent housing destinations

Number of households by Timeframe and Race/Ethnicity



Small Business and Microenterprise Grant Program

About the Data

The City is providing grants up to \$5,000 to qualifying small businesses and microenterprises impacted by the coronavirus pandemic. About \$1 million in Community Development Block Grant Coronavirus (CDBG-CV) funds will assist with payroll, rent, mortgage, utility, or similar business expenses.

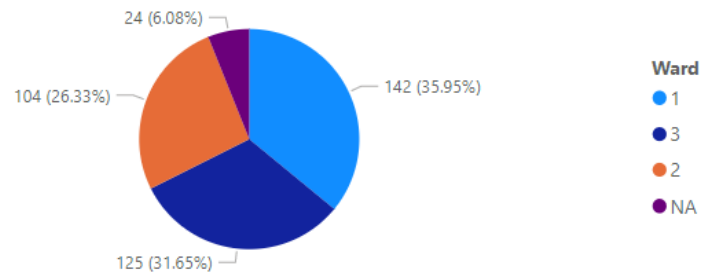
Why it Matters

Data from program applications are used to determine prioritization for assistance. Demographic information allows staff track to what degree the assistance being provided is done in an equitable manner.

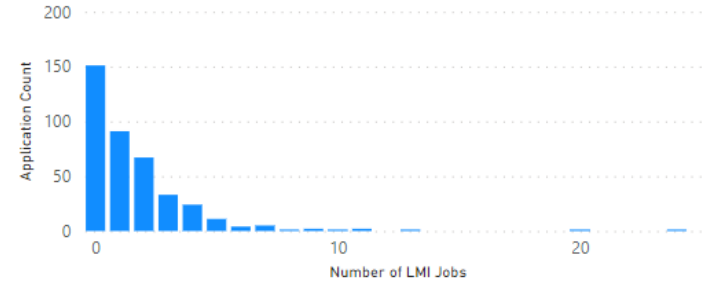
Strategic Plan

Economic Prosperity and Affordability - Resident Education, Employment, and Wages

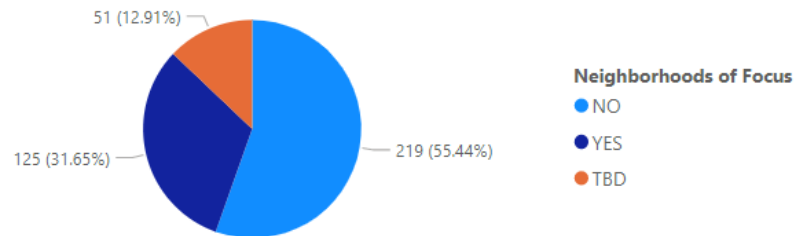
Application Count by Ward



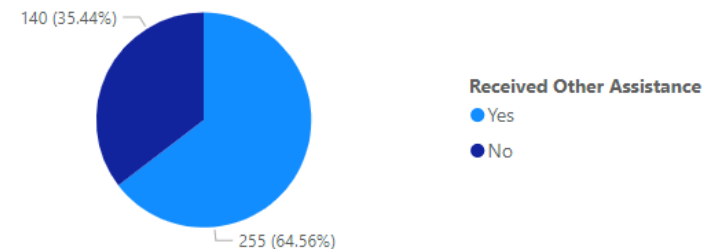
Application Count by Number of LMI Jobs



Application Count by Neighborhoods of Focus

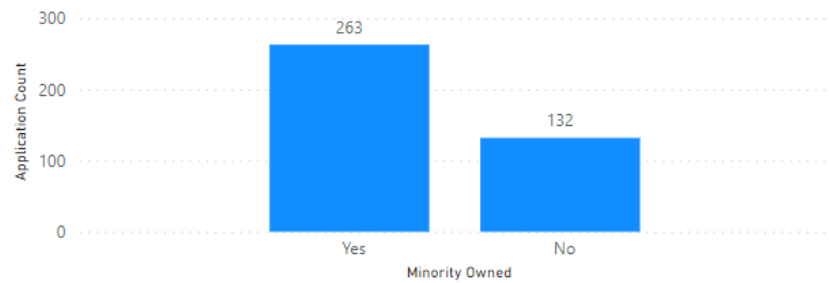


Application Count by Received Other Assistance



Small Business and Microenterprise Grant Program Prioritization and Demographics

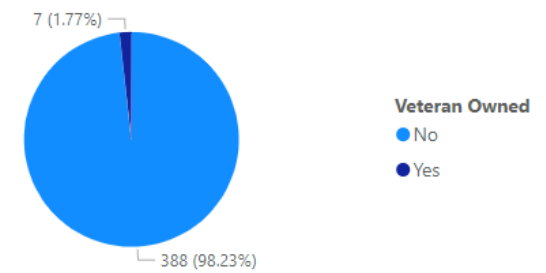
Application Count by Minority Owned



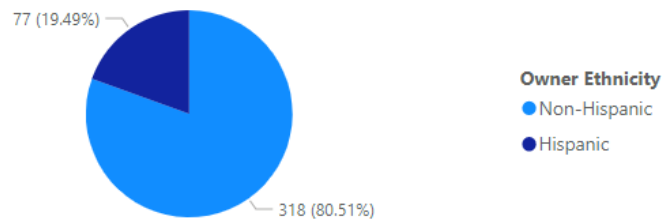
Status

- ☐ Add'l Info Required
- ☐ Closed-Admin
- ☐ Closed-Ineligible
- ☐ In Review
- ☐ Opened Online

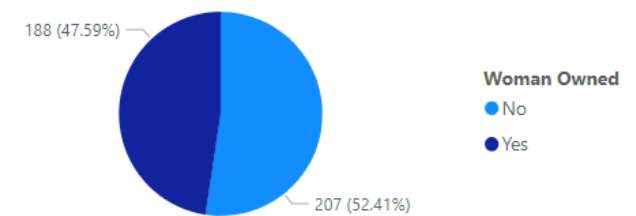
Application Count by Veteran Owned



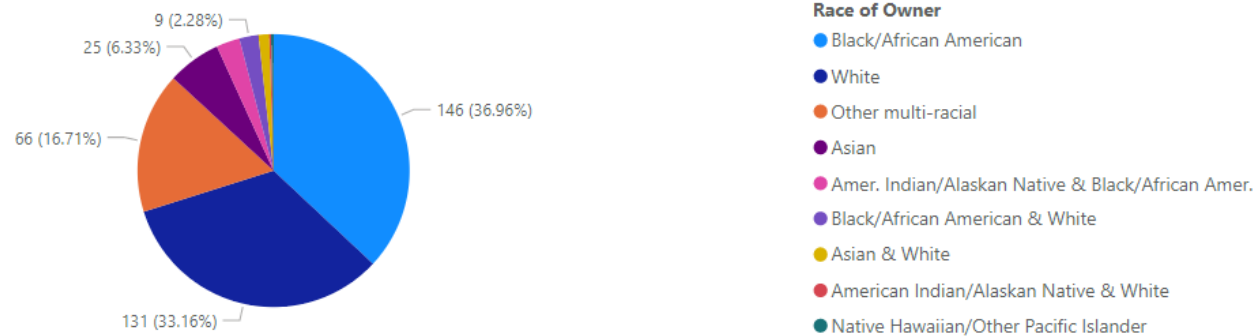
Application Count by Owner Ethnicity



Application Count by Woman Owned



Application Count by Race of Owner



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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-----------------|------------------|------------------|------------------|------------------|------------------|
| Community Development Services (694) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 130,308 | 281,376 | 292,728 | 305,304 | 317,184 | 320,964 |
| 751 - Supplies | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| 800 - Other Services and Charges | 67,358 | 68,358 | 70,917 | 71,042 | 71,161 | 71,132 |
| Total For Expenditures | 201,666 | 353,734 | 367,645 | 380,346 | 392,345 | 396,096 |
| 2600 - MI Indigent Defense Commission | | | | | | |
| 701 - Personnel Services | 0 | 108,576 | 115,584 | 123,084 | 130,584 | 132,384 |
| 751 - Supplies | 0 | 3,469 | 2,221 | 2,221 | 2,221 | 2,221 |
| 800 - Other Services and Charges | 0 | 543,465 | 543,465 | 543,465 | 543,465 | 543,465 |
| Total For Expenditures | 0 | 655,510 | 661,270 | 668,770 | 676,270 | 678,070 |

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| Community Development Services (694) | | | | | | |
| 2730 - Other Grants | | | | | | |
| 800 - Other Services and Charges | 137,692 | 124,065 | 124,065 | 124,065 | 124,065 | 124,065 |
| Total For Expenditures | 137,692 | 124,065 | 124,065 | 124,065 | 124,065 | 124,065 |
| 2733 - Community Development Program | | | | | | |
| 701 - Personnel Services | 1,034,524 | 1,323,414 | 1,372,161 | 1,426,149 | 1,477,058 | 1,505,785 |
| 751 - Supplies | 33,522 | 25,100 | 25,100 | 25,100 | 25,100 | 25,100 |
| 800 - Other Services and Charges | 2,711,994 | 2,381,763 | 2,283,016 | 2,229,028 | 2,178,119 | 2,061,743 |
| 970 - Capital Outlays | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| 995 - Other Financing | 1,317,925 | 1,368,688 | 1,368,688 | 1,368,688 | 1,368,688 | 1,368,688 |
| Total For Expenditures | 5,101,965 | 5,102,965 | 5,052,965 | 5,052,965 | 5,052,965 | 4,965,316 |
| 2734 - Home Investment Partnership Pr | | | | | | |
| 701 - Personnel Services | 123,010 | 115,020 | 120,732 | 126,888 | 132,960 | 134,676 |
| 800 - Other Services and Charges | 1,323,524 | 1,331,256 | 1,325,544 | 1,319,388 | 1,313,316 | 1,311,600 |
| Total For Expenditures | 1,446,534 | 1,446,276 | 1,446,276 | 1,446,276 | 1,446,276 | 1,446,276 |
| Total For Community Development Services | 6,887,857 | 7,682,550 | 7,652,221 | 7,672,422 | 7,691,921 | 7,609,823 |

City Comptroller

The Comptroller Department continues to work toward delivering excellent services to vendors, other City departments, and to the citizens of Grand Rapids. Significant activities in the Office of the City Comptroller include:

Payroll

- Paying all wages in a timely manner
- Timely issuance of W2s to all employees
- Reporting and remitting payroll taxes to the federal, state, and local governments

Accounting & Financial Reporting

- Completing the Comprehensive Annual Financial Report with an unmodified opinion and the Schedule of Expenditures of Federal Awards Required by Uniform Guidance
- Receiving the GFOA Certificate of Achievement Award each year since 1985
- Publishing the Popular Annual Financial Report (PAFR), available in English and Spanish
- Continuing development of the financial system and maintenance & governance of the City's Chart of Accounts
- Development of reports and training other departments

Accounts Payable

- Processing vouchers, issuing vendor and tax refund checks
- Timely issuance of 1099s to all vendors
- Provide City staff training on Accounts Payable in the financial system

Internal Audit

- Auditing City services and departments-providing recommendations to resolve and address findings

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Comptroller (191) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 1,732,261 | 1,802,687 | 1,888,687 | 1,974,428 | 2,051,909 | 2,088,399 |
| 751 - Supplies | 33,150 | 33,150 | 33,150 | 33,150 | 33,150 | 33,150 |
| 800 - Other Services and Charges | 910,345 | 936,869 | 965,415 | 990,714 | 1,020,938 | 1,056,262 |
| 970 - Capital Outlays | 0 | 0 | 8,000 | 15,000 | 15,000 | 15,000 |
| Total For Expenditures | 2,675,756 | 2,772,706 | 2,895,252 | 3,013,292 | 3,120,997 | 3,192,811 |
| Total For Comptroller | 2,675,756 | 2,772,706 | 2,895,252 | 3,013,292 | 3,120,997 | 3,192,811 |

61st District Court

The 61st District Court budget is used to account for the revenues and expenditures related to the operations of the local court division of the Michigan Trial Court system. The 61st District Court has eighty-eight full and part-time employees, six judges and one full time attorney magistrate. The 61st District Court handles matters that occur within the city limits of Grand Rapids. It is a court of limited jurisdiction, handling civil, criminal, and traffic cases. The court has jurisdiction on civil cases up to \$25,000, small claims and landlord-tenant issues, misdemeanor criminal cases, and felony cases until preliminary examination.

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

Typically, these courts cost their funding units more proportionately in general fund monies for operations than first- and second-class District Courts in rural and suburban settings who also receive state funds to help offset the costs of their operations.

Key Performance Indicators:

Service: Case flow Management

Outcome: Criminal cases are processed in an efficient and timely manner.

| Key Performance Indicator | Metric |
|--|----------|
| 90% Criminal Cases Completed with Supreme Court Guidelines | Yes |
| Days from initiation to close | 126 days |

Service: Case flow Management

Outcome: Civil cases are processed in an efficient and timely manner.

| Key Performance Indicator | Metric |
|---|---------|
| 90% Civil Cases Completed with Supreme Court Guidelines | Yes |
| Days from initiation to close | 84 days |

Service: Court Ancillary Services

Outcome: All non-mandated ancillary programs provided by the court are substantially self sustaining. Drug, Sobriety and Community Outreach Court, Drug Lab, Domestic Assault Response Team and Work Crew Program. (Except for 2021 due to COVID related issues)

| Key Performance Indicator | Metric |
|---|--------|
| All Court Ancillary Services are substantially Self-Sustaining | Yes |
| Revenues (Fees/Grants etc. cover 75% of operational expenses. Down from 90% projection in 2021) | |
| Total revenue vs. operational expenses | 75% |

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 61st District Court (286) | | | | | | |
| 2600 - MI Indigent Defense Commission | | | | | | |
| 751 - Supplies | 2,100 | 0 | 0 | 0 | 0 | 0 |
| 800 - Other Services and Charges | 500,030 | 0 | 0 | 0 | 0 | 0 |
| Total For Expenditures | 502,130 | 0 | 0 | 0 | 0 | 0 |
| 7400 - 61st District Court | | | | | | |
| 701 - Personnel Services | 6,968,570 | 7,305,071 | 7,507,759 | 7,730,280 | 7,918,336 | 8,057,955 |
| 751 - Supplies | 102,269 | 101,949 | 105,924 | 108,148 | 110,420 | 112,741 |
| 800 - Other Services and Charges | 6,445,994 | 5,265,065 | 5,446,009 | 5,602,180 | 5,729,706 | 5,871,250 |
| 970 - Capital Outlays | 147,304 | 36,204 | 36,566 | 37,298 | 38,044 | 38,614 |
| 995 - Other Financing | -531,424 | -381,249 | -392,888 | -404,337 | -413,895 | -422,417 |
| Total For Expenditures | 13,132,713 | 12,327,040 | 12,703,370 | 13,073,569 | 13,382,611 | 13,658,143 |
| Total For 61st District Court | 13,634,843 | 12,327,040 | 12,703,370 | 13,073,569 | 13,382,611 | 13,658,143 |

Economic Development

The Economic Development Department (EDD) provides services in three key areas: real estate development, business development, and neighborhood business districts. The department manages the Economic Development Project Team and 10 different boards, including the Brownfield Redevelopment Authority, the Economic Development Corporation (EDC), the SmartZone Local Development Finance Authority, six Corridor Improvement Authorities (CIAs), and one Business Improvement District (BID). The EDD works cooperatively with other City departments and many external partners on various public-private projects. Tax incentive programs are utilized to support real estate and business development. In addition, the EDC assists in financing of projects through tax-exempt or taxable bond debt. The EDD also supports small business development through various service contracts with local service providers. Implementation of the CIAs' Tax Increment Financing (TIF) and Development Plans strengthen and provide financial support to the neighborhood business districts. The EDD is also responsible for managing the City's real estate inventory and undertakes projects related to property acquisition and disposition, including tax foreclosures.

Through implementation of the City's Strategic Plan and Equitable Economic Development and Mobility Strategic Plan, the EDD plays a vital role in ensuring residents, employees and businesses have pathways to financial growth and security. During FY2021, the EDD, in partnership with Mobile GR and Parking Services, began implementation of the Equitable Economic Development and Mobility Strategic Plan (EEDMSP). Building off the City's Strategic Plan, the EEDMSP established five objectives for the EDD and five priority strategies for implementation in FY2021. The EDD made significant headway in implementing the five priority strategies in FY2021 in spite of the impacts of the COVID-19 pandemic. For example, the EDD was able to make significant policy changes to the Local Brownfield Revolving Fund (LBRF) and establish a new Inclusion Plan to increase contracting opportunities in Grand Rapids for Minority-owned Business Enterprises (MBE), Woman-owned Business Enterprises (WBE), and Micro-Local Business Enterprises (MLBE). The Economic Development Department worked closely with the City's Office of Equity and Engagement to optimize the City's existing programs and design a streamlined process to track MBE, WBE and MLBE goals and participation in City-supported private development projects.

The EDD also continues to refine the City's approach to deploying incentives to enhance access to opportunity for small businesses and historically marginalized communities; using City resources and partnerships to enhance access and opportunity for small businesses and property owners, particularly for minorities and those in neighborhoods of focus; and supporting Grand Rapids' neighborhoods and overcoming geographic barriers to opportunity through technical assistance and funding in neighborhood business districts.

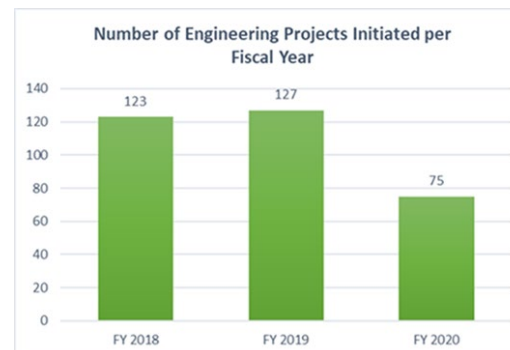
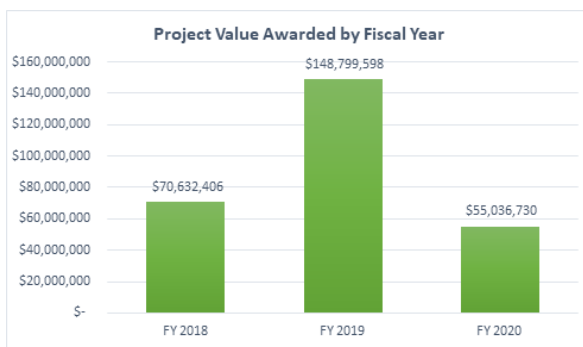
| Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations | | | | | | |
|--|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
| Economic Development (728) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 115,748 | 221,859 | 233,207 | 244,682 | 255,636 | 258,792 |
| 751 - Supplies | 0 | 950 | 969 | 988 | 1,008 | 1,028 |
| 800 - Other Services and Charges | 85,127 | 100,595 | 102,735 | 104,862 | 107,058 | 109,173 |
| 998 - Special Items | 482,500 | 0 | 0 | 0 | 0 | 0 |
| Total For Expenditures | 683,375 | 323,404 | 336,911 | 350,532 | 363,702 | 368,993 |
| 2360 - Property Management | | | | | | |
| 701 - Personnel Services | 29,488 | 16,056 | 16,992 | 18,048 | 19,068 | 19,260 |
| 800 - Other Services and Charges | 563,771 | 107,340 | 87,785 | 38,246 | 38,728 | 39,188 |
| 970 - Capital Outlays | 200,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| 990 - Debt Service | 43,125 | 42,184 | 46,225 | 45,087 | 49,068 | 47,824 |
| Total For Expenditures | 836,384 | 315,580 | 301,002 | 251,381 | 256,864 | 256,272 |
| 2440 - Economic Development Corp | | | | | | |
| 701 - Personnel Services | 139,948 | 31,764 | 32,912 | 34,800 | 35,460 | 35,988 |
| 751 - Supplies | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| 800 - Other Services and Charges | 345,811 | 88,692 | 88,733 | 88,774 | 88,816 | 88,859 |
| Total For Expenditures | 488,259 | 122,956 | 124,145 | 126,074 | 126,776 | 127,347 |
| Total For Economic Development | 2,008,018 | 761,940 | 762,058 | 727,987 | 737,342 | 752,612 |

Engineering Department

The Engineering Department works closely with the Public Services Group providing capital planning and project delivery services for road maintenance and reconstruction, sidewalks, utilities, and city facilities. Over the past three fiscal years, the Department has initiated 325 new Capital Projects with a total value exceeding \$274 million. The department also provides support for private development, permitting, surveying, city GIS data, and asset management. The completion of these projects furthers the objectives and strategies of the Mobility, Health and Environment, and Economic Prosperity and Affordability priorities as outlined in the City's Strategic Plan.

In carrying out the department's mission "to make innovative contributions that positively impact the community and elevate quality of life", the department will seek to further advance equitable outcomes and opportunities in FY2022. This will be accomplished by improving and expanding our analysis of contractor and subcontractor diversity initiatives, seeking to embed equity expectations within contracted professional services, and ensuring that information about upcoming projects is accessible and available in multiple formats.

The Department generates revenues through a billable model based on the delivery of capital projects, along with fees generated from the issuance of permits and administration services which supports the department's expenditures. As part of the FY2022 budget process, the Department developed a Strategic Plan defining its vision, values, strengths, and challenges, setting out key priorities with measurable objectives in alignment with the City's Strategic Plan.



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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Engineering Services (447) | | | | | | |
| 2020 - Major Streets | | | | | | |
| 970 - Capital Outlays | 5,849,201 | 7,832,851 | 7,852,206 | 7,871,754 | 7,891,497 | 7,911,438 |
| 995 - Other Financing | 1,200,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 |
| Total For Expenditures* | 7,049,201 | 8,232,851 | 8,252,206 | 8,271,754 | 8,291,497 | 8,311,438 |
| 2030 - Local Streets | | | | | | |
| 970 - Capital Outlays | 1,949,733 | 1,028,205 | 1,033,443 | 1,038,734 | 1,044,077 | 1,049,474 |
| 995 - Other Financing | 400,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 |
| Total For Expenditures* | 2,349,733 | 2,228,205 | 2,233,443 | 2,238,734 | 2,244,077 | 2,249,474 |
| 2460 - Sidewalk Repair | | | | | | |
| 701 - Personnel Services | 374,153 | 417,453 | 428,037 | 437,073 | 451,077 | 457,401 |
| 751 - Supplies | 7,600 | 8,200 | 7,100 | 9,100 | 8,200 | 7,100 |
| 800 - Other Services and Charges | 2,065,400 | 1,958,312 | 1,717,749 | 1,705,827 | 1,764,077 | 1,827,187 |
| 995 - Other Financing | 64,784 | 64,784 | 64,870 | 64,793 | 64,740 | 64,854 |
| Total For Expenditures* | 2,511,937 | 2,448,749 | 2,217,756 | 2,216,793 | 2,288,094 | 2,356,542 |
| 4010 - Capital Improvement | | | | | | |
| 970 - Capital Outlays | 2,200,000 | 2,360,000 | 3,525,000 | 2,440,000 | 2,640,000 | 3,315,000 |
| Total For Expenditures | 2,200,000 | 2,360,000 | 3,525,000 | 2,440,000 | 2,640,000 | 3,315,000 |

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Engineering Services (447) | | | | | | |
| 4050 - Streets-Capital Projects | | | | | | |
| 970 - Capital Outlays | 0 | 200,000 | 192,785 | 0 | 0 | 0 |
| Total For Expenditures | 0 | 200,000 | 192,785 | 0 | 0 | 0 |
| 6220 - Engineering Services | | | | | | |
| 701 - Personnel Services | 4,522,144 | 4,706,855 | 4,850,219 | 4,990,476 | 5,107,343 | 5,172,786 |
| 751 - Supplies | 68,313 | 102,359 | 104,413 | 96,788 | 97,382 | 99,997 |
| 800 - Other Services and Charges | 1,380,441 | 1,284,973 | 1,259,555 | 1,290,510 | 1,334,604 | 1,359,597 |
| 970 - Capital Outlays | 93,000 | 60,000 | 0 | 0 | 0 | 35,000 |
| 995 - Other Financing | 2,309 | 2,692 | 2,730 | 2,768 | 2,807 | 2,846 |
| Total For Expenditures | 6,066,207 | 6,156,879 | 6,216,917 | 6,380,542 | 6,542,136 | 6,670,226 |
| Total For Engineering Services | 20,177,078 | 21,626,684 | 22,638,107 | 21,547,823 | 22,005,804 | 22,902,680 |

*Denotes Vital Streets Program

Environmental Services Department

To provide water resource recovery, stormwater, electric, lighting and communications services in a manner that supports a safe, healthy, and thriving community, environment, and economy. Environmental Services staff are responsible for:

- Market Avenue Retention Basin has a storage capacity of 30 million gallons and treatment capacity of 1.1 billion gallons a day.
- Primary Effluent Retention Basin with a storage capacity of 10 million gallons.
- 54 Sanitary Sewage Lift Stations.
- 11 Stormwater Stations.
- 4 Meter Stations.
- 4 Rain Gauges.
- 1,100 miles of sanitary sewer.
- 23,347 sanitary sewer manholes.
- 383 miles of storm sewer.
- 11,355 storm sewer manholes.
- 17,800 Catch basins.
- Water Resource Recovery Facility
 - Treats 18,000 million gallons of water annually.
 - Treats an average of 40 million gallons of water a day.
 - Has a design capacity of treating 61.1 million gallons a day.
 - Has a peak hydraulic capacity is 90 million gallons per day.
- Industrial Pretreatment Program
 - Issues, tracks, maintains, samples, and reports results for 85 significant industrial user permits.
 - Tracks activities of over 6,000 non-domestic users.
 - Responsible for industrial users in 8 outlying jurisdictions. To accomplish that task we must liaison and have each jurisdiction maintain equivalent ordinances that give IPP the authority to enforce those ordinances in those jurisdictions.
 - Tracks pollutants and the effects on the WRRF by monitoring industrial sources of pollutants by maintaining and collecting samples on a daily basis from 6 samplers, placed at strategic locations, to capture discharges from groups of industries.
 - Monitors whole effluent toxicity monthly by collecting samples from the WRRF effluent for 5 days. Those samples are sent to an outside laboratory for toxicity testing with 85 significant industrial user permits and track activities of over 6,000 non-domestic users throughout the system in 8 outlying jurisdictions.
- Laboratory Services
 - Performs about 15,000 analysis each year, about \$300K worth of analysis.
 - Coordinate the analysis of 6,000 samples through contract labs.
 - Provide tours to approximately 1300 people annually.
 - Maintain 22 real time continuous monitoring equipment for process control.
 - Support IPP and Stormwater programs by providing analytical and technical services.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Environmental Services (527) | | | | | | |
| 5900 - Sewer Disposal Operations | | | | | | |
| 701 - Personnel Services | 12,256,896 | 12,225,192 | 12,853,012 | 13,417,387 | 13,820,055 | 14,087,906 |
| 751 - Supplies | 2,718,100 | 3,665,100 | 3,740,100 | 3,740,100 | 3,740,100 | 3,740,100 |
| 800 - Other Services and Charges | 17,439,078 | 18,774,271 | 19,506,496 | 17,478,540 | 17,697,543 | 17,834,487 |
| 970 - Capital Outlays | 329,000 | 1,137,000 | 842,000 | 649,000 | 566,000 | 522,000 |
| 990 - Debt Service | 14,232,381 | 13,950,137 | 13,380,162 | 12,803,312 | 12,197,462 | 11,561,612 |
| 995 - Other Financing | 1,508,000 | 2,041,000 | 8,939,000 | 10,887,000 | 14,453,000 | 13,740,000 |
| Total For Expenditures | 48,483,455 | 51,792,700 | 59,260,770 | 58,975,339 | 62,474,160 | 61,486,105 |
| 5902 - Sewer Improvement | | | | | | |
| 970 - Capital Outlays | 3,355,000 | 3,885,000 | 10,855,000 | 12,720,000 | 16,315,000 | 15,621,000 |
| Total For Expenditures | 3,355,000 | 3,885,000 | 10,855,000 | 12,720,000 | 16,315,000 | 15,621,000 |
| 5908 - 2020 SDS Revenue Bonds | | | | | | |
| 970 - Capital Outlays | 250,000 | 5,740,000 | 185,000 | 0 | 0 | 0 |
| Total For Expenditures | 250,000 | 5,740,000 | 185,000 | 0 | 0 | 0 |
| Total For Environmental Services | 52,088,455 | 61,417,700 | 70,300,770 | 71,695,339 | 78,789,160 | 77,107,105 |

Stormwater

The Stormwater division oversees engineers and support staff who use a variety of tools and practices to manage projects across the city to protect the environment, mitigate flooding, improve the water quality of the Grand River, and preserve green space in our community. Many of these initiatives are collaborative efforts with other departments in the City, as well as environmental protection organizations. Developing and maintain these partnerships is critical to the success of the City's Stormwater Management.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Stormwater (533) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 621,404 | 770,178 | 796,157 | 825,488 | 852,547 | 866,520 |
| 751 - Supplies | 7,500 | 7,250 | 7,250 | 7,250 | 7,250 | 7,250 |
| 800 - Other Services and Charges | 427,044 | 952,757 | 981,902 | 823,287 | 1,489,121 | 1,347,108 |
| 970 - Capital Outlays | 8,250 | 7,680 | 7,865 | 8,056 | 8,253 | 8,253 |
| 995 - Other Financing | 33,780 | 37,705 | 38,233 | 38,768 | 39,311 | 39,861 |
| Total For Expenditures | 1,097,978 | 1,775,570 | 1,831,407 | 1,702,849 | 2,396,482 | 2,268,992 |
| 2020 - Major Streets | | | | | | |
| 701 - Personnel Services | 298,141 | 287,664 | 300,564 | 314,874 | 323,143 | 330,504 |
| 751 - Supplies | 22,675 | 32,145 | 28,995 | 29,885 | 30,483 | 25,034 |
| 800 - Other Services and Charges | 299,460 | 289,572 | 296,646 | 304,318 | 312,428 | 321,442 |
| 970 - Capital Outlays | 22,000 | 22,000 | 22,000 | 22,000 | 22,000 | 22,000 |
| 995 - Other Financing | -10,000 | -10,000 | -10,000 | -10,000 | -10,000 | -10,000 |
| Total For Expenditures | 632,276 | 621,381 | 638,205 | 661,077 | 678,054 | 688,980 |

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Stormwater (533) | | | | | | |
| 2030 - Local Streets | | | | | | |
| 701 - Personnel Services | 471,997 | 452,326 | 473,739 | 495,520 | 509,533 | 520,783 |
| 751 - Supplies | 30,030 | 30,030 | 30,630 | 31,242 | 31,867 | 32,504 |
| 800 - Other Services and Charges | 252,768 | 312,144 | 321,408 | 330,274 | 339,801 | 349,713 |
| 970 - Capital Outlays | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| 995 - Other Financing | -16,000 | -16,000 | -16,000 | -16,000 | -16,000 | -16,000 |
| Total For Expenditures | 753,795 | 793,500 | 824,777 | 856,036 | 880,201 | 902,000 |
| 4010 - Capital Improvement | | | | | | |
| 970 - Capital Outlays | 1,129,429 | 1,056,000 | 1,056,000 | 1,060,000 | 356,000 | 511,000 |
| Total For Expenditures | 1,129,429 | 1,056,000 | 1,056,000 | 1,060,000 | 356,000 | 511,000 |
| Total For Stormwater | 3,613,478 | 4,246,451 | 4,350,389 | 4,279,962 | 4,310,737 | 4,370,972 |

Energy, Lighting, and Communications

Energy, Lighting, and Communications (ELC) provides power to our city from the Coldbrook substation. We buy the power from Consumers Energy and use it to power City assets, including streetlights, traffic signals, parks, cemeteries, fire stations, John Ball Park, parking lots and ramps, and more. 12 circuits distribute the electricity from the substation to the City. ELC also operates a Pole Line and Duct System (PLDS). The PLDS provides services through a network of underground conduits and overhead poles. Communication companies use our conduits to provide service to the City.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|-------------------|------------------|------------------|------------------|------------------|------------------|
| Street Lighting (448) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 1,357,872 | 1,520,976 | 1,581,013 | 1,639,115 | 1,687,536 | 1,718,334 |
| 751 - Supplies | 507,088 | 460,489 | 474,304 | 488,533 | 503,188 | 513,338 |
| 800 - Other Services and Charges | 3,166,305 | 2,759,305 | 2,741,922 | 2,825,706 | 2,913,386 | 2,987,658 |
| 970 - Capital Outlays | 22,000 | 34,000 | 22,360 | 22,731 | 23,113 | 23,506 |
| 995 - Other Financing | -300,000 | -100,000 | -100,000 | -100,000 | -100,000 | -100,000 |
| Total For Expenditures | 4,753,265 | 4,674,770 | 4,719,599 | 4,876,085 | 5,027,223 | 5,142,836 |
| 4010 - Capital Improvement | | | | | | |
| 970 - Capital Outlays | 0 | 0 | 0 | 0 | 100,000 | 663,412 |
| Total For Expenditures | 0 | 0 | 0 | 0 | 100,000 | 663,412 |
| 4014 - Capital Improvement Bonds Series 2021 | | | | | | |
| 970 - Capital Outlays | 8,150,000 | 0 | 0 | 0 | 0 | 0 |
| Total For Expenditures | 8,150,000 | 0 | 0 | 0 | 0 | 0 |
| Total For Street Lighting | 12,903,265 | 4,674,770 | 4,719,599 | 4,876,085 | 5,127,223 | 5,806,248 |

Office of Equity and Engagement

The Office of Equity & Engagement (OEE) was established to build upon and uplift the work of diversity, equity, inclusion, and community engagement within the City. We are focused on dismantling systemic racism and transforming local government to truly center and focus on equitable resident voice, power, access, opportunity, and community-level outcomes.

This office name reflects the City's objective to embed equity throughout all government operations through training, strategic leadership and change in policy, practice, and organizational culture to eliminate barriers caused by systemic injustice.

Diversity and inclusion remain important values and strategies to the organization. However, alone, diversity and inclusion are insufficient to help us reach the sustainable organizational and community-level outcomes we desire. We must transform government operations to conduct power analysis, disaggregate data by race, ethnicity, gender identity and geographic location, take a targeted universalism approach by centering those furthest away from positive outcomes and opportunities, and create policy to embed equity in all aspects of City work.

The Office of Equity & Engagement has been focused on innovating the traditional pillars of the former Office of Diversity & Inclusion (community diversity, supplier & workforce diversity and the Community Relations Commission) and the work that transitioned from the Executive office (Grand Rapids Neighborhood Summit, Neighborhood Leadership Academy, Neighborhood Match Fund and Neighborhood Economic Connections (NEC) grant from the W.K. Kellogg Foundation) to have stronger alignment with the City's Strategic Plan and to create data metrics.

The core aspects of the Office of Equity and Engagement work are:

- **Equal Business Opportunity (EBO) program** management that includes policy creation and implementation; Outreach to existing and potential Micro Local Business Enterprises (MLBEs); consultation and partnership with Engineering, Purchasing, Comptroller's Office and Customer Service & Innovation to streamline MLBE registration and City utilization data, reporting and dashboard; monitoring and supporting supplier diversity use; participation in Monday Group to advance equitable practices among construction industry.

- **Cannabis Justice Work Group** participation to co-create the City's social justice strategy, establish the nonprofit framework to reinvest back into communities most negatively impacted by the war on drugs, and in our FY2022 budget proposal, to manage a contract to launch the nonprofit. Our office also partners with Planning to review Cannabis business applications and works with applicants to connect with MLBEs.
- **Equitable Grand River Restoration** work under OEE's Equity Analyst has been instrumental to embed equity in City contracts, RFPs, partnership agreements and practices as it relates to the river project, as well as be a leading voice with external partners to lead with equity for river governance and community engagement. In FY2022, river engagement with local communities of color will formally launch.
- **Neighborhood Match Fund** and **Neighborhood Leadership Academy** to invest in local resident leadership, equitable quality of life, and build capacity of organizations and groups with a mission to elevate resident voice. These programs also foster positive relationships with community.
- **Grand Rapids Neighborhood Summit** was created in 2015 as the City's annual gathering of residents and stakeholders to learn about City programs and initiatives, to provide equity learning opportunities and to foster unity and justice within and across neighborhoods.
- **Neighborhood Association liaison** through monthly meetings with the Neighborhood Association Collaborative, direct communication on behalf of the City, and via our **Neighborhood Economic Connections** work funded by the W.K. Kellogg Foundation to establish associations in neighborhoods of focus in need of one and to increase capacity and sustainability through new funding models.
- **Community Relations Commission (CRC)** and the historic **Human Rights Ordinance** are time intensive elements of our work to identify, investigate and address discrimination in the city and elevate the voice of diverse residents into City decisions and work. Grand Rapids is proud to have the oldest civil rights/human rights organization in the state of Michigan as the CRC was established in 1953. We also coordinate the biennial citywide **Rosa Parks Essay Contest** for local Grand Rapids students in partnership with the CRC. Funds for the Rosa Parks Essay Contest come from donations raised through the Rosa Parks Sculpture committee to continue education on civil rights and equity in our community.
- **Employee Resource Group (ERG) Program Lead** that manages the ERG administrative policy, attends ERG meetings, supports ERG programming, establishes metrics on ERG impact, and serves as strategic thought

partners and advocates for policy and practice change within the City to support ERG and the concerns they may have around equity and inclusion. The City currently has four ERGs: National Forum for Black Public Administrators, Local Government Latino Network, Prism GR, and Social Justice.

- **Policy Review and Creation** is a growing aspect of OEE work. Several departments seek our consultation which is a positive indicator that departments are proactively embedding equity. This body of work is growing so much that we are creating an **Equity Policy Decision Matrix** as a guide for departments and will establish internal OEE protocols and policy review tool to assign department requests to OEE staff and to offer consistent baseline equity analysis to our colleagues. In FY2022, we will bring forward a **Language Access Policy** based on research, internal financial data analysis and a pilot with select departments implementing the draft policy in FY2021 to determine impact on budget and workloads.
- **Equitable Economic Development** is a key strategy to advance equity and the OEE is partnering to review economic development incentive applications for use of MLBEs, equitable job creation, community engagement and more.
- **Equal Employment Opportunity (EEO)** and Americans with Disabilities Act (ADA) compliance policy leads for the City. We offer staff training, investigation of complaints, state and federal reporting, and monitor state and federal legislation regarding changes on these policies. We also provide **workplace diversity** reports to departments as well as to the City for use in the dashboards. In FY22 the team is committed to streamlining the data gathering and reporting process to provide transparent and timely information on our workforce demographics. We work with Human Resources and the departments so they will have the knowledge and capacity to generate their own reports through a digital system to designed to inform their decision making.
- **Welcome Plan** liaisons and leadership on this county wide effort to make our community more inclusive and welcoming to **New Americans** (immigrants). This work includes internal policy review for inclusiveness, staff education on the Plan's recommendations and how they intersect with City goals and objectives, serving on the Steering Committee to guide this work, and advocating externally for immigrant friendly policies, practices, and programs.
- **Budget Process** lead to capture equity investments in departments' annual budget submissions and in the final City fiscal budget. This includes staff training early in the budget process; reviewing equity submissions and drafting department equity reports for the City Manager; participating in City Manager budget reviews and offering

equity strategic thought partnership; contributing to City Manager's budget letter; and working with Sustainability and Performance Management to embed equity into Envisio for greater transparency, accountability and to track follow up on equity submissions.

- **Equity Training** for City staff to embed equity into all City operations and create a shared understanding of the City's equity value. We facilitate Equity Foundations that will be required for all City staff, coordinate in-depth learning experiences for top management, coordinate Equity Champions cohort for mid-management and partner with ERGs and Human Resources to offer LBGTQIA+ Awareness 101 and 201 trainings for staff. We will be adding additional topics around intersectionality of oppression, inclusive practices, and policies in support of persons with disabilities, and lunch and learn opportunities for staff on a variety of diversity, inclusion, and equity topics.
- **Master Plan and Community Engagement** will be key OEE activities in FY2022. Our office is on the internal team to support the Master Plan process and Steering Committee, and we will include the Master Plan in the Neighborhood Summit and through other means. In FY2022, we will secure contractual services to assess our current engagement; co-create the City's engagement framework, metrics, and tools; share recommendations to move this work forward; outline staff training to implement engagement standards; establish workflow among our OEE, Communications and Customer Service & Innovation to assess departments' engagement needs and advise on them on engagement strategies.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| Admin Services Support (271) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 818,045 | 822,064 | 843,831 | 868,084 | 885,024 | 895,788 |
| 751 - Supplies | 9,925 | 5,725 | 23,725 | 5,725 | 5,725 | 23,725 |
| 800 - Other Services and Charges | 758,718 | 558,478 | 514,780 | 517,804 | 520,998 | 522,632 |
| 970 - Capital Outlays | 9,400 | 0 | 0 | 0 | 0 | 0 |
| Total For Expenditures | 1,596,088 | 1,386,267 | 1,382,336 | 1,391,613 | 1,411,747 | 1,442,145 |
| 1553 - CRC-Rosa Activities | | | | | | |
| 800 - Other Services and Charges | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Total For Expenditures | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Total For Admin Services Support | 1,601,088 | 1,391,267 | 1,387,336 | 1,396,613 | 1,416,747 | 1,447,145 |

Executive Office

The Executive Office is responsible for leading the day-to-day operations of the organization and for implementing policy directives of the City Commission. Led by the City Manager, the Office provides leadership and guidance on organizational culture, values, strategy and accountability across all operational departments. This includes development and implementation of the Strategic Plan that is used to guide present and future investments through the city's budget.

The Special Events Office will be home based in the Executive Office starting in FY2022. The Office of Special Events (OSE) is committed to generating high-quality events and activities that welcome all and display our community's vibrancy and diversity. The OSE supervises the event management process that includes permitting, producing, and overseeing year-round events, activities, art exhibitions, sporting events, and entertainment. Staff acts as a liaison in the community and collaborates with partners such as Neighborhood and Business Associations, community organizations and leaders, Experience Grand Rapids, Grand Rapids Chamber, Downtown Grand Rapids, Inc., and the Grand Rapids Kent County Convention Arena Authority (CAA), to build and expand the City of Grand Rapids' brand regionally and nationally. The OSE also authors special event rules, processes, protocols, and policies for approval by the City Manager and City Commission. The OSE sets and manages specific activities of the Strategic Plan which guides the City of Grand Rapids.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| City Commission (101) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 499,516 | 547,452 | 607,380 | 634,200 | 651,180 | 665,628 |
| 751 - Supplies | 6,000 | 500 | 500 | 500 | 500 | 500 |
| 800 - Other Services and Charges | 40,141 | 38,991 | 32,388 | 27,801 | 28,313 | 28,841 |
| 970 - Capital Outlays | 7,500 | 0 | 4,000 | 0 | 4,000 | 0 |
| Total For Expenditures | 553,157 | 586,943 | 644,268 | 662,501 | 683,993 | 694,969 |
| Total For City Commission | 553,157 | 586,943 | 644,268 | 662,501 | 683,993 | 694,969 |

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Executive Office (172) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 1,659,627 | 1,500,186 | 1,543,493 | 1,578,697 | 1,600,816 | 1,617,682 |
| 751 - Supplies | 11,454 | 16,555 | 16,736 | 16,921 | 17,112 | 17,308 |
| 800 - Other Services and Charges | 839,987 | 761,116 | 744,440 | 761,398 | 770,162 | 783,962 |
| 970 - Capital Outlays | 9,880 | 11,900 | 8,200 | 21,000 | 17,000 | 15,000 |
| Total For Expenditures | 2,520,948 | 2,289,757 | 2,312,869 | 2,378,016 | 2,405,090 | 2,433,952 |
| 4011 - Capital Reserve | | | | | | |
| 800 - Other Services and Charges | 217,132 | 231,275 | 231,948 | 232,408 | 233,085 | 233,957 |
| 990 - Debt Service | 2,135,156 | 2,685,953 | 2,573,482 | 2,524,623 | 2,536,616 | 2,523,174 |
| 995 - Other Financing | 10,543,115 | 7,464,309 | 10,071,627 | 7,943,301 | 8,645,049 | 8,928,072 |
| Total For Expenditures | 12,895,403 | 10,381,537 | 12,877,057 | 10,700,332 | 11,414,750 | 11,685,203 |
| Total For Executive Office | 15,416,351 | 12,671,294 | 15,189,926 | 13,078,348 | 13,819,840 | 14,119,155 |

Facilities Management Department

Operating Fund Services

Facilities Management oversees daily operations for various types of municipal facilities throughout the City of Grand Rapids. Facilities Management staff are responsible for 50 public facilities, which is over 1.7 million square feet with a replacement value over \$300 million. The department is committed to providing clean, safe, accessible and equitable spaces for city employees, as well as tenants, community members, citizens, visitors, and guests. Facilities Management offers the highest level of building related services in effort to increase user department's operational effectiveness while simultaneously controlling utilization costs through comprehensive asset management planning and responsible implementation of energy efficient practices.

Capital Fund Services

The Facilities Management Capital Fund accounts for the maintenance of public-owned facilities through implementation of a comprehensive Asset Management Plan (AMP). The AMP addresses long-term sustainability, capital improvements and replacements, implementation of green facilities initiatives, and continuous improvement objectives. The AMP includes a 5, 10, and 25 year planned replacement program and adheres to industry best practices to provide well maintained and energy efficient facilities. Facility types include: Municipal Office Spaces, City Archives, Fleet Maintenance/Repair Shop, Car Wash, Public Works Garages, Forestry/Parks Garage, Storage Facilities, Vehicle Impound Lot, Police Department, Police Motor Pool, Police Pistol Range, Fire Stations, Court House, and Public Museums. Revenue is generated from department charges for services and assigned as capital reserve for major repairs and improvements on each building in accordance to the receipt of the funds. Facilities Management's Capital Fund maintains a 25% reserve.

Fund Balance Policy: All funds are 100% assigned to Facilities working capital projects.

Revenues

The Facilities Management Division operates as an Internal Service Fund (ISF) within the City. All direct and indirect operational costs are recovered through facility-use charges determined by user department's specific facility-type and gross square footage needs (i.e., administrative/business offices, garages, storage area, mechanical workshops, etc.). Operating and capital facility-use charges are calculated annually per building. Operating rates are based on data-driven projections and trend analysis which accurately forecast normal maintenance costs associated with managing and supporting the facility at our established service levels. Capital rates are budgeted according to planned projects and improvements comprehensively outlined in the Facilities Asset Management plan.

Expenditures

Facilities Management covers all upfront operational expenses, both direct and indirect, associated with maintaining clean, secure, efficient and welcoming facilities. The department's largest expenditures include personnel costs for mechanics and administrative staff time, contractual maintenance costs for an array of Facilities related services (preventative, reactive, and project related), and all supplies/materials needed to fully support the department's operational, strategic and comprehensive asset management plans.

Priority Goals and Objectives

- Reduce utility consumption and implement renewable energy sources at all city occupied buildings
- Implementation of operational activities to promote awareness and adherence of a zero-waste program
- Conduct a comprehensive facility space use and needs assessment
- Determine appropriate funding levels for the comprehensive asset management plan
- Increase the percentage of Facilities Preventative Maintenance Services completed on-time
- Mandate all employees attend a City offered equity training course

Key Performance Indicators (supporting the goals above)

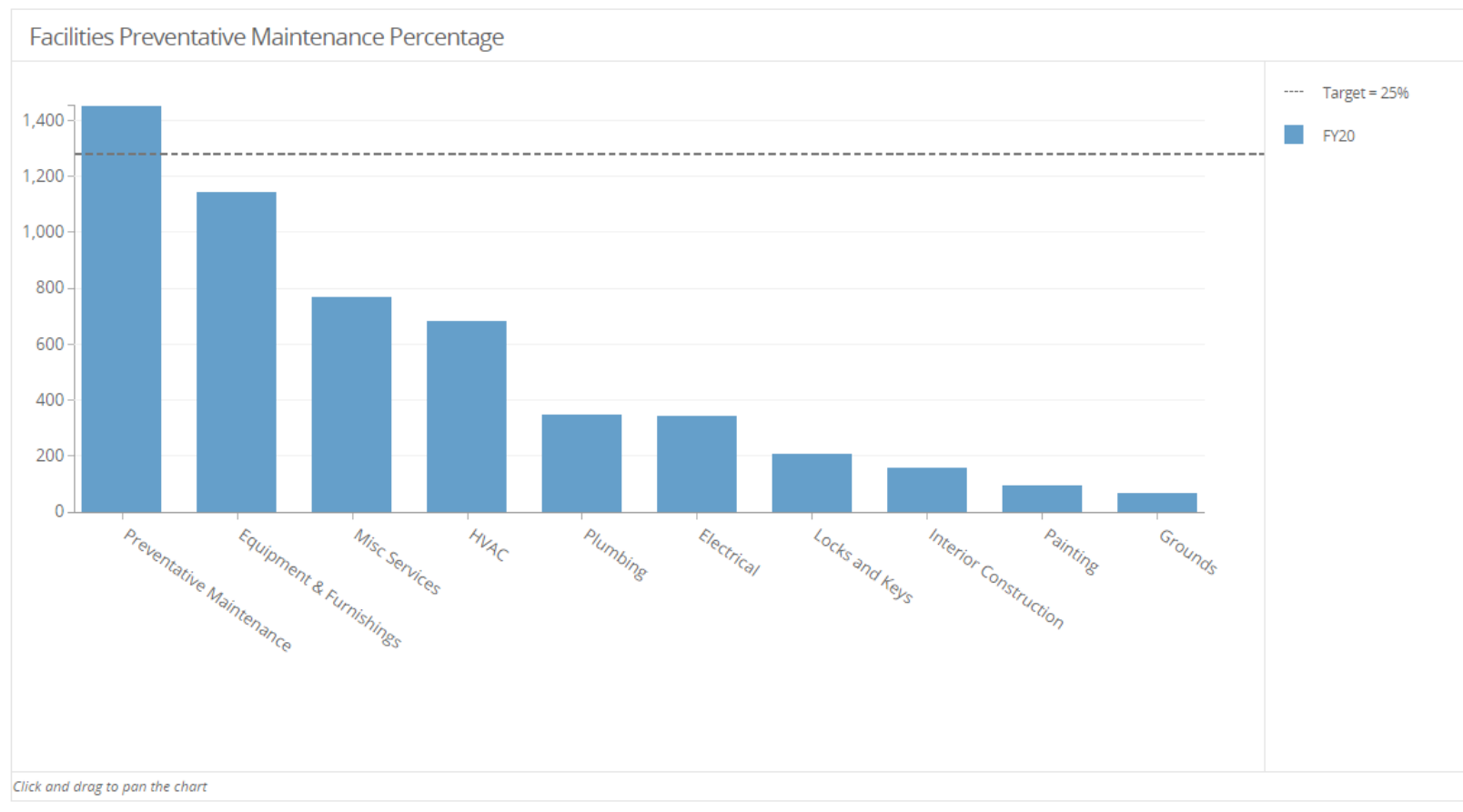
- Total Operating Cost of Ownership Per Square Foot
- Percentage of Workorders for Preventative Maintenance Services
- Percentage of Staff who have participated in a City-Offered equity training course

Key Performance Measure: Facilities Preventative Maintenance Services

Measure: Percentage of Work Orders for Preventative Maintenance

Target: 25%

Status: Currently meeting target, working to maintain target

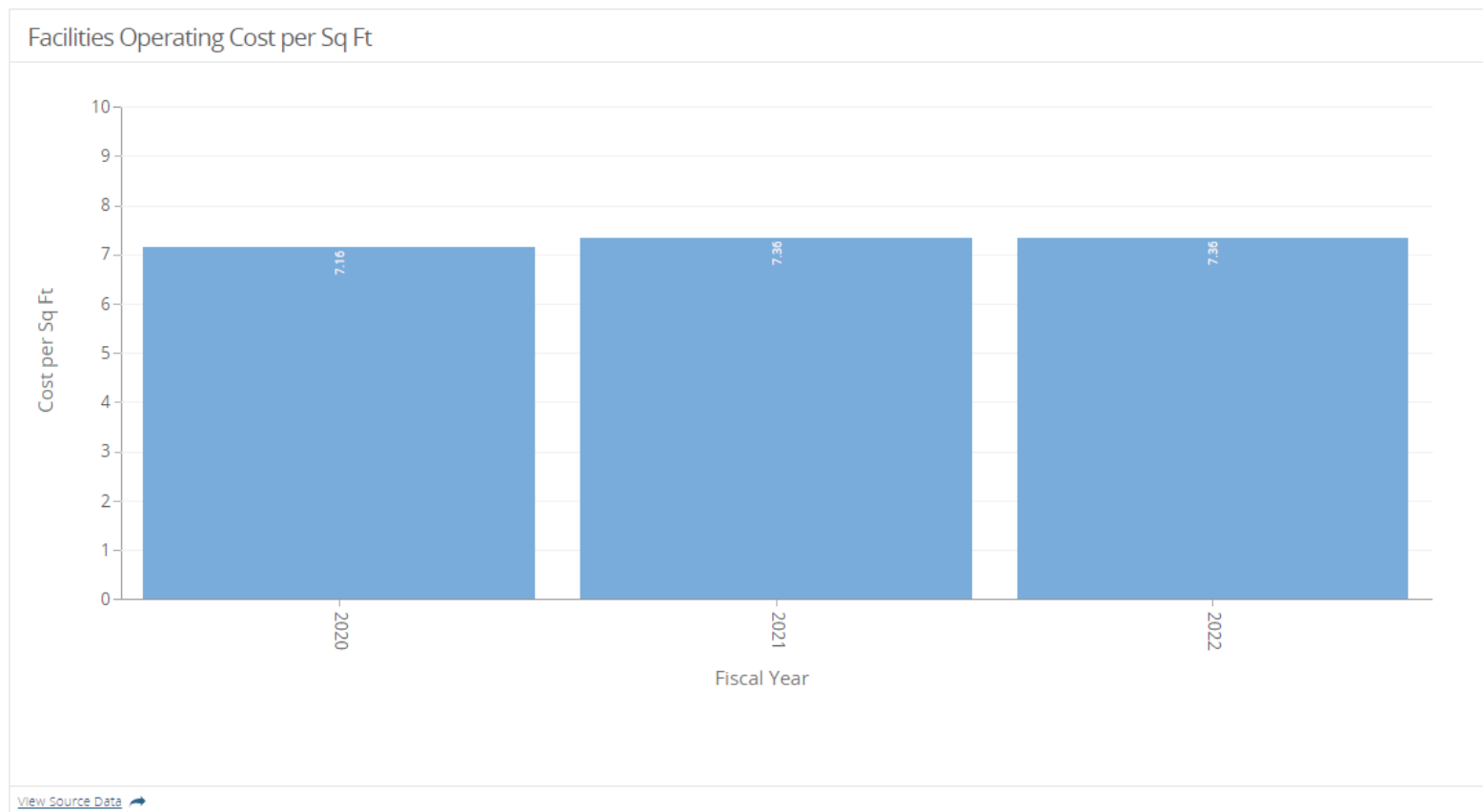


Key Performance Measure: Facility Operating Cost per Square Foot

Measure: Cost per square foot to fully operate and maintain facilities

Target: \$8

Status: Currently meeting target, working to maintain target

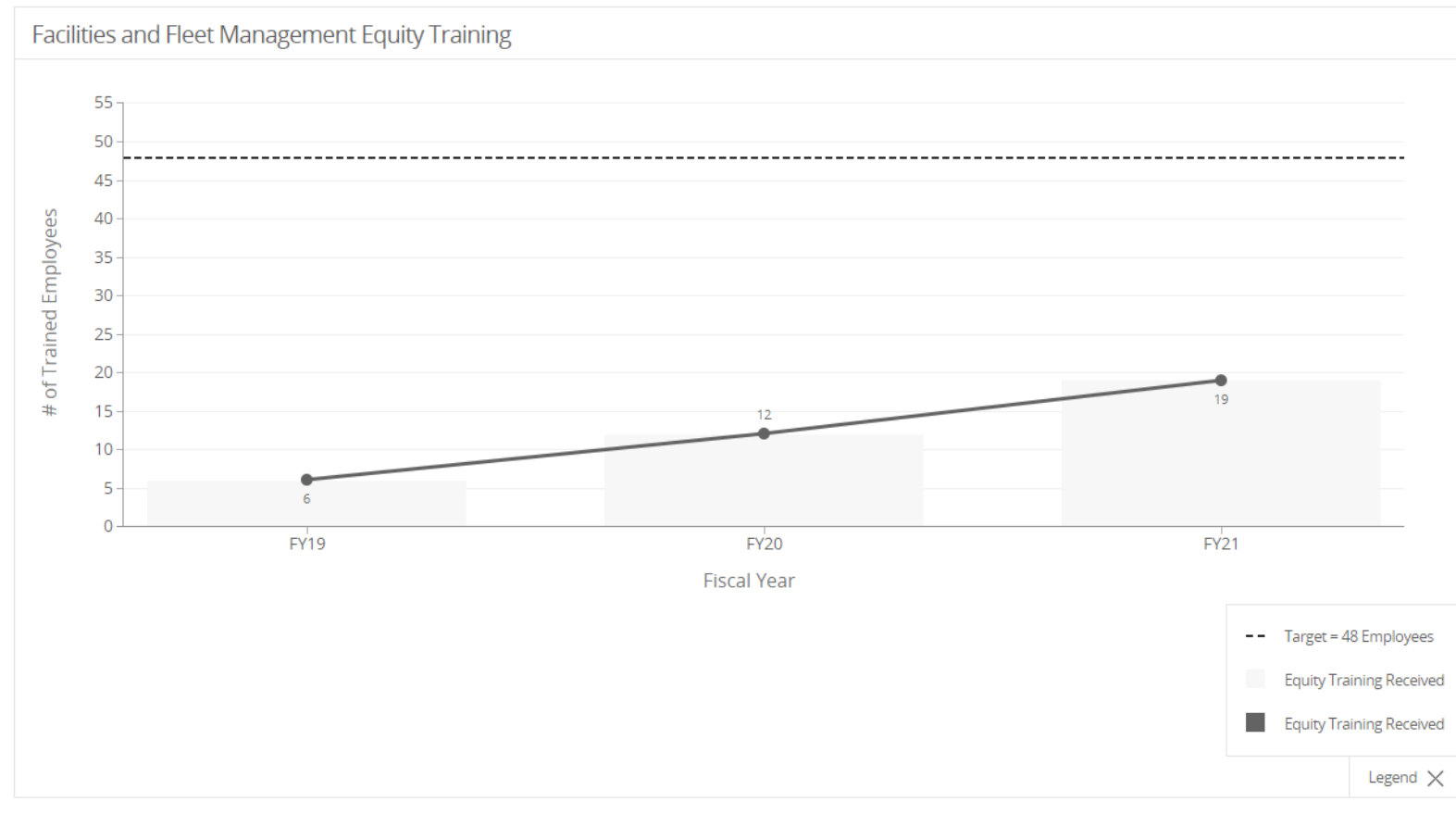


Key Performance Measure: Equity Trained Workforce

Measure: Percentage of staff who have attended a City-offered Equity Training Course

Target: 100%

Status: Working towards target



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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Facilities Management (265) | | | | | | |
| 4010 - Capital Improvement | | | | | | |
| 970 - Capital Outlays | 3,063,571 | 3,616,180 | 4,924,970 | 6,383,265 | 7,194,836 | 3,156,351 |
| Total For Expenditures | 3,063,571 | 3,616,180 | 4,924,970 | 6,383,265 | 7,194,836 | 3,156,351 |
| 6310 - Facilities Mgmt-Operating | | | | | | |
| 701 - Personnel Services | 1,695,686 | 1,855,026 | 1,919,873 | 1,965,873 | 1,999,558 | 2,027,118 |
| 751 - Supplies | 205,699 | 205,699 | 215,124 | 224,999 | 235,344 | 246,186 |
| 800 - Other Services and Charges | 3,301,635 | 3,396,540 | 3,452,489 | 3,550,841 | 3,653,120 | 3,759,355 |
| 970 - Capital Outlays | 59,500 | 58,000 | 61,000 | 60,000 | 69,000 | 61,000 |
| 995 - Other Financing | -54,172 | -54,791 | -56,278 | -57,652 | -59,128 | -60,309 |
| Total For Expenditures | 5,208,348 | 5,460,474 | 5,592,208 | 5,744,061 | 5,897,894 | 6,033,350 |
| 6311 - Facilities Management-Capital | | | | | | |
| 970 - Capital Outlays | 1,763,225 | 1,160,109 | 1,667,404 | 1,719,335 | 2,030,091 | 1,969,514 |
| Total For Expenditures | 1,763,225 | 1,160,109 | 1,667,404 | 1,719,335 | 2,030,091 | 1,969,514 |
| Total For Facilities Management | 10,035,144 | 10,236,763 | 12,184,582 | 13,846,661 | 15,122,821 | 11,159,215 |

Fire Department

The Grand Rapids Fire Department values people by saving lives, protecting property, and responding to the needs of our community. As an ISO Class 1 and Internationally Accredited fire department, the agency is placed as one of the premier fire and rescue agencies in the country.

Meeting the needs of the community during the previous fiscal year amidst a pandemic brought about many changes to our staffing, call volume, and use of supplies to keep our personnel and the citizens we serve safe. The recently funded Emergency Manager position proved invaluable as the entire city worked through the pandemic and civil unrest, in addition to several large-scale weather emergencies.

Even though much of the work from the fire department focused on meeting the immediate needs of the city, work continues into FY2022 on freshening of the fire apparatus fleet and undertaking several capital projects in the city's eleven fire stations; critical infrastructure that is needed to ensure appropriate and safe responses to emergencies within the city.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Fire (336) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 27,046,630 | 28,221,236 | 28,861,584 | 29,485,794 | 29,988,558 | 30,158,425 |
| 751 - Supplies | 201,610 | 201,610 | 259,478 | 264,596 | 270,078 | 274,248 |
| 800 - Other Services and Charges | 4,033,761 | 4,206,564 | 4,520,132 | 4,695,025 | 4,875,575 | 5,064,207 |
| 970 - Capital Outlays | 574,012 | 574,012 | 870,948 | 794,412 | 733,157 | 738,200 |
| 995 - Other Financing | 86,338 | 87,074 | 87,173 | 87,273 | 87,375 | 87,478 |
| Total For Expenditures | 31,942,351 | 33,290,496 | 34,599,315 | 35,327,100 | 35,954,743 | 36,322,558 |
| 4010 - Capital Improvement | | | | | | |
| 970 - Capital Outlays | 200,000 | 400,000 | 825,000 | 825,000 | 425,000 | 925,000 |
| Total For Expenditures | 200,000 | 400,000 | 825,000 | 825,000 | 425,000 | 925,000 |
| Total For Fire | 32,142,351 | 33,690,496 | 35,424,315 | 36,152,100 | 36,379,743 | 37,247,558 |

Fiscal Administration/Budget Office

The Fiscal Services Administration/Budget Office is responsible for overall financial support and management across the organization. Staff provide expert advice, analytical services and oversight. The office is also tasked with preparing the annual five-year Fiscal Plan which, along with the Strategic Plan guides the path for the organization.

Specific functions include:

- Plan, direct, oversee and provide overall financial planning, analysis, direction and oversight throughout the organization
- Provide general oversight, guidance and direction for the annual budget preparation process
- Partner with the Office of Equity and Engagement to lead with equity by incorporating it into the City's budget process in a significant and meaningful way
- Formulate city-wide revenue and expense forecasts
- Prepare the five-year capital plan in alignment with asset management principles
- Provide financial assistance for utility rate reviews and financial plans
- Partner with the Strategic Planning Office, Office of Equity and Engagement and Customer Service and Innovation Team to effectively communicate financial information through a variety of platforms to the City's numerous stakeholders.
- Provide guidance to the City's leadership team and department directors on a full range of financial matters including complex transactions, business processes, emergency response and organizational structuring
- Conduct complex research and analysis across a full spectrum of financial matters impacting the organization including labor issues, debt financing, cost allocation, rate methodology, and equitable billing rates
- Represent the City's interests in a variety of matters with external organizations such as other governmental units, private entities, citizen groups, media organizations, and the general public
- Review and evaluate strategic and financial objectives for departmental capital and operating budgets, priorities and programs
- Prepare and present financial reports and recommend courses of action to the executive leadership team on a variety of financial subjects
- Provide comprehensive analysis and assist in financial planning for future development, growth, maintenance and expansion of public services
- Conduct research, studies and fiscal analyses pertaining to a wide variety of fiscal topics which impact or have the potential to impact the city organization using best practice accounting and fiscal business processes
- Complete independent financial reviews of complex business processes; provide annual financial review updates to the City Commission
- Research, review, vet and implement upgrades to Citywide Financial System on an ongoing basis and provide training Citywide on the Performance Budgeting module of the system.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Fiscal Services (212) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 1,010,216 | 1,006,754 | 1,036,905 | 1,070,742 | 1,101,513 | 1,115,460 |
| 751 - Supplies | 7,300 | 7,300 | 7,300 | 7,300 | 7,300 | 7,300 |
| 800 - Other Services and Charges | 634,943 | 615,208 | 631,023 | 644,322 | 660,643 | 679,760 |
| 970 - Capital Outlays | 0 | 2,500 | 0 | 0 | 20,000 | 0 |
| Total For Expenditures | 1,652,459 | 1,631,762 | 1,675,228 | 1,722,364 | 1,789,456 | 1,802,520 |
| Total For Fiscal Services | 1,652,459 | 1,631,762 | 1,675,228 | 1,722,364 | 1,789,456 | 1,802,520 |

General Administration

The General Administration Department budget is prepared annually by the Budget Office and contains specifics of General Operating Fund revenues and expenditures that benefit the overall organization. This includes details of subsidies transferred from the General Operating Fund to support other City operations such as 61st District Court and Parks.

| Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations | | | | | | |
|--|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
| General Administration (261) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 2,200 | 2,200 | 2,217,372 | 2,217,372 | 2,217,372 | 2,217,372 |
| 751 - Supplies | 10,000 | 11,500 | 11,500 | 11,500 | 11,500 | 11,500 |
| 800 - Other Services and Charges | 2,154,578 | 9,903,989 | 9,835,337 | 9,601,955 | 2,373,914 | 2,391,171 |
| 995 - Other Financing | 20,293,238 | 15,377,101 | 15,841,102 | 16,093,464 | 17,314,832 | 17,956,240 |
| Total For Expenditures | 22,460,016 | 25,294,790 | 27,905,311 | 27,924,291 | 21,917,618 | 22,576,283 |
| Total For General Administration | 22,460,016 | 25,294,790 | 27,905,311 | 27,924,291 | 21,917,618 | 22,576,283 |

Fleet Management Department

Operating Fund Services

Fleet Management is responsible for over 1,400 pieces of equipment with a replacement value of approximately \$50 million. Our Stockroom maintains approximately 67,000 pieces of inventory which is valued close to \$700,000. Fleet Management provides user departments the highest level of fleet related services in effort to increase the City's overall operational effectiveness. Through responsible procurement practices, efficient maintenance and repair services, and exceptional replacement planning, Fleet Management provides user departments with safe, reliable, state-of-the-art, customized equipment to meet the City's diverse operating needs. Fleet Management is dedicated to implementing continuous improvements, industry best practices, city-wide strategic initiatives and policies, financial responsibility, and environmental stewardship into daily operations.

Capital Fund Services

The Fleet Management Capital Fund accounts for the replacement of equipment through implementation of a comprehensive Asset Management Plan (AMP). The AMP addresses environmental responsibility, capitalization on useable life, maximization on returns, implementation of green fleet initiatives, and continuous improvement objectives. In effort to provide operating departments' safe, reliable, and cost-effective equipment, Fleet Management regularly engages in educational discussions with users regarding rightsizing, alternative fueling equipment (such as CNG, hybrid, electric vehicles, etc.), the importance of preventative maintenance, and overall standardization of the City's Fleet. The AMP includes a replacement guideline along with a 5 and 15 year planned replacement forecast – both of which adhere to industry standards accepted by the National Association of Fleet Administration (NAFA) and the American Public Works Association (APWA).

Fleet Equipment types include: Light Equipment – such as sedans, vans, SUV's, patrol vehicles, motorcycles, pick-ups, small utility and small dump trucks, and other miscellaneous small engine equipment. Heavy Equipment – such as refuse trucks, large utility and dump trucks, vactors, off-road equipment, and other miscellaneous heavy equipment. Revenue is generated from department charges based on capital costs associated equipment replacement, as planned, and forecasted in the AMP.

Revenue

The Fleet Management Division operates as an Internal Service Fund (ISF) within the City. All direct and indirect operational costs are recovered through an applicable charge-back model based on the status of equipment – pooled/non-pooled. A comprehensive rate audit is completed annually to establish operating and maintenance (O & M)

rates for pooled fleet equipment. O & M rates are uniquely calculated per equipment type specific to the user department. Pooled rate components include labor, parts, fuel, outside services for normal repair work (not identified as excessive wear/accident damage), and general administration. Capital reserve rates are evaluated and updated annually based on the last purchase price of each equipment type. Capital rates include market-driven inflation to ensure appropriate reserves are being collected to replace the base equipment along with any additional upfitting, if/when applicable. Non-pooled equipment is billed monthly based on actual operating costs incurred.

Expenditures

Fleet Management covers all upfront operational expenses, both direct and indirect, associated with maintaining a safe, efficient, and sustainable Fleet of City Vehicles and Equipment. The department's largest expenditures include personnel costs for mechanics and administrative staff time, necessary parts inventory to ensure routine services and critical repairs are performed promptly, fuel costs and costs associated with fuel system management, shop, and shop equipment maintenance, and lastly an array of contractual outside services used to supplement our fleet operation (body work, major equipment overhauls, etc.). Capital expenditures include replacing outdated, irrelevant and/or inefficient equipment.

Priority Goals and Objectives

- Implement alternative fuel options into the fleet operations as opportunities present themselves
- Expand use and awareness of motor pool and ride-sharing opportunities for city staff
- Increase the number of electric vehicles in the city fleet
- Increase the percentage of Fleet Preventative Maintenance Services completed within 30 days of their due date
- Mandate all employees attend a City offered equity training course

Key Performance Indicators (supporting the goals above):

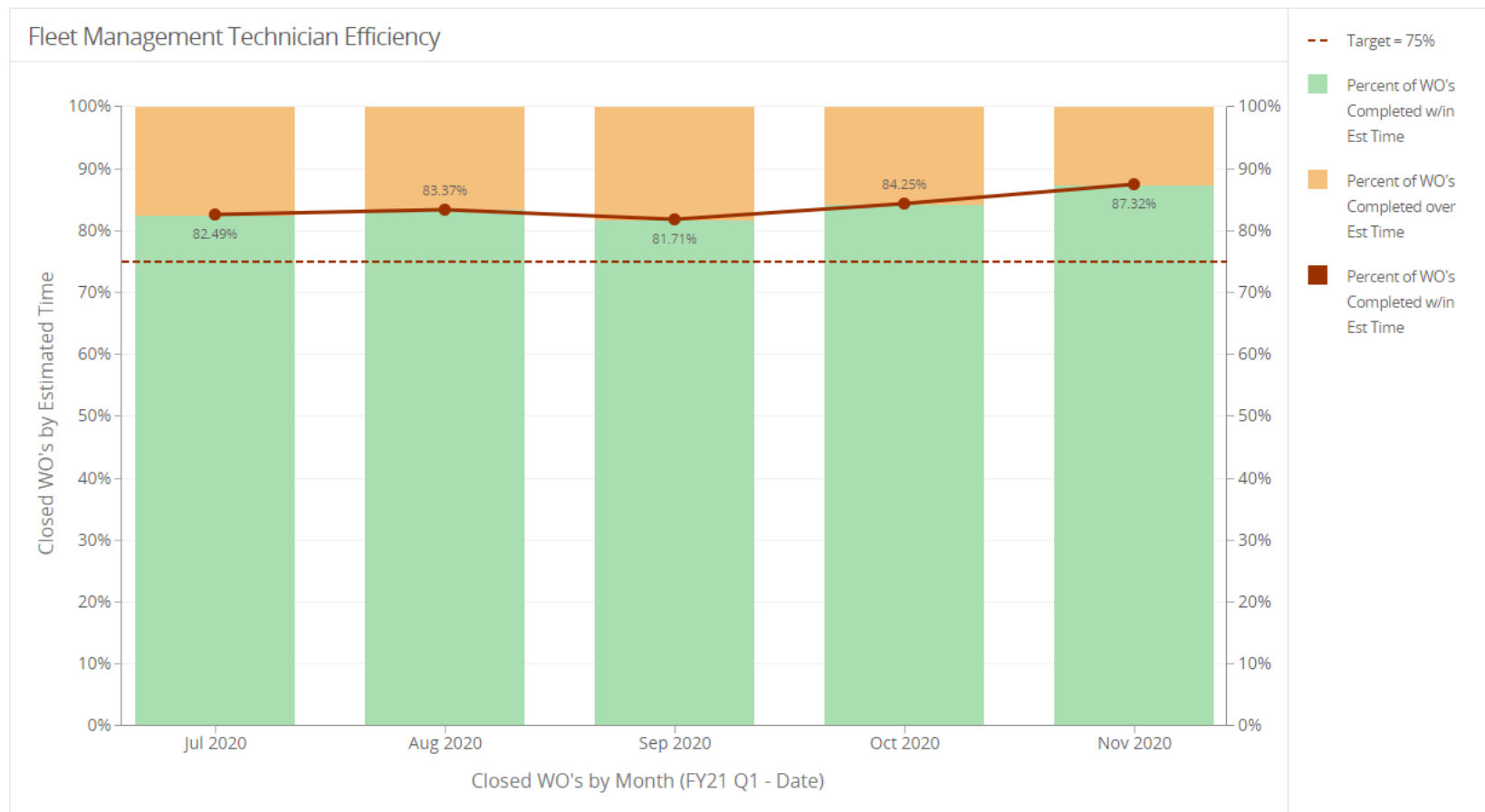
- Number of Vehicles put into service each year
- Number of WO's completed by mechanics within the estimated time (Technician Efficiency)
- Percentage of Staff who have participated in a City-Offered equity training course

Key Performance Measure: Fleet Technician Efficiency

Measure: Percent of work orders closed within the estimated time (as determined by industry standards and department best practices)

Target: 75%

Status: Currently meeting target, working to maintain target

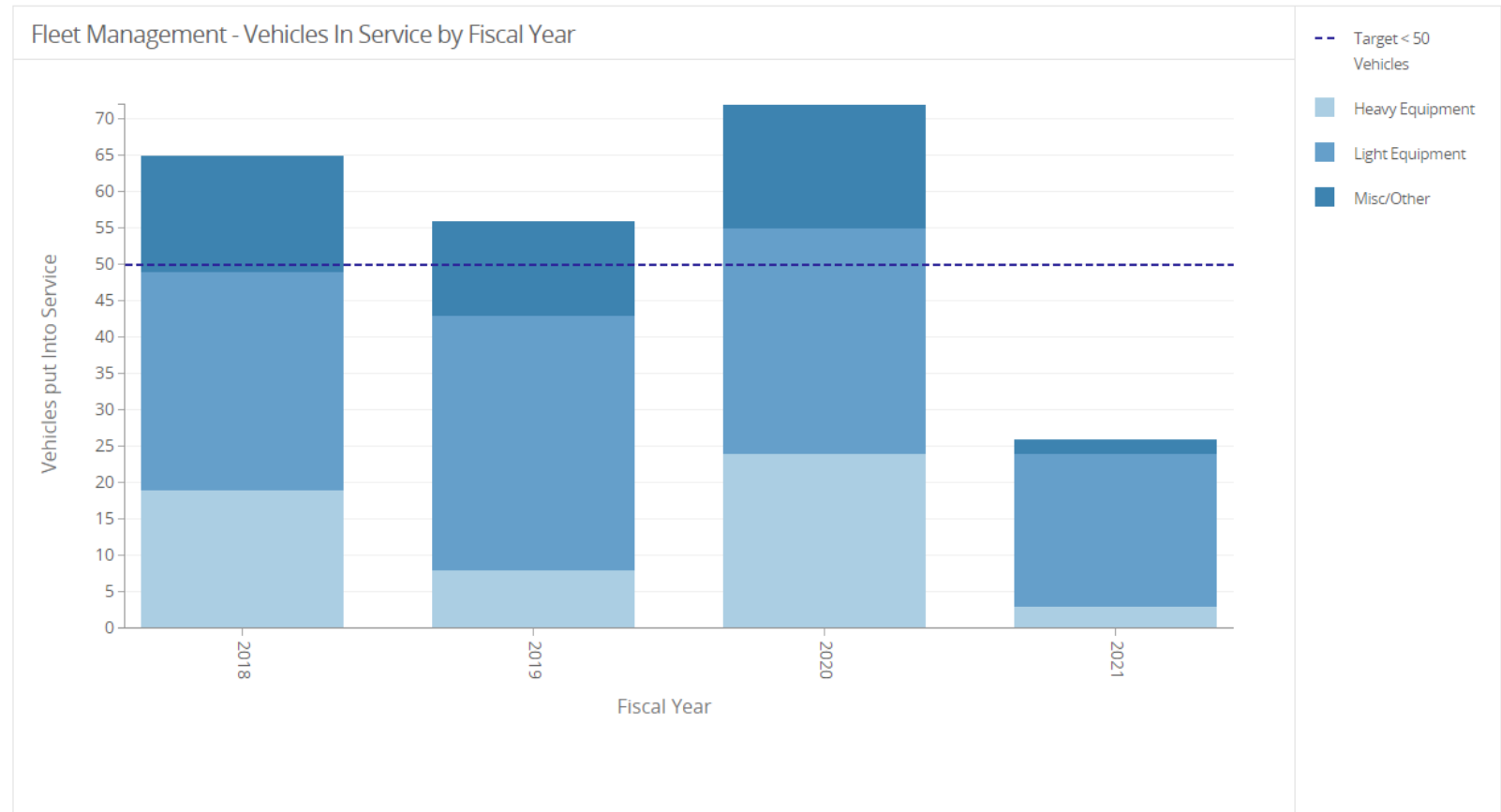


Key Performance Measure: Vehicles/Equipment put into Service per Year

Measurement: The number of Fleet pooled assets put into service per FY

Target: > 50

Status: Currently meeting target, working to maintain target

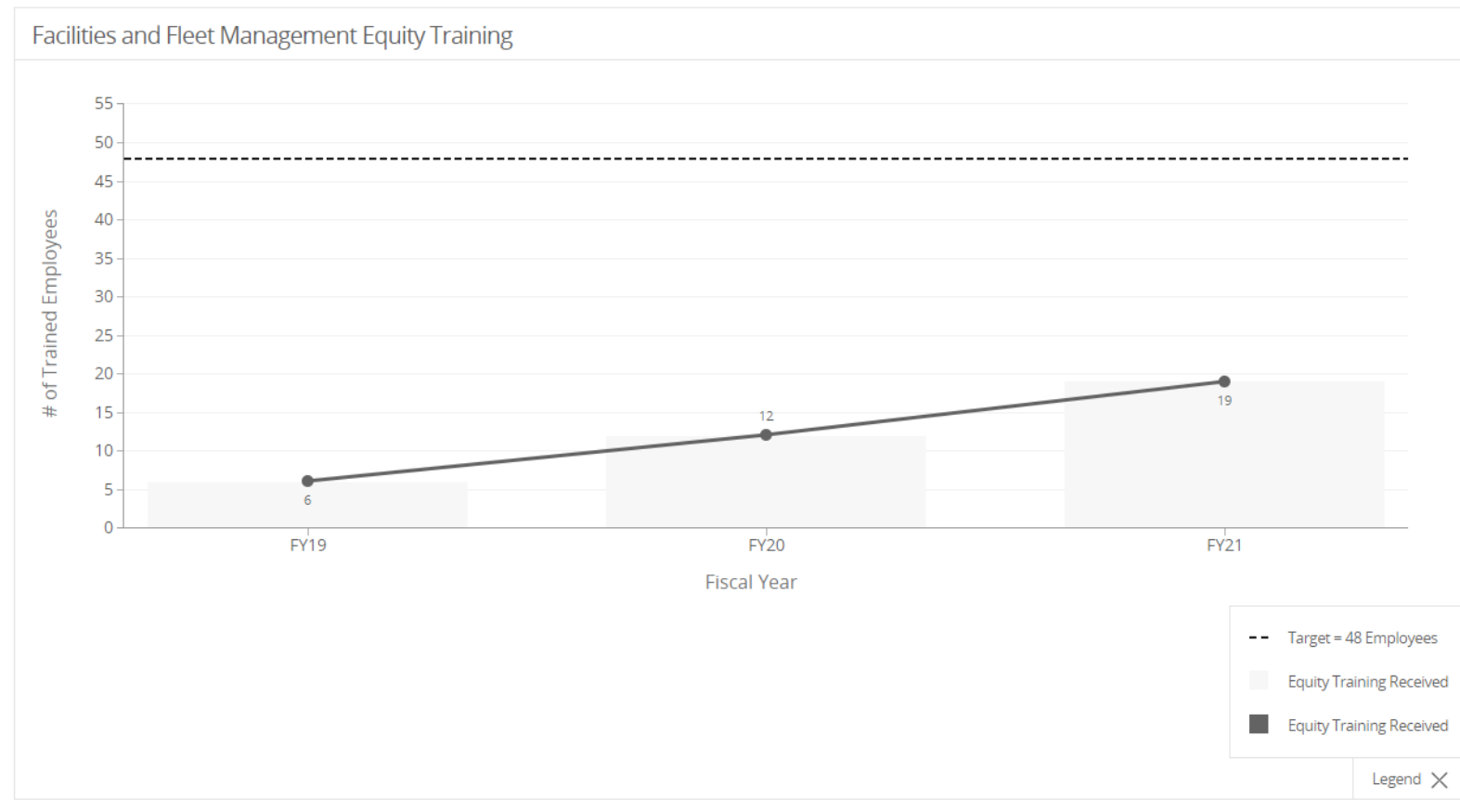


Key Performance Measure: Equity Trained Workforce

Measure: Percentage of staff who have attended a City-offered Equity Training Course

Target: 100%

Status: Working towards target



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| <p align="center">Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations</p> |
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| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Fleet Management (542) | | | | | | |
| 2320 - Vehicle Storage Facility | | | | | | |
| 701 - Personnel Services | 180,353 | 0 | 0 | 0 | 0 | 0 |
| 751 - Supplies | 2,000 | 0 | 0 | 0 | 0 | 0 |
| 800 - Other Services and Charges | 483,566 | 0 | 0 | 0 | 0 | 0 |
| 970 - Capital Outlays | 35,000 | 0 | 0 | 0 | 0 | 0 |
| 995 - Other Financing | 126,145 | 0 | 0 | 0 | 0 | 0 |
| Total For Expenditures | 827,064 | 0 | 0 | 0 | 0 | 0 |
| 6610 - Motor Equipment-Operating | | | | | | |
| 701 - Personnel Services | 3,408,351 | 3,559,619 | 3,693,148 | 3,832,250 | 3,945,468 | 4,025,118 |
| 751 - Supplies | 2,921,000 | 2,951,000 | 2,951,020 | 2,951,040 | 2,951,061 | 2,951,082 |
| 800 - Other Services and Charges | 1,341,977 | 1,431,439 | 1,436,774 | 1,518,809 | 1,602,948 | 1,686,353 |
| 970 - Capital Outlays | 167,029 | 167,029 | 189,210 | 190,036 | 215,613 | 241,601 |
| 990 - Debt Service | 547 | 390 | 234 | 78 | 0 | 0 |
| 995 - Other Financing | -79,037 | -79,467 | -81,554 | -83,371 | -85,335 | -86,852 |
| Total For Expenditures | 7,759,867 | 8,030,010 | 8,188,832 | 8,408,842 | 8,629,755 | 8,817,302 |
| 6611 - Motor Equipment-Capital | | | | | | |
| 970 - Capital Outlays | 5,838,711 | 5,515,583 | 5,894,945 | 7,033,895 | 8,087,415 | 7,371,443 |
| Total For Expenditures | 5,838,711 | 5,515,583 | 5,894,945 | 7,033,895 | 8,087,415 | 7,371,443 |
| Total For Fleet Management | 14,425,642 | 13,545,593 | 14,083,777 | 15,442,737 | 16,717,170 | 16,188,745 |

Human Resources

The Human Resources Department is comprised of six divisions: Human Resources Administration; Employee Benefits; Recruitment & Selection; Training and Organizational Development; Labor Relations; and Risk Management. Human Resources administration oversees strategic planning and initiatives related to the workforce as well as employee events and programs. Employee Benefits oversees and administers the entire City's benefits plans, associated payroll deductions, administers City wellness programming, and ensures compliance with relevant reporting and legal requirements. The Recruitment and Selection division facilitates the hiring process, maintains the classification and compensation system, and administers the contractual layoff process. The Training and Organizational Development works to align team member training and development around the City's strategic plan and the organization's values. Labor Relations negotiates and administers the City's thirteen collective bargaining agreements, administers the grievance process, and handles employee complaints, investigations, and discipline. The Risk Management division administers a comprehensive safety program for employee, recommend appropriate risk financing strategies; administer insurance purchasing, claims settlement and the workers compensation program, and manages the City's liability and property insurance loss control programs.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Human Resources (270) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 1,686,510 | 1,754,341 | 1,830,469 | 1,905,306 | 1,958,520 | 1,987,136 |
| 751 - Supplies | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| 800 - Other Services and Charges | 1,208,338 | 1,273,337 | 1,290,661 | 1,340,772 | 1,323,921 | 1,378,199 |
| 970 - Capital Outlays | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Total For Expenditures | 2,929,848 | 3,062,678 | 3,156,130 | 3,281,078 | 3,317,441 | 3,400,335 |
| 6770 - Health Insurance | | | | | | |
| 701 - Personnel Services | 403,425 | 420,647 | 435,172 | 448,675 | 460,906 | 471,734 |
| 800 - Other Services and Charges | 25,456,564 | 28,589,644 | 30,751,812 | 33,108,072 | 35,650,260 | 38,393,058 |
| Total For Expenditures | 25,859,989 | 29,010,291 | 31,186,984 | 33,556,747 | 36,111,166 | 38,864,792 |
| 6771 - Other Reserves-Insurance | | | | | | |
| 701 - Personnel Services | 419,116 | 438,874 | 451,551 | 463,008 | 470,412 | 476,544 |
| 800 - Other Services and Charges | 4,556,697 | 5,056,310 | 5,129,437 | 5,240,766 | 5,491,937 | 5,480,062 |
| Total For Expenditures | 4,975,813 | 5,495,184 | 5,580,988 | 5,703,774 | 5,962,349 | 5,956,606 |
| Total For Human Resources | 33,765,650 | 37,568,153 | 39,924,102 | 42,541,599 | 45,390,956 | 48,221,733 |

Income Tax Department

The Income Tax Department is responsible for collecting and administering the income tax collections for the City. The City's base income tax rate is .65% for non-residents and 1.3% for residents. Currently there is also a .20% 15-year temporary increase in the income tax rate that is allocated for Vital Streets work.

Income Tax has implemented extended Saturday hours to help the community in March and April and increased phone hours Wednesdays from February to April until 7pm. In the upcoming fiscal year, the department will be making changes some software changes to increase productivity and reduce the need for some temporary staff. Simplification and taxpayer satisfaction is still a priority for the Income Tax Department.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Income Tax (255) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 1,826,219 | 1,925,734 | 1,995,301 | 2,063,300 | 2,113,910 | 2,146,597 |
| 751 - Supplies | 40,150 | 40,150 | 42,150 | 44,150 | 46,150 | 48,150 |
| 800 - Other Services and Charges | 783,976 | 845,981 | 792,494 | 788,447 | 775,600 | 788,128 |
| 970 - Capital Outlays | 108,000 | 11,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Total For Expenditures | 2,758,345 | 2,822,865 | 2,844,945 | 2,910,897 | 2,950,660 | 2,997,875 |
| 2300 - Transformation Fund | | | | | | |
| 995 - Other Financing | 232,500 | 0 | 0 | 0 | 0 | 0 |
| Total For Expenditures | 232,500 | 0 | 0 | 0 | 0 | 0 |
| Total For Income Tax | 2,990,845 | 2,822,865 | 2,844,945 | 2,910,897 | 2,950,660 | 2,997,875 |

Information Technology Department

The Information Technology department is an internal service that provides support for endpoints (desktops and laptops), telecommunications, network infrastructure, data center, enterprise software, as well as PMO and IT consulting activities.

Cyber and network security continues to be one of our biggest focus areas as the threat landscape continues to evolve. Additionally, network fragility and continuity of operations improvements will be evaluated in FY22 to improve availability of services in an emergency situation.

Information Technology priorities for FY2022:

- Improve COOP Plans and Disaster Recovery
- Improve Network Monitoring Capabilities
- Enhance Network Infrastructure Footprint
- Improve Alignment to Standards for Governance, Security, and Network
- Improvements to Phone Systems and Redundancy
- Evaluate Cloud Solutions

These priorities are linked to the Government Excellence Strategy of the City of Grand Rapids Strategic Plan.

| Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations | | | | | | |
|--|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
| Information Technology (228) | | | | | | |
| 4010 - Capital Improvement | | | | | | |
| 800 - Other Services and Charges | 574,037 | 579,777 | 571,208 | 562,766 | 554,448 | 546,253 |
| Total For Expenditures | 574,037 | 579,777 | 571,208 | 562,766 | 554,448 | 546,253 |
| 6800 - Information Tech-Operating | | | | | | |
| 701 - Personnel Services | 399,749 | 418,644 | 432,331 | 444,464 | 449,360 | 453,152 |
| 751 - Supplies | 14,306 | 14,306 | 14,646 | 14,996 | 15,355 | 15,355 |
| 800 - Other Services and Charges | 6,470,777 | 6,360,930 | 6,495,658 | 6,689,071 | 6,896,215 | 7,023,937 |
| Total For Expenditures | 6,884,832 | 6,793,880 | 6,942,635 | 7,148,531 | 7,360,930 | 7,492,444 |
| 6810 - Information Technology-Capital | | | | | | |
| 970 - Capital Outlays | 1,439,474 | 664,479 | 785,373 | 408,791 | 203,095 | 895,000 |
| Total For Expenditures | 1,439,474 | 664,479 | 785,373 | 408,791 | 203,095 | 895,000 |
| 6820 - Financial Management System | | | | | | |
| 800 - Other Services and Charges | 671,990 | 646,569 | 0 | 0 | 0 | 0 |
| Total For Expenditures | 671,990 | 646,569 | 0 | 0 | 0 | 0 |
| Total For Information Technology | 9,570,333 | 8,684,705 | 8,299,216 | 8,120,088 | 8,118,473 | 8,933,697 |

Law Department

The Department of Law (DOL) is legal advisor to the City Commission, City Manager, Comptroller, Assessor, Trustee of Sinking Fund, Board of Library Commissioners and other Boards and Offices designated by the City Commission. The department conducts all cases in court for the City, prepares and approves all contracts, bonds or other written instruments in writing to which the City is involved. The department provides written opinions to elected and appointed officials and all city departments. The Department of Law is also tasked with investigating citizen complaints.

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

The Department of Law is comprised of three primary divisions:

Civil Litigation Division

The Civil Litigation Division defends the City, its officers and employees in State and Federal courts and administrative proceedings both as plaintiff and defendant. This includes but is not limited to general litigation claims, civil rights matters, police litigation matters, employment discrimination claims, workers compensation claims, auto accident lawsuits, zoning and planning appeals, inverse condemnation lawsuits, and FOIA lawsuits, to name only a few categories.

Municipal Affairs Division

The Municipal Affairs Division provides legal advice and counsel to all departments and boards and commissions, including the City Commission, Library Board, Planning Commission, Zoning Board of Appeals, Police Civilian Appeals Board, and other similar boards. The Municipal Affairs Division is responsible for drafting ordinance amendments, charter amendments, drafting ballot language, reviewing and drafting contracts and policies, FOIA compliance and defense of the City's property tax valuations in the Michigan Tax Tribunal and any other legal issue that may arise affecting municipal operations.

Code Enforcement Division

The Code Enforcement Division prosecutes City Ordinance Violations (Misdemeanor charges) and Traffic Code Violations (under the City Code and Michigan Motor Vehicle Code) in Grand Rapids 61st District Court and Kent County 17th Circuit

Court (Juvenile/Family Division). The Code Enforcement Division along with the Attorney assigned to Public Safety training and consultation to the Grand Rapids Police Department.

The Department of Law will:

Be proactive and solution-focused on emerging legal issues through collaborations with city departments whenever possible.

Enhance client communications to create a greater understanding of the Department of Law, our value, and access to legal services.

Identify legal opportunities to enhance equity within the organization and throughout the community.

Serve as a source of education and information regarding emerging legal and policy issues.

Attain greater efficiency through targeted professional development and cross-training within each DOL team to enhance continuity and provide timely service delivery.

What we believe, what is important to us, and how we treat our clients and ourselves:

- Client Services
- Collaboration
- Equity and Inclusion
- Expertise
- Healthy Workplace
- Innovation
- Proactivity
- Enhanced Internal and External Collaboration and Communication
- Strong, Independent Leaders and High-Performing Team Members

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Attorney (266) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 2,581,388 | 2,761,167 | 2,878,489 | 2,972,486 | 3,039,039 | 3,086,081 |
| 751 - Supplies | 48,250 | 48,250 | 48,250 | 48,250 | 48,250 | 48,250 |
| 800 - Other Services and Charges | 366,184 | 352,926 | 360,333 | 367,186 | 375,000 | 382,607 |
| 970 - Capital Outlays | 19,500 | 19,500 | 19,500 | 19,500 | 19,500 | 19,500 |
| Total For Expenditures | 3,015,322 | 3,181,843 | 3,306,572 | 3,407,422 | 3,481,789 | 3,536,438 |
| Total For Attorney | 3,015,322 | 3,181,843 | 3,306,572 | 3,407,422 | 3,481,789 | 3,536,438 |

Library

The FY2022 budget cycle represents the beginning of the second year of the Library's three-year Strategic Framework. The Library has planned substantial investment tied to certain initiatives for FY2022 in terms of programming, and the tools necessary to maintain and improve upon our programming standards. Our main focus that we are, and will continue to focus on in the upcoming year, is access. This includes expanding our internet hotspots program, and partnering with multiple organizations to lend out technology equipment in a way that targets communities and individuals that are underserved with these services. Additionally, we will be implementing a Mobile Library. This custom vehicle will allow the library provide traditional library services, and maintain a presence in areas where our physical locations are not convenient to residents in certain areas of the community. Along with emphasizing access, the library's focus will be to establish and maintain a sustainable model in terms of staffing, materials, and facilities that aligns with library initiatives and City objectives as a whole.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Library (790) | | | | | | |
| 2710 - Public Library Operating | | | | | | |
| 701 - Personnel Services | 7,238,028 | 7,539,605 | 7,676,285 | 7,794,867 | 7,906,890 | 7,979,981 |
| 751 - Supplies | 1,660,000 | 1,677,500 | 1,660,200 | 1,660,200 | 1,660,200 | 1,660,200 |
| 800 - Other Services and Charges | 2,212,806 | 2,226,326 | 2,039,364 | 2,049,588 | 2,060,096 | 2,070,899 |
| 970 - Capital Outlays | 305,025 | 244,850 | 76,000 | 76,000 | 76,000 | 76,000 |
| 995 - Other Financing | 672,620 | 478,185 | 1,040,000 | 1,155,000 | 1,295,000 | 1,470,000 |
| Total For Expenditures | 12,088,479 | 12,166,466 | 12,491,849 | 12,735,655 | 12,998,186 | 13,257,080 |
| 2711 - Public Library Grants/Projects | | | | | | |
| 970 - Capital Outlays | 1,377,182 | 935,000 | 1,094,391 | 105,642 | 314,950 | 139,154 |
| Total For Expenditures | 1,377,182 | 935,000 | 1,094,391 | 105,642 | 314,950 | 139,154 |
| 7374 - Library Retiree Health Care Fund | | | | | | |
| 800 - Other Services and Charges | 11,365 | 11,988 | 13,187 | 0 | 0 | 0 |
| Total For Expenditures | 11,365 | 11,988 | 13,187 | 0 | 0 | 0 |
| Total For Library | 13,477,026 | 13,113,454 | 13,599,427 | 12,841,297 | 13,313,136 | 13,396,234 |

Mobile GR Department / Parking Services and Traffic Safety

Mobile GR is the City's consolidated transportation and mobility department that strives to provide safe, efficient, and equitable mobility for all residents and visitors. The department operates 35 ramps and lots across the City and manages more than 3,000 on-street parking spaces; conducts parking enforcement; manages the DASH downtown area shuttle; maintains more than 200 City-owned traffic signals and an additional 500 signals owned by Michigan Department of Transportation, Kent County, and surrounding cities and towns; maintains approximately 35,000 traffic signs; develops transportation and mobility policies; and conducts multi-modal traffic engineering assessments, designs, and improvements. Mobile GR's efforts provide residents and visitors with better transportation options to access jobs, services, and amenities in alignment with the City Strategic Plan and the Equitable Economic Development and Mobility Strategic Plan.

Mobile GR's current organizational format was implemented in 2018 with the combination of the legacy parking and traffic safety functions. Fully operationalizing this new structure is the department's largest challenge. The department contracted an organizational assessment in 2019 and is working to implement many of the study's suggestions, including promulgation of a unified department identify and mission, developing new program metrics and Key Performance Indicators, and better defining and aligning department functions. Related to the organizational challenges, Mobile GR also manages two separate budget departments, Parking – 546 and Traffic Safety – 519. This requires extensive coordination as the two departments often do not align with needs of the new consolidated department.

Mobile GR collects parking revenue through parking fees at both on and off-street facilities, as well as a limited amount from parking enforcement fines. Historically, parking revenue averages approximately \$20M each fiscal year, however this was reduced to \$16.9M in FY2021 due to impacts from the COVID pandemic. Parking expenditures were \$21M in FY2020 and budgeted for \$16.8M in FY2021, and are primarily used for maintenance of parking facilities, funding of the DASH shuttle, and implementation of other mobility initiatives and innovations. Traffic Safety department budgeted \$1.7M in revenue for FY2021, most of which comes from traffic signal work for other jurisdictions as well as barricading services. Expenditures were budgeted at \$5.2M for FY2021 and provide for general traffic safety operations and supplies. The gap between Traffic Safety department revenue and expenditures is funded by the Major and Local street funds.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Parking (546) | | | | | | |
| 5140 - Parking Operating | | | | | | |
| 701 - Personnel Services | 4,497,725 | 4,705,915 | 4,902,827 | 5,111,557 | 5,290,015 | 5,406,039 |
| 751 - Supplies | 257,000 | 194,000 | 194,000 | 194,000 | 194,000 | 194,000 |
| 800 - Other Services and Charges | 8,538,272 | 8,688,891 | 9,456,253 | 9,696,292 | 9,898,585 | 10,108,765 |
| 970 - Capital Outlays | 25,000 | 145,000 | 145,000 | 145,000 | 145,000 | 145,000 |
| 990 - Debt Service | 1,005,266 | 934,925 | 855,751 | 767,793 | 675,752 | 578,884 |
| 995 - Other Financing | 2,487,979 | 1,590,000 | 2,090,000 | 2,340,000 | 1,340,000 | 2,340,000 |
| Total For Expenditures | 16,811,242 | 16,258,731 | 17,643,831 | 18,254,642 | 17,543,352 | 18,772,688 |
| 5141 - Parking Capital Projects | | | | | | |
| 970 - Capital Outlays | 2,830,000 | 1,750,000 | 2,150,000 | 2,400,000 | 1,400,000 | 2,400,000 |
| Total For Expenditures | 2,830,000 | 1,750,000 | 2,150,000 | 2,400,000 | 1,400,000 | 2,400,000 |
| Total For Parking | 19,641,242 | 18,008,731 | 19,793,831 | 20,654,642 | 18,943,352 | 21,172,688 |

| Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations | | | | | | |
|--|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
| Traffic Safety (519) | | | | | | |
| 2020 - Major Streets | | | | | | |
| 701 - Personnel Services | 2,468,274 | 2,529,491 | 2,615,381 | 2,701,257 | 2,772,852 | 2,823,247 |
| 751 - Supplies | 613,500 | 736,500 | 863,191 | 993,680 | 1,128,086 | 1,266,524 |
| 800 - Other Services and Charges | 2,267,102 | 3,040,687 | 2,643,358 | 2,700,698 | 2,763,633 | 2,781,954 |
| 970 - Capital Outlays | 52,201 | 46,500 | 47,500 | 48,500 | 49,500 | 55,500 |
| 995 - Other Financing | -235,000 | -100,000 | -100,000 | -100,000 | -100,000 | -100,000 |
| Total For Expenditures | 5,166,077 | 6,253,178 | 6,069,430 | 6,344,135 | 6,614,071 | 6,827,225 |
| 2030 - Local Streets | | | | | | |
| 701 - Personnel Services | 88,520 | 87,427 | 90,751 | 94,100 | 96,863 | 99,300 |
| Total For Expenditures | 88,520 | 87,427 | 90,751 | 94,100 | 96,863 | 99,300 |
| 4090 - Vital Str Cap-Non Bond | | | | | | |
| 970 - Capital Outlays | 1,490,000 | 960,000 | 960,000 | 960,000 | 960,000 | 960,000 |
| Total For Expenditures | 1,490,000 | 960,000 | 960,000 | 960,000 | 960,000 | 960,000 |
| Total For Traffic Safety | 6,744,597 | 7,300,605 | 7,120,181 | 7,398,235 | 7,670,934 | 7,886,525 |

Oversight and Public Accountability

The Office of Oversight and Public Accountability serves as an independent City department that works to increase transparency and accountability within the City of Grand Rapids with a focus on our public safety departments. The creation of OPA was a fulfillment of a recommendation included in the report of the 2017 Grand Rapids Police Department Task Force on Police Policies and Procedures. Through targeted change, accountability, restorative justice, empowerment and engagement, OPA helps to create and improve just outcomes and respectful relationships between public safety and community.

OPA's primary functions include, but are not limited to, assisting complainants in filing complaints and appeals regarding public safety matters, reviewing and evaluating internal affairs findings and public safety policies, providing education to community regarding public safety matters, working to reduce barriers to trust that have been created by systemic inequities in the criminal justice system, and serving as a liaison between our public safety departments and our community. OPA also manages the City's evidence-based violence reduction and intervention effort. OPA leads with its values of transparency, responsibility, unity, equity, and justice. More information about the Office of Oversight and Public Accountability can be found at www.grandrapidsmi.gov/OPA or by calling (616) 456-4OPA.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-----------------|------------------|------------------|------------------|------------------|------------------|
| Oversight & Public Accountability (308) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 0 | 317,201 | 327,292 | 338,652 | 349,362 | 359,452 |
| 751 - Supplies | 0 | 0 | 0 | 0 | 0 | 0 |
| 800 - Other Services and Charges | 0 | 88,580 | 89,136 | 89,722 | 90,347 | 90,905 |
| 970 - Capital Outlays | 0 | 0 | 0 | 0 | 0 | 0 |
| Total For Expenditures | 0 | 405,781 | 416,428 | 428,374 | 439,709 | 450,357 |
| Total For Oversight & Public Accountability | 0 | 405,781 | 416,428 | 428,374 | 439,709 | 450,357 |

Our Community's Children

Our Community's Children (OCC) is dedicated to improving the lives of young people to ensure they are learning, working, thriving, connecting and leading. The office values authentic youth voice and active participation in city projects; promotes access and opportunities for youth through afterschool and leadership programs; provides training and employment to youth in marginalized communities to enhance economic security; and coordinates a place-based response to increase post-secondary degree attainment among first-generation students and students of color. The office accomplishes its goals through direct service programming and system-building work with community partners to leverage efforts for optimal outcomes for youth.

The general fund allocation supports day-to-day operations such as building rental, IT services, and computer equipment. It also provides supports for the Mayor's Youth Council, wages for youth employment, and professional development in youth development, nature-based programming, post-secondary degree attainment and afterschool. Full-time staffing costs are supported by local, state and national grants that broaden the scope of OCC's work, but this reality also underscores the need for a permanent funding source.

| Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations | | | | | | |
|--|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
| Our Community's Children (698) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 80,000 | 233,612 | 80,000 | 81,439 | 81,908 | 83,887 |
| 800 - Other Services and Charges | 81,589 | 80,589 | 84,351 | 86,239 | 88,663 | 90,146 |
| 970 - Capital Outlays | 1,500 | 2,500 | 2,000 | 2,000 | 2,500 | 2,500 |
| Total For Expenditures | 163,089 | 316,701 | 166,351 | 169,678 | 173,071 | 176,533 |
| Total For Our Community's Children | 163,089 | 316,701 | 166,351 | 169,678 | 173,071 | 176,533 |

Parks and Recreation Department

The department of parks and recreation is comprised of several units that include park operations, recreation, forestry, finance and administration, cemeteries, forestry, golf, and capital planning/projects. Our mission is to provide our community with inspirational experiences through the responsible management and collaborative stewardship of the City's natural, educational, and cultural resources. We accomplish this mission through strategic initiatives embedded in the City's strategic plan and measure our progress through key performance indicators and ultimate outcomes.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Parks and Recreation (751) | | | | | | |
| 2080 - Parks & Recreation | | | | | | |
| 701 - Personnel Services | 3,478,427 | 4,007,446 | 4,159,447 | 4,294,003 | 4,402,087 | 4,477,867 |
| 751 - Supplies | 254,425 | 278,325 | 281,592 | 281,919 | 282,254 | 282,600 |
| 800 - Other Services and Charges | 3,505,387 | 4,330,133 | 4,457,752 | 4,531,514 | 4,605,171 | 4,683,769 |
| 970 - Capital Outlays | 5,700 | 61,700 | 1,700 | 9,700 | 13,700 | 203,700 |
| 995 - Other Financing | -100,001 | -100,001 | -100,001 | -100,001 | -100,001 | -100,001 |
| Total For Expenditures | 7,143,938 | 8,577,603 | 8,800,490 | 9,017,135 | 9,203,211 | 9,547,935 |
| 2081 - Parks Millage | | | | | | |
| 701 - Personnel Services | 620,713 | 635,109 | 625,743 | 640,697 | 653,980 | 665,114 |
| 751 - Supplies | 83,675 | 83,675 | 85,682 | 85,689 | 85,696 | 85,704 |
| 800 - Other Services and Charges | 4,225,279 | 3,326,095 | 3,833,997 | 3,842,119 | 3,860,475 | 3,869,015 |
| 995 - Other Financing | 242,400 | 1,300,000 | 1,120,000 | 1,180,000 | 1,040,000 | 925,000 |
| Total For Expenditures | 5,172,067 | 5,344,879 | 5,665,422 | 5,748,505 | 5,640,151 | 5,544,833 |
| 4010 - Capital Improvement | | | | | | |
| 970 - Capital Outlays | 900,000 | 174,000 | 0 | 0 | 0 | 0 |
| Total For Expenditures | 900,000 | 174,000 | 0 | 0 | 0 | 0 |
| 5080 - Belknap Ice Arena | | | | | | |
| 800 - Other Services and Charges | 238,500 | 238,500 | 238,500 | 238,500 | 238,500 | 238,500 |
| Total For Expenditures | 238,500 | 238,500 | 238,500 | 238,500 | 238,500 | 238,500 |
| Total For Parks and Recreation | 13,454,505 | 14,334,982 | 14,704,412 | 15,004,140 | 15,081,862 | 15,331,268 |

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Cemetery (567) | | | | | | |
| 1510 - Cemetery Perpetual Care | | | | | | |
| 995 - Other Financing | 67,992 | 60,546 | 37,848 | 49,197 | 58,277 | 62,816 |
| Total For Expenditures | 67,992 | 60,546 | 37,848 | 49,197 | 58,277 | 62,816 |
| 5020 - Cemetery Operating | | | | | | |
| 701 - Personnel Services | 455,403 | 472,698 | 486,754 | 501,513 | 513,444 | 523,064 |
| 751 - Supplies | 47,490 | 47,490 | 43,925 | 44,363 | 44,807 | 45,256 |
| 800 - Other Services and Charges | 622,458 | 767,551 | 768,785 | 778,797 | 789,408 | 800,263 |
| 970 - Capital Outlays | 450,000 | 100,000 | 200,000 | 150,000 | 500,000 | 750,000 |
| 995 - Other Financing | 109,696 | 112,696 | 113,789 | 114,892 | 116,007 | 117,132 |
| Total For Expenditures | 1,685,047 | 1,500,435 | 1,613,253 | 1,589,565 | 1,963,666 | 2,235,715 |
| Total For Cemetery | 1,753,039 | 1,560,981 | 1,651,101 | 1,638,762 | 2,021,943 | 2,298,531 |

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|----------------------------------|-----------------|------------------|------------------|------------------|------------------|------------------|
| Golf Course (784) | | | | | | |
| 5840 - Golf Course | | | | | | |
| 701 - Personnel Services | 291,627 | 316,035 | 334,108 | 345,321 | 354,667 | 361,321 |
| 751 - Supplies | 93,995 | 96,245 | 98,939 | 100,327 | 101,738 | 103,170 |
| 800 - Other Services and Charges | 193,444 | 222,850 | 235,055 | 248,053 | 251,602 | 255,224 |
| 970 - Capital Outlays | 31,000 | 80,500 | 16,000 | 31,000 | 60,000 | 6,000 |
| Total For Expenditures | 610,066 | 715,630 | 684,102 | 724,701 | 768,007 | 725,715 |
| Total For Golf Course | 610,066 | 715,630 | 684,102 | 724,701 | 768,007 | 725,715 |

PARKS & RECREATION

RECREATION

RECREATION PROGRAM ACCESS & PARTICIPATION

Our department has offered free outdoor fitness classes during the summer months since 2017. These programs tie directly into the City's strategic priority as well as our departmental objective to help create a healthier community and "ensure equitable access to and use of green spaces and increase recreational activities."

The popularity of these programs have positively impacted the department's public perception and visibility in the community, and have contributed to increased program participation for our paid programming in subsequent seasons.

Since beginning these programs, we have focused on expansion from solely downtown parks and public spaces to neighborhood parks. By doing so, we are creating more accessible and more equitable programming to a larger, more diverse population of the City.

Target: Increase free outdoor recreation opportunities in neighborhood parks by 60% annually

| 2017 | 2018 | 2019 | 2020 |
|---------|---------|---------|---------|
| 0 parks | 2 parks | 4 parks | 5 parks |

AVERAGE YEARLY INCREASE
62.5%



Youth Dance at MLK Park



Yoga at Lookout Park

PARKS & RECREATION

PARK MAINTENANCE

MAINTENANCE LABOR HOURS

Increasing maintenance labor hours in our parks ensures our commitment to a safe and healthy community. As we continue to make capital improvements, our labor hours should increase to reflect the growing maintenance requirement.

To achieve our target, we are proposing 44 PIE seasonal employees, 17 City seasonal employees, 6 GReen Stewards, and 2 new full time Groundskeeper I positions in FY22. These positions will be supported by the new parks millage passed in 2019.

Target: 5% Growth Annually

| Labor Hours | FY19 | FY20 | FY21 budget | FY22 proposed* |
|------------------------|--------------|--------------|--------------|----------------|
| Seasonal | 37.1K | 31K | 29.5K | 71.8K |
| Full Time | 17.5K | 17.5K | 17.7k | 21.9K |
| OT | 678.2 | 604.9 | 602.3 | 602 |
| FT Help (Other Depts.) | N/A | 2.2K | N/A | N/A |
| Total | 54.3K | 51.3K | 47.8K | 94.3K |

*Supported by 2019 millage

MAINTENANCE LEVEL OF SERVICE

A crucial priority of the 2017 Parks Strategic Master Plan and the City's Strategic Master Plan is increasing maintenance levels of service across the park system. Maintenance levels of service influence public safety and perception of communities and the department.

To achieve our target, we continue to refine and expand our monthly park inspection program to identify and address maintenance needs in a standardized way. We've also established a task tracking procedure to analyze and adjust where and how our maintenance efforts are invested.

Target: 70% of parks in the "A" or "B" maintenance level of service

| Level of Service | Pre-Millage | 2018 | FY22 Goal* | Target |
|------------------------------------|-------------|-------|------------|--------|
| A - Showpiece Facility | 0.0% | 5.2% | 9.1% | 10.0% |
| B - Comprehensive Stewardship | 14.1% | 15.4% | 64.9% | 60.0% |
| C - Managed Care | 64.1% | 82.1% | 26.0% | 30.0% |
| D - Reactive Mgmt/ Crisis Response | 21.8% | 2.6% | 0.0% | 0.0% |

*Supported by 2019 millage

PARKS & RECREATION FORESTRY

SUSTAINABLE FORESTRY PRACTICES

Proactive tree care and sustainable management are both crucial to creating a safe community and providing excellent service. The completion of the Priority 1 Initiative in 2019 saw the removal/pruning of over 3,000 street trees deemed the highest risk to public safety.

Our Forestry Sustainability Plan ensures a focus on more plantings than removals, identification of vacancies in need of planting, equitable maintenance schedules, and a continued effort toward proactive treatment to avoid future backlog and public safety risks. The first half of FY21 saw the pruning/removal of 700 trees for public health and safety, 900 trees for better growth and form, and the planting of 309 trees.

**Target: 2:1 ratio of tree plantings
to tree removals each year**

| Year | Planted | Removed |
|---------------------|-------------|-------------|
| 2017 | 1059 | 455 |
| 2018 | 1899 | 1309 |
| 2019 | 1416 | 638 |
| 2020 | 1412 | 706 |
| Total | 5786 | 3108 |
| Average/Year | 1447 | 777 |



PARKS & RECREATION MARKETING AND COMMUNICATIONS

FACEBOOK PAGE REACH

Facebook provides a cost-effective platform to reach a large number of diverse community members. A robust social media presence is essential to build public trust, promote the City and Department mission, nurture customer relationships, and connect with residents in a personal, conversational way.

Increased post frequency, monthly strategy meetings, and data-driven content based on analysis of successful posts have all contributed to above-target page reach. We intend to increase the amount of event descriptions and marketing graphics created in Spanish to increase equitable access to content.

Target: >200K unique users per quarter

| Q4 | Q3 | Q2 | Q1 |
|------------|------------|------------|------------|
| 313K Users | 270K Users | 535K Users | 315K Users |

2020 AVERAGE
358K USERS

FACEBOOK USER ENGAGEMENT RATE

Engagement rate is the total number of Facebook users who commented on, liked, shared, or clicked on posts divided by the total number of people reached by posts. If our engagement rate is low, it tells us we need to do a better job of meeting our community's needs to provide the information they value.

When users engage with content, it indicates that the information we're providing is informative, interesting, and compelling to them. Interactions like link clicks also indicate increased traffic to other channels like the departmental website and recreation registration pages.

Target: >6% engagement rate per quarter

| Q4 | Q3 | Q2 | Q1 |
|------|------|------|------|
| 5.5% | 5.6% | 6.9% | 4.9% |

2020 AVERAGE
5.7% ENGAGEMENT RATE

PARKS & RECREATION

COMMUNITY ENGAGEMENT AND PARTNERSHIPS

RESIDENTS ENGAGED IN PROJECT PLANNING

Community input on capital projects is crucial to increasing a sense of resident ownership of public spaces and making meaningful improvements for the residents who use the public space/park most often.

We take a targeted outreach approach through both digital and traditional media to ensure residents are informed about input opportunities in a more equitable way. A combination of online surveys and in-person meetings provide us with a wide variety of responses across neighborhood demographics.



Target: > 1.5K residents engaged per year

| FY19 | FY20 | FY21 to date |
|---------------|----------------|----------------|
| 560 residents | 1.4k residents | 1.5k residents |

LEVERAGED FUNDING FOR MILLAGE PROJECTS

Leveraged funding helps us stretch millage dollars and create more impactful improvements in parks through federal, state and local grants and partnerships. This KPI ties directly to the City's Strategic Priority of Governmental Excellence (Objective 2, Strategy 4) to strategically leverage outside funding.

When seeking funding opportunities, we first determine parks and neighborhoods with the highest need for improvements. This ensures an equitable distribution of funding each year.

Target: > \$800K leveraged funding per year

| FY19 | FY20 | FY21 | FY22 to date |
|--------|--------|--------|--------------|
| \$1.7M | \$2.5M | \$2.3M | \$630K |

Planning

The Planning Division, within the Design, Development and Community Engagement Department, engages with the entire community to listen, understand, contribute expertise, and implement a shared vision for Grand Rapids. This vision is articulated in the Master Plan, focused plans including Area Specific Plans (ASPs), and other foundational documents and policies. Planning works to implement the community's vision through proactive updates to the Zoning Ordinance and City policies – most recently those related to housing and medical marijuana. Planning also provides staff support to the Board of Zoning Appeals (BZA), Planning Commission, and Historic Preservation Commission; performs staff-level project reviews; permits and inspects signs; reviews business license applications; and helps to guide City infrastructure investments.

| Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations | | | | | | |
|--|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
| Planning (701) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 1,511,466 | 1,636,887 | 1,695,253 | 1,758,275 | 1,811,629 | 1,845,587 |
| 751 - Supplies | 33,843 | 30,500 | 32,000 | 32,000 | 32,000 | 32,000 |
| 800 - Other Services and Charges | 498,175 | 464,485 | 482,679 | 489,062 | 496,527 | 504,088 |
| 970 - Capital Outlays | 9,307 | 9,307 | 1,200 | 1,200 | 1,200 | 1,200 |
| 995 - Other Financing | 4,183 | 4,669 | 4,734 | 4,800 | 4,867 | 4,935 |
| Total For Expenditures | 2,056,974 | 2,145,848 | 2,215,866 | 2,285,337 | 2,346,223 | 2,387,810 |
| Total For Planning | 2,056,974 | 2,145,848 | 2,215,866 | 2,285,337 | 2,346,223 | 2,387,810 |

Police Department

Fiscal Year 2021 saw the Grand Rapids Police Department (GRPD) embrace the objectives of a citywide strategic plan, while also instituting a bold and innovative plan of its own. The Grand Rapids Police Department Strategic Plan redefines and reimagines policing in our neighborhoods. The agency has challenged itself to have a police officer assigned to each police beat in the city 24 hours a day, seven days a week. Not only will this officer be available to respond to emergencies, but will also serve as a resource, mentor and ambassador to the neighborhood. Every officer will be expected to learn the intimate details of their assigned areas and work to improve quality of life and build trust and legitimacy for the agency amongst community members.

The department has completed its FY2022 budget submittal with these goals and objectives in mind. The proposed budget is aligned with the priorities of both the City plan and the department plan. As the GRPD moves forward with reimagining police services in Grand Rapids, resources and support will be vital to its success.

Services:

The Grand Rapids Police Department responds to over 90,000 calls for service annually. These range from 911 emergencies to non-emergency/non-criminal requests for police services. The Hillard-Heintz staffing & deployment study made the following recommendations:

- The department hire more non-sworn personnel to serve in administrative positions currently staffed by sworn personnel, thereby allowing the sworn officer to focus on public safety and other operational duties.
- Reduce the kinds of calls for service the department responds to. Suggested calls for the following services be handled by other City Departments:
 - Alarms
 - Non-injury traffic crashes
 - Parking enforcement

The number one priority for the police must remain the ability to respond to emergencies and priority calls for service within all neighborhoods of the city. The strategy of deploying an officer to every beat will greatly improve the department's ability to provide this service efficiently and in line with its new concept of neighborhood-based policing. The current staffing situation is broken down as follows:

- There are 33 beats in the city of Grand Rapids. Deploying an officer on rotating 12 hours shifts to each beat would require 4 officers per beat. This means 132 officers are needed to cover each beat 24/7.
- The GRPD is currently authorized to employ 297 sworn personnel. Of these officers, 109 are currently assigned to patrol operations. Thirteen officers are currently in field training and there are 9 currently assigned as Community Policing Specialists (CPS).
- In March 2021, the GRPD will redeploy personnel in line with its strategic plan. The 13 new officers and 9 CPSs will be reassigned to patrol operations. This gives the department 131 officers to cover the 132 beats 24/7.
- The remaining personnel serve vital functions in the agency, from command to investigations. Some positions have been reassigned to non-sworn personnel as recommended within the staffing & deployment study.



The GRPD has also realigned personnel to respond to recent crime trends and community issues. These initiatives include:

- The formation of a Special Operations Division to utilize personnel and data with the intent to strategically address violent crime within neighborhoods without resulting in disparate outcomes.

- The creation of the Homeless Outreach Team and Mental Health Team, to assist and serve at-risk populations within the community and streamline available services.

Expenditures:

- Approximately 81% of the FY2022 General Fund GRPD budget is for personnel and related costs.
- The next largest expenditure is contractual obligations and internal charges for services such as information technology, fleet vehicles, facilities, and insurance.
- The remaining expenditures include funds budgeted for training, travel and supplies.

Goals and Objectives:

The GRPD has adopted the goals and objectives of the City strategic plan and the GRPD strategic plan. At the center of both initiatives are:

- Everyone is safe, and feels safe, at all times
- Adoption of a neighborhood based policing model to improve police services while increasing trust
- Leveraging technology and partnerships to increase efficiency
- Maximize the use of data and intelligence to utilize strategic and targeted approaches
- Engage with the community and raise the voice of stakeholders regarding police operations

The goals and objectives of the GRPD are aligned with department operations and its budget submittal. The agency will continue to monitor its implementation and success of the strategic plans as it works toward not only meeting, but exceeding, the goals and objectives set forth.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Police (301) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 44,128,112 | 45,008,362 | 46,254,789 | 47,369,863 | 48,429,035 | 48,895,461 |
| 751 - Supplies | 686,040 | 823,305 | 843,142 | 868,309 | 894,229 | 920,924 |
| 800 - Other Services and Charges | 10,008,856 | 9,687,490 | 10,021,057 | 10,125,986 | 10,334,940 | 10,741,666 |
| 970 - Capital Outlays | 322,960 | 292,000 | 451,001 | 416,108 | 423,940 | 432,009 |
| Total For Expenditures | 55,145,968 | 55,811,157 | 57,569,989 | 58,780,266 | 60,082,144 | 60,990,060 |
| 2620 - Michigan Justice Training | | | | | | |
| 800 - Other Services and Charges | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| Total For Expenditures | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| 2650 - Drug Law Enforcement-State-Local | | | | | | |
| 701 - Personnel Services | 93,600 | 75,312 | 79,788 | 85,044 | 89,556 | 91,380 |
| 751 - Supplies | 15,600 | 15,600 | 16,068 | 16,551 | 17,046 | 17,558 |
| 800 - Other Services and Charges | 150,261 | 153,780 | 155,021 | 156,299 | 157,615 | 158,968 |
| 970 - Capital Outlays | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 |
| Total For Expenditures | 339,461 | 324,692 | 330,877 | 337,894 | 344,217 | 347,906 |
| 2651 - Metropolitan Enforcement Team | | | | | | |
| 751 - Supplies | 3,000 | 0 | 0 | 0 | 0 | 0 |
| 800 - Other Services and Charges | 77,100 | 0 | 0 | 0 | 0 | 0 |
| 970 - Capital Outlays | 7,700 | 0 | 0 | 0 | 0 | 0 |
| Total For Expenditures | 87,800 | 0 | 0 | 0 | 0 | 0 |

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Police (301) | | | | | | |
| 2652 - Federal Forfeitures-Dept of Justice | | | | | | |
| 800 - Other Services and Charges | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| 970 - Capital Outlays | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Total For Expenditures | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| 2654 - MET-Dept of Justice | | | | | | |
| 751 - Supplies | 0 | 10,000 | 5,000 | 2,493 | 0 | 0 |
| 800 - Other Services and Charges | 0 | 5,000 | 5,000 | 0 | 0 | 0 |
| 970 - Capital Outlays | 0 | 55,000 | 10,000 | 5,000 | 0 | 0 |
| Total For Expenditures | 0 | 70,000 | 20,000 | 7,493 | 0 | 0 |
| 4010 - Capital Improvement | | | | | | |
| 970 - Capital Outlays | 210,000 | 0 | 250,000 | 300,000 | 0 | 0 |
| Total For Expenditures | 210,000 | 0 | 250,000 | 300,000 | 0 | 0 |
| Total For Police | 55,908,229 | 56,330,849 | 58,295,866 | 59,550,653 | 60,551,361 | 61,462,966 |

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Dispatch (325) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 0 | 5,699,360 | 5,813,053 | 6,002,932 | 6,160,738 | 6,279,782 |
| 751 - Supplies | 0 | 20,375 | 52,375 | 52,375 | 52,375 | 52,375 |
| 800 - Other Services and Charges | 0 | 364,923 | 376,296 | 386,304 | 397,220 | 410,945 |
| 970 - Capital Outlays | 0 | 16,630 | 8,302 | 8,551 | 8,808 | 9,072 |
| Total For Expenditures | 0 | 6,101,288 | 6,250,026 | 6,450,162 | 6,619,141 | 6,752,174 |
| 2610 - Community Dispatch | | | | | | |
| 701 - Personnel Services | 5,236,589 | 0 | 0 | 0 | 0 | 0 |
| 751 - Supplies | 20,750 | 0 | 0 | 0 | 0 | 0 |
| 800 - Other Services and Charges | 597,347 | 0 | 0 | 0 | 0 | 0 |
| 970 - Capital Outlays | 17,020 | 0 | 0 | 0 | 0 | 0 |
| 995 - Other Financing | -112,180 | 0 | 0 | 0 | 0 | 0 |
| Total For Expenditures | 5,759,526 | 0 | 0 | 0 | 0 | 0 |
| Total For Dispatch | 5,759,526 | 6,101,288 | 6,250,026 | 6,450,162 | 6,619,141 | 6,752,174 |

Public Works Department

The Department of Public Works comprises two main functional areas: Street Maintenance and Materials Management

Street Maintenance maintains 211 miles of major streets and 394 miles of local streets. This work includes pothole patching, asphalt overlays, spray patching, crack sealing, cape seal prep, roadside mowing, alley maintenance, trench repairs, minor concrete curb repair, guardrail repair, street sweeping, graffiti abatement, snow and ice control (first attentions, local streets, alleys, dead ends, cul-de-sacs), anti-icing and asset management.

The Materials Management operations include Pay As You Throw refuse collection, Single Stream recycling collection, yard waste collection and composting, bulk item collection, appliance collection, neighborhood cleanups, special events, yard waste drop-off location and the closed Butterworth Landfill.

Services provided by the Department of Public Works are supported by three separate funds: The Refuse Fund, Major Streets Fund, and Local Streets Fund. The primary revenue source for the Refuse Fund is a Refuse Millage levy of 1.60 mills. Additional revenue sources include refuse cart tips, refuse and yard waste bags/tags and bulk stickers. The primary revenue source for the Major and Local Streets Funds is Public Act 51 Gas and Weight Tax. In addition, the Traffic Safety Department and Environmental Services Department provide services within the street ROW that are supported by the Major and Local Streets Funds.

Total authorized positions for Public Services are 81 employees – 72 are field workers with four supervisors. The remaining are clerical support, financial assistants or management. During the winter months, we shift approximately 24 staff to 3rd shift for snow and ice control purposes.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Refuse (528) | | | | | | |
| 2260 - Refuse Collection | | | | | | |
| 701 - Personnel Services | 3,864,933 | 4,396,431 | 4,557,025 | 4,730,461 | 4,873,204 | 4,964,212 |
| 751 - Supplies | 278,950 | 537,950 | 548,719 | 559,711 | 570,930 | 582,382 |
| 800 - Other Services and Charges | 9,341,299 | 10,886,047 | 10,903,239 | 11,792,734 | 12,093,114 | 12,382,788 |
| 970 - Capital Outlays | 24,500 | 21,500 | 16,500 | 16,500 | 16,500 | 16,500 |
| 995 - Other Financing | 384,226 | 370,238 | -110,000 | -110,000 | -110,000 | -110,000 |
| Total For Expenditures | 13,893,908 | 16,212,166 | 15,915,483 | 16,989,406 | 17,443,748 | 17,835,882 |
| Total For Refuse | 13,893,908 | 16,212,166 | 15,915,483 | 16,989,406 | 17,443,748 | 17,835,882 |

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Streets (449) | | | | | | |
| 2020 - Major Streets | | | | | | |
| 701 - Personnel Services | 2,592,904 | 2,620,775 | 2,722,180 | 2,831,454 | 2,923,831 | 2,987,438 |
| 751 - Supplies | 1,120,366 | 1,930,055 | 1,968,256 | 2,007,221 | 2,046,966 | 2,087,505 |
| 800 - Other Services and Charges | 2,910,280 | 2,937,815 | 2,990,784 | 3,074,161 | 3,167,853 | 3,262,669 |
| 970 - Capital Outlays | 0 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| 990 - Debt Service | 745,150 | 741,860 | 745,910 | 745,660 | 739,035 | 745,785 |
| 995 - Other Financing | 474,839 | 74,839 | 61,009 | -135,698 | -139,595 | -142,583 |
| Total For Expenditures | 7,843,539 | 8,355,344 | 8,538,139 | 8,572,798 | 8,788,090 | 8,990,814 |
| 2030 - Local Streets | | | | | | |
| 701 - Personnel Services | 1,485,356 | 1,481,706 | 1,541,339 | 1,606,326 | 1,662,741 | 1,700,430 |
| 751 - Supplies | 1,558,048 | 1,619,185 | 1,651,369 | 1,684,196 | 1,717,680 | 1,751,834 |
| 800 - Other Services and Charges | 950,684 | 980,660 | 971,162 | 996,859 | 1,025,964 | 1,055,559 |
| 970 - Capital Outlays | 0 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| 995 - Other Financing | -122,108 | -122,108 | -125,991 | -128,287 | -130,609 | -132,394 |
| Total For Expenditures | 3,871,980 | 3,984,443 | 4,062,879 | 4,184,094 | 4,300,776 | 4,400,429 |
| 2040 - Vital Streets-Major | | | | | | |
| 990 - Debt Service | 17,258,700 | 2,124,450 | 2,127,250 | 2,124,750 | 2,123,000 | 2,126,750 |
| 995 - Other Financing | 9,704,893 | 8,285,277 | 8,862,831 | 9,224,925 | 10,441,260 | 10,802,472 |
| Total For Expenditures | 26,963,593 | 10,409,727 | 10,990,081 | 11,349,675 | 12,564,260 | 12,929,222 |

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Streets (449) | | | | | | |
| 4090 - Vital Str Cap-Non Bond | | | | | | |
| 970 - Capital Outlays | 8,954,893 | 7,360,277 | 7,912,831 | 8,249,925 | 9,441,260 | 9,777,472 |
| 995 - Other Financing | 200,000 | 250,000 | 275,000 | 300,000 | 325,000 | 350,000 |
| Total For Expenditures | 9,154,893 | 7,610,277 | 8,187,831 | 8,549,925 | 9,766,260 | 10,127,472 |
| Total For Streets | 47,834,005 | 30,359,791 | 31,778,930 | 32,656,492 | 35,419,386 | 36,447,937 |

Purchasing Department

The Purchasing Department continues to focus on implementing best practices to foster, fair, equal and open competition for the procurement of goods and services for the City. The department actively seeks ways to improve current operations and processes to reduce processing times and achieve procurement savings. The department also focuses on improving services for both internal and external customers through vendor outreach, procurement training for internal customers and growth and development of procurement staff. New for FY2022 the department will manage the Vehicle Storage Facility activities and fund.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--|-----------------|------------------|------------------|------------------|------------------|------------------|
| Purchasing (233) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 456,456 | 421,700 | 436,540 | 452,952 | 468,176 | 480,504 |
| 751 - Supplies | 13,500 | 13,500 | 13,500 | 13,500 | 13,500 | 13,500 |
| 800 - Other Services and Charges | 164,899 | 158,471 | 162,784 | 166,601 | 171,123 | 176,064 |
| 970 - Capital Outlays | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Total For Expenditures | 636,855 | 595,671 | 614,824 | 635,053 | 654,799 | 672,068 |
| 2320 - Vehicle Storage Facility | | | | | | |
| 701 - Personnel Services | 0 | 192,262 | 197,062 | 201,653 | 205,573 | 208,372 |
| 751 - Supplies | 0 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| 800 - Other Services and Charges | 0 | 517,591 | 533,032 | 553,021 | 573,164 | 593,424 |
| 970 - Capital Outlays | 0 | 17,500 | 17,500 | 17,500 | 17,500 | 17,500 |
| 995 - Other Financing | 0 | 130,592 | 132,532 | 134,534 | 136,536 | 138,600 |
| Total For Expenditures | 0 | 859,945 | 882,126 | 908,708 | 934,773 | 959,896 |
| Total For Purchasing | 636,855 | 1,455,616 | 1,496,950 | 1,543,761 | 1,589,572 | 1,631,964 |

City Treasurer

This fiscal year has proven to be challenging, yet very rewarding. The last several years have seen additions to the GR PayIt solution, adding a Spanish option the IVR payment channel, accepting a new card type in the IVR channel, and expanding the role of the 311 Monroe storefront. Much of this work was completed prior to the pandemic. The 311 Monroe storefront agents gave customers a single point of contact, which minimized customer contact with staff and moving about City Hall. Staff was always available by appointment. This action helped control and minimize exposure related to the spread of COVID-19. With regard to payment processing, the results were large increases in contactless payments. GR PayIt saw an increase of 10.1% in transactions and a 19.2% increase in dollars collected. The IVR channel saw an increase of 34.9% in transactions and 47.6% in dollars collected. Our customers had options to pay their bills without having to come to City Hall or mail a check. We are working to add even more functionality. GR PayIt will begin testing a “Monthly Payment” option for water customers. A water bill is presented to the customer would agree to a schedule of payments. Work has also begun to allow customers to select their preferred language such as Spanish. The “internationalization” project has been requested by the Treasurer’s office. We are excited to offer these new features in the coming year.

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

| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Treasurer (253) | | | | | | |
| 1010 - General Fund Operating | | | | | | |
| 701 - Personnel Services | 1,687,577 | 1,799,688 | 1,873,038 | 1,944,918 | 2,003,400 | 2,048,250 |
| 751 - Supplies | 18,000 | 18,000 | 19,300 | 19,850 | 20,400 | 20,950 |
| 800 - Other Services and Charges | 592,241 | 573,867 | 592,061 | 612,365 | 636,143 | 660,005 |
| 970 - Capital Outlays | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 |
| Total For Expenditures | 2,310,318 | 2,404,055 | 2,496,899 | 2,589,633 | 2,672,443 | 2,741,705 |
| 2260 - Refuse Collection | | | | | | |
| 701 - Personnel Services | 35,090 | 36,910 | 38,046 | 39,096 | 39,528 | 39,900 |
| 751 - Supplies | 300 | 300 | 300 | 300 | 300 | 300 |
| 800 - Other Services and Charges | 168,274 | 221,034 | 232,067 | 243,651 | 255,814 | 268,585 |
| 970 - Capital Outlays | 150 | 150 | 150 | 150 | 150 | 150 |
| Total For Expenditures | 203,814 | 258,394 | 270,563 | 283,197 | 295,792 | 308,935 |
| 5910 - Water Operations | | | | | | |
| 701 - Personnel Services | 148,207 | 153,582 | 160,063 | 166,969 | 171,372 | 174,216 |
| 751 - Supplies | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 |
| 800 - Other Services and Charges | 810,077 | 887,272 | 930,294 | 975,306 | 1,022,687 | 1,072,496 |
| 970 - Capital Outlays | 500 | 500 | 500 | 500 | 500 | 500 |
| Total For Expenditures | 962,284 | 1,044,854 | 1,094,357 | 1,146,275 | 1,198,059 | 1,250,712 |
| Total For Treasurer | 3,476,416 | 3,707,303 | 3,861,819 | 4,019,105 | 4,166,294 | 4,301,352 |

Water Department

Our mission is to protect life and property by providing high-quality water services in an environmentally safe and efficient manner. We serve over 300,000 people, monitor over 80,000 water accounts, and maintain more than 1,260 miles of water distribution piping. Our vision is to be an equitable, engaged partner in water quality and community health that enhances the regional economy while providing a superior customer experience.

Our strategic goals are:

- Increase community engagement, trust, and transparency.
- Review, track, and continually improve levels of service.
- Embed equity into all operations and services.
- Leverage data to drive continuous improvement by developing and implementing a robust SOP program and database.
- Work to re-invest in system assets in a planned and strategic way to leverage available dollars and ensure reliable system performance.
- Assess and adopt procedures that focus on streamlining asset repairs and maintenance.
- Develop an integrated set of solutions that leverages people, processes, and technology to improve reliability, increase efficiency, reduce cost, drive innovation, and improve the customer experience.
- Examine organizational structure/ staffing strategies to ensure an adequate pipeline of quality employees.
- Develop a workforce that reflects the values of the City and the community we serve.

| Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations | | | | | | |
|--|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Organization | ADOPTED 2021 | PROPOSED 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
| Water (536) | | | | | | |
| 5910 - Water Operations | | | | | | |
| 701 - Personnel Services | 12,794,215 | 13,283,249 | 13,707,838 | 14,164,898 | 14,528,963 | 14,779,796 |
| 751 - Supplies | 3,079,170 | 3,288,635 | 3,338,544 | 3,391,469 | 3,395,487 | 3,460,721 |
| 800 - Other Services and Charges | 15,336,797 | 16,514,391 | 16,609,942 | 17,028,271 | 17,338,024 | 18,287,824 |
| 970 - Capital Outlays | 881,825 | 996,350 | 1,031,350 | 1,051,850 | 1,033,850 | 1,027,850 |
| 990 - Debt Service | 6,057,789 | 6,332,679 | 7,411,587 | 7,175,537 | 6,928,518 | 7,285,497 |
| 995 - Other Financing | 4,903,105 | 12,972,557 | 9,280,887 | 8,845,221 | 9,869,060 | 6,184,904 |
| Total For Expenditures | 43,052,901 | 53,387,861 | 51,380,148 | 51,657,246 | 53,093,902 | 51,026,592 |
| 5911 - Water Replacement | | | | | | |
| 970 - Capital Outlays | 5,900,000 | 14,004,000 | 10,331,000 | 9,925,000 | 10,970,500 | 7,325,000 |
| Total For Expenditures | 5,900,000 | 14,004,000 | 10,331,000 | 9,925,000 | 10,970,500 | 7,325,000 |
| 5912 - Water Improvement | | | | | | |
| 970 - Capital Outlays | 0 | 15,691,000 | 10,499,000 | 1,551,000 | 0 | 0 |
| Total For Expenditures | 0 | 15,691,000 | 10,499,000 | 1,551,000 | 0 | 0 |
| 5916 - WSS Revenue Bonds 2020 | | | | | | |
| 970 - Capital Outlays | 12,555,000 | 0 | 21,800,000 | 14,924,000 | 6,240,000 | 16,737,500 |
| Total For Expenditures | 12,555,000 | 0 | 21,800,000 | 14,924,000 | 6,240,000 | 16,737,500 |
| Total For Water | 61,507,901 | 83,082,861 | 94,010,148 | 78,057,246 | 70,304,402 | 75,089,092 |



CITY OF
GRAND
RAPIDS
MICHIGAN
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CITY OF GRAND RAPIDS
APPENDIX A - STATEMENT OF REVENUES BY SOURCE
FY2022 PRELIMINARY FISCAL PLAN
GENERAL OPERATING FUND (1010)

| Budget Object Rollup Code | Budget Object Rollup Name | Budget Object Code | Budget Object Name | Department Number | Department Name | FORECAST 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---------------------------|--|--------------------|--|-------------------|------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| 401 | Taxes | 4020 | Real Property Taxes | 253 | Treasurer | \$ 11,835,883 | \$ 12,071,270 | \$ 12,323,416 | \$ 12,593,165 | \$ 12,868,869 |
| | | 4100 | Personal Property Taxes | 253 | Treasurer | \$ 1,008,009 | \$ 1,007,959 | \$ 1,007,910 | \$ 1,007,862 | \$ 1,007,815 |
| | | 4140 | Allowance for Refunds-BOR, MTT | 253 | Treasurer | (\$ 20,125) | (\$ 20,125) | (\$ 20,125) | (\$ 20,125) | (\$ 20,125) |
| | | 4150 | Allowance for Charge Backs | 253 | Treasurer | \$ 69,850 | \$ 69,850 | \$ 69,850 | \$ 69,850 | \$ 69,850 |
| | | 4260 | Payment In Lieu of Taxes | 253 | Treasurer | \$ 58,924 | \$ 59,513 | \$ 60,108 | \$ 60,709 | \$ 61,316 |
| | | | | 261 | General Administration | \$ 18,000 | \$ 18,000 | \$ 18,000 | \$ 18,000 | \$ 18,000 |
| | | 4370 | Industrial Facilities Tax | 253 | Treasurer | \$ 16,702 | \$ 16,701 | \$ 16,700 | \$ 16,699 | \$ 16,698 |
| | | 4380 | City Income Taxes | 255 | Income Tax | \$ 81,897,958 | \$ 84,737,236 | \$ 87,051,121 | \$ 89,427,575 | \$ 91,869,387 |
| | | 4382 | City Income Tax Refunds | 255 | Income Tax | (\$ 9,439,359) | (\$ 7,931,120) | (\$ 8,147,692) | (\$ 8,370,120) | (\$ 8,598,666) |
| | | 4384 | City Income Tax Penalties and Interest | 255 | Income Tax | \$ 489,598 | \$ 518,973 | \$ 533,145 | \$ 547,699 | \$ 562,654 |
| | | 4450 | Penalty & Interest on Property Taxes | 253 | Treasurer | \$ 40,150 | \$ 40,150 | \$ 40,150 | \$ 40,150 | \$ 40,150 |
| | | 4470 | Property Tax Administration Fee | 253 | Treasurer | \$ 2,501,481 | \$ 2,594,022 | \$ 2,666,203 | \$ 2,740,551 | \$ 2,817,128 |
| | Taxes Total | | | | | \$ 88,477,071 | \$ 93,182,429 | \$ 95,618,786 | \$ 98,132,015 | \$ 100,713,076 |
| 450 | Licenses & Permits | 4760 | Miscellaneous Licenses | 215 | Clerk | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 |
| | | 4770 | Cable TV Franchise Fees | 261 | General Administration | \$ 1,682,540 | \$ 1,598,215 | \$ 1,518,116 | \$ 1,442,031 | \$ 1,369,759 |
| | | 4810 | Cannabis Licenses | 215 | Clerk | \$ 315,000 | \$ 486,500 | \$ 560,000 | \$ 560,000 | \$ 560,000 |
| | | 4908 | Miscellaneous Permits | 172 | Executive Office | \$ 42,849 | \$ 49,396 | \$ 50,384 | \$ 51,392 | \$ 52,419 |
| | | | | 701 | Planning | \$ 161,347 | \$ 171,028 | \$ 181,290 | \$ 192,167 | \$ 200,807 |
| | | 4924 | Alarm Permits | 301 | Police | \$ 11,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 |
| | | 4934 | LUDS Permits-Land & Use Develop | 533 | Stormwater | \$ 165,000 | \$ 189,750 | \$ 199,238 | \$ 209,199 | \$ 219,659 |
| | Licenses & Permits Total | | | | | \$ 2,437,736 | \$ 2,566,889 | \$ 2,581,028 | \$ 2,526,789 | \$ 2,474,644 |
| 501 | Federal Grants | 5280 | Federal Grants-Other | 261 | General Administration | \$ 42,691,436 | \$ | \$ | \$ | \$ |
| | Federal Grants Total | | | | | \$ 42,691,436 | \$ | \$ | \$ | \$ |
| 539 | State Grants | 4390 | Cannabis Tax | 261 | General Administration | \$ 332,818 | \$ 523,345 | \$ 648,754 | \$ 441,153 | \$ 449,976 |
| | | 5730 | Local Community Stabilization Share | 253 | Treasurer | \$ 381,457 | \$ 378,860 | \$ 378,860 | \$ 378,860 | \$ 378,860 |
| | | 5741 | Sales & Use Tax | 261 | General Administration | \$ 19,346,882 | \$ 19,627,524 | \$ 19,912,937 | \$ 20,203,202 | \$ 20,498,402 |
| | | 5743 | Liquor Licenses | 301 | Police | \$ 220,000 | \$ 222,000 | \$ 222,000 | \$ 222,000 | \$ 222,000 |
| | | 5744 | Fire Protect-State Owned Build | 336 | Fire | \$ 572,684 | \$ 563,568 | \$ 555,115 | \$ 522,752 | \$ 522,752 |
| | State Grants Total | | | | | \$ 20,853,841 | \$ 21,315,297 | \$ 21,717,666 | \$ 21,767,967 | \$ 22,071,990 |
| 580 | Contribution from Local Units | 5804 | Kent County-Misc & PSAP 911 | 325 | Dispatch | \$ 2,063,210 | \$ 2,058,990 | \$ 2,054,778 | \$ 2,050,576 | \$ 2,046,382 |
| | | 5806 | Other Local Government Program | 325 | Dispatch | \$ 3,088 | \$ 3,181 | \$ 3,276 | \$ 3,276 | \$ 3,276 |
| | Contribution from Local Units Total | | | | | \$ 2,066,298 | \$ 2,062,171 | \$ 2,058,054 | \$ 2,053,852 | \$ 2,049,658 |
| 600 | Charges for Services | 6131 | Processing Fees | 215 | Clerk | \$ 65,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 |
| | | | | 257 | Assessor | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 250 |
| | | 6133 | Management Fee | 257 | Assessor | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| | | 6161 | Planning Commission Review Fees | 701 | Planning | \$ 269,858 | \$ 193,250 | \$ 177,145 | \$ 186,873 | \$ 196,568 |
| | | 6166 | LUDS Fee-Land Use & Develop | 533 | Stormwater | \$ 33,000 | \$ 37,950 | \$ 39,848 | \$ 41,840 | \$ 43,932 |
| | | | | 701 | Planning | \$ 62,948 | \$ 64,836 | \$ 68,726 | \$ 75,599 | \$ 84,671 |
| | | 6167 | LUDS Enforcement Fees | 533 | Stormwater | \$ 38,000 | \$ 43,700 | \$ 45,885 | \$ 48,179 | \$ 50,588 |
| | | 6172 | False Alarm Fines-Fees | 301 | Police | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| | | 6174 | Police Records-Reproc Fees | 301 | Police | \$ 82,000 | \$ 82,000 | \$ 82,000 | \$ 82,000 | \$ 82,000 |
| | | 6193 | Zoning, Noise, Parking-Zoning Appeal | 701 | Planning | \$ 33,432 | \$ 33,432 | \$ 33,903 | \$ 33,903 | \$ 35,468 |
| | | 6195 | Historic Preservation-Other Fee | 701 | Planning | \$ 8,967 | \$ 9,164 | \$ 9,366 | \$ 9,572 | \$ 9,783 |
| | | 6197 | Nuisance Fees | 733 | Code Compliance | \$ 62,298 | \$ 64,791 | \$ 67,383 | \$ 70,078 | \$ 72,880 |
| | | 6199 | Housing Fees-Lienable | 733 | Code Compliance | \$ 1,994,757 | \$ 2,074,547 | \$ 2,157,530 | \$ 2,243,831 | \$ 2,333,583 |
| | | 6201 | Investment-Cash Mgmt Fees | 253 | Treasurer | \$ 392,882 | \$ 398,775 | \$ 404,756 | \$ 410,828 | \$ 416,991 |
| | | 6260 | Service Fees-General | 101 | City Commission | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| | | | | 172 | Executive Office | \$ 63,725 | \$ 65,000 | \$ 66,300 | \$ 67,626 | \$ 68,979 |
| | | | | 191 | Comptroller | \$ 350 | \$ 350 | \$ 350 | \$ 350 | \$ 350 |
| | | | | 215 | Clerk | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| | | | | 253 | Treasurer | \$ 21,000 | \$ 21,000 | \$ 21,000 | \$ 21,000 | \$ 21,000 |
| | | | | 257 | Assessor | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| | | | | 261 | General Administration | \$ 112,575 | \$ 113,513 | \$ 114,467 | \$ 115,437 | \$ 116,425 |
| | | | | 266 | Attorney | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 |
| | | | | 301 | Police | \$ 70,000 | \$ 71,205 | \$ 72,434 | \$ 73,688 | \$ 73,688 |
| | | | | 336 | Fire | \$ 322,883 | \$ 336,066 | \$ 349,760 | \$ 363,986 | \$ 377,945 |

CITY OF GRAND RAPIDS
APPENDIX A - STATEMENT OF REVENUES BY SOURCE
FY2022 PRELIMINARY FISCAL PLAN
GENERAL OPERATING FUND (1010)

| Budget Object Rollup Code | Budget Object Rollup Name | Budget Object Code | Budget Object Name | Department Number | Department Name | FORECAST 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|---------------------------|--|--------------------|--|-------------------|--------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | | | | 701 | Planning | \$ 203,467 | \$ 211,359 | \$ 219,703 | \$ 228,525 | \$ 237,852 |
| | | 6261 | Administration Services | 701 | Planning | \$ 13,948 | \$ 14,255 | \$ 14,569 | \$ 14,889 | \$ 15,217 |
| | | 6262 | Data Processing Service Charges | 257 | Assessor | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| | | 6273 | Housing-Zoning | 701 | Planning | \$ 20,000 | \$ 20,440 | \$ 20,890 | \$ 21,349 | \$ 21,819 |
| | | | | 733 | Code Compliance | \$ 40,981 | \$ 42,621 | \$ 44,326 | \$ 46,099 | \$ 47,943 |
| | | 6275 | Housing-Code Enforcement Fees | 733 | Code Compliance | \$ 4,489 | \$ 4,668 | \$ 4,855 | \$ 5,049 | \$ 5,251 |
| | | 6276 | Housing-Housing Appeal Fee | 733 | Code Compliance | \$ 2,421 | \$ 2,518 | \$ 2,618 | \$ 2,723 | \$ 2,832 |
| | | 6310 | Street-Expressway Lighting Main | 448 | Street Lighting | \$ 1,000 | \$ 1,030 | \$ 1,061 | \$ 1,093 | \$ 1,126 |
| | | 6312 | Street Lighting Services | 448 | Street Lighting | \$ 60,000 | \$ 61,800 | \$ 63,654 | \$ 65,564 | \$ 67,531 |
| | | 6314 | Communication Infrs-User Fees & Permits | 448 | Street Lighting | \$ 1,757,731 | \$ 1,810,463 | \$ 1,864,777 | \$ 1,920,721 | \$ 1,978,342 |
| | | 6332 | Special Event Billings Labor | 172 | Executive Office | \$ 8,031 | \$ 8,893 | \$ 9,071 | \$ 9,253 | \$ 9,438 |
| | | | | 301 | Police | \$ 640,573 | \$ 731,034 | \$ 745,655 | \$ 760,568 | \$ 775,779 |
| | | 6333 | Special Event Services | 172 | Executive Office | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 |
| | | 6340 | A-87 Revenue | 261 | General Administration | \$ 6,791,416 | \$ 6,381,078 | \$ 6,508,699 | \$ 6,638,877 | \$ 6,771,653 |
| | | | | 694 | Community Development Services | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| | | 6423 | Sale of Scrap Material | 448 | Street Lighting | \$ 2,663 | \$ 2,743 | \$ 2,825 | \$ 2,910 | \$ 2,997 |
| | | 6425 | Electric Power Dist-Gas Aggregate | 448 | Street Lighting | \$ 887,599 | \$ 887,599 | \$ 914,227 | \$ 941,654 | \$ 969,904 |
| | Charges for Services Total | | | | | \$ 14,234,044 | \$ 14,026,130 | \$ 14,363,833 | \$ 14,740,114 | \$ 15,128,585 |
| 655 | Fines & Forfeitures | 6581 | Parking Fines | 253 | Treasurer | \$ 1,900,000 | \$ 1,950,000 | \$ 2,000,000 | \$ 2,100,000 | \$ 2,200,000 |
| | | | | 301 | Police | \$ 260,000 | \$ 265,000 | \$ 270,000 | \$ 270,000 | \$ 270,000 |
| | Fines & Forfeitures Total | | | | | \$ 2,160,000 | \$ 2,215,000 | \$ 2,270,000 | \$ 2,370,000 | \$ 2,470,000 |
| 664 | Investment Income & Rentals | 6651 | Interest on Investment | 253 | Treasurer | \$ 720,244 | \$ 402,787 | \$ 561,516 | \$ 688,499 | \$ 751,990 |
| | | 6671 | Rentals-Facilities | 172 | Executive Office | \$ 44,009 | \$ 64,631 | \$ 65,924 | \$ 67,242 | \$ 68,587 |
| | | 6673 | Rentals-Equipment | 172 | Executive Office | \$ 44,411 | \$ 51,760 | \$ 52,795 | \$ 53,851 | \$ 54,928 |
| | Investment Income & Rentals Total | | | | | \$ 808,664 | \$ 519,178 | \$ 680,235 | \$ 809,592 | \$ 875,505 |
| 671 | Other Revenues | 6723 | Interest-Penalties on Special Assessment | 253 | Treasurer | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| | | 6743 | Restricted Contributions | 261 | General Administration | \$ 7,000 | \$ 7,000 | \$ 7,000 | \$ 7,000 | \$ 7,000 |
| | | | | 271 | Admin Services Support | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| | | 6761 | Reimbursements | 191 | Comptroller | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| | | | | 212 | Fiscal Services | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| | | | | 301 | Police | \$ 24,000 | \$ 24,000 | \$ 24,000 | \$ 24,000 | \$ 24,000 |
| | | 6769 | Reimbursement-Special Elections | 215 | Clerk | \$ | \$ | \$ | \$ 175,000 | \$ |
| | | 6771 | Claims-Damage-Accident Billings | 301 | Police | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| | | | | 448 | Street Lighting | \$ 35,435 | \$ 36,498 | \$ 37,593 | \$ 38,721 | \$ 39,882 |
| | | 6871 | Refunds-Rebates | 261 | General Administration | \$ 2,350 | \$ 2,350 | \$ 2,350 | \$ 2,350 | \$ 2,350 |
| | | | | 301 | Police | \$ 40,000 | \$ 40,800 | \$ 41,616 | \$ 42,448 | \$ 42,448 |
| | | 6901 | Miscellaneous Other Revenue | 257 | Assessor | \$ 600 | \$ 600 | \$ 600 | \$ 600 | \$ 600 |
| | | | | 301 | Police | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| | | | | 733 | Code Compliance | \$ 150 | \$ 156 | \$ 163 | \$ 169 | \$ 176 |
| | | 6921 | Bad Check Fees | 253 | Treasurer | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| | | 6922 | Non-Sufficient Funds Check Charge | 253 | Treasurer | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| | Other Revenues Total | | | | | \$ 286,035 | \$ 287,904 | \$ 289,822 | \$ 466,788 | \$ 292,956 |
| 695 | Other Financing Sources | 6991 | Operating Transfers-Subsidy | 172 | Executive Office | \$ 140,000 | \$ 140,000 | \$ 140,000 | \$ 140,000 | \$ 140,000 |
| | | | | 733 | Code Compliance | \$ 1,368,688 | \$ 1,368,688 | \$ 1,368,688 | \$ 1,368,688 | \$ 1,368,688 |
| | | 6995 | Operating Transfers-Misc | 261 | General Administration | \$ 480,238 | \$ | \$ | \$ | \$ |
| | | | | 301 | Police | \$ 130,592 | \$ 132,532 | \$ 134,534 | \$ 136,536 | \$ 138,600 |
| | | | | 701 | Planning | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| | Other Financing Sources Total | | | | | \$ 2,124,518 | \$ 1,646,220 | \$ 1,648,222 | \$ 1,650,224 | \$ 1,652,288 |
| Grand Total | | | | | | \$ 176,139,643 | \$ 137,821,218 | \$ 141,227,646 | \$ 144,517,341 | \$ 147,728,702 |

CITY OF GRAND RAPIDS
APPENDIX B - STATEMENT OF REVENUES BY SOURCE
FY2022 PRELIMINARY FISCAL PLAN
GENERAL OPERATING FUND (1010)

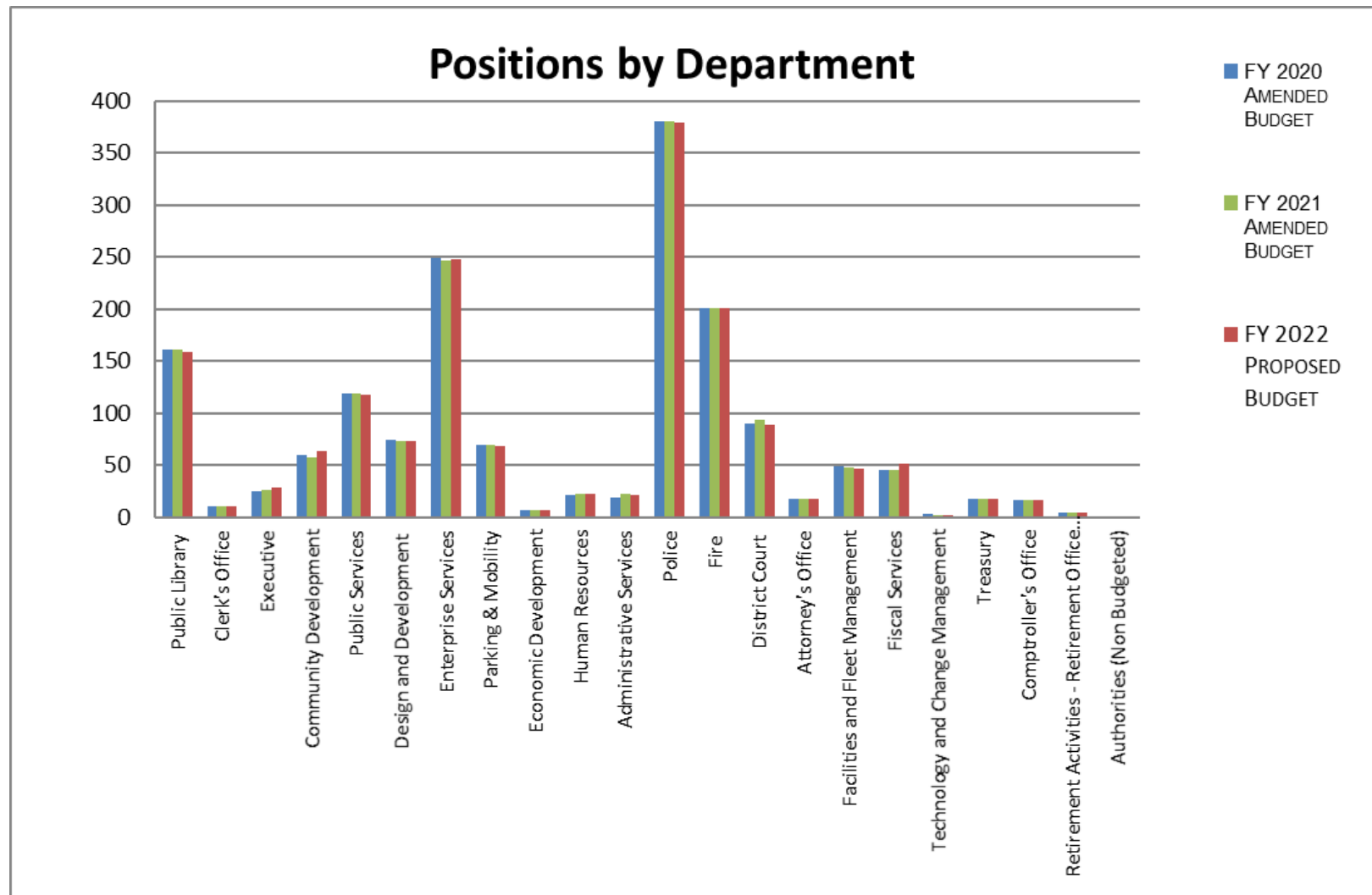
| Department Number | Department Name | Budget Object Code | Budget Object Name | Budget Object Rollup Code | Budget Object Rollup Name | FORECAST 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|-------------------|-------------------------------------|--------------------|--|---------------------------|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 101 | City Commission | 6260 | Service Fees-General | 600 | Charges for Services | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| | City Commission Total | | | | | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| 172 | Executive Office | 4908 | Miscellaneous Permits | 450 | Licenses & Permits | \$ 42,849 | \$ 49,396 | \$ 50,384 | \$ 51,392 | \$ 52,419 |
| | | 6260 | Service Fees-General | 600 | Charges for Services | \$ 63,725 | \$ 65,000 | \$ 66,300 | \$ 67,626 | \$ 68,979 |
| | | 6332 | Special Event Billings Labor | 600 | Charges for Services | \$ 8,031 | \$ 8,893 | \$ 9,071 | \$ 9,253 | \$ 9,438 |
| | | 6333 | Special Event Services | 600 | Charges for Services | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 |
| | | 6671 | Rentals-Facilities | 664 | Investment Income & Rentals | \$ 44,009 | \$ 64,631 | \$ 65,924 | \$ 67,242 | \$ 68,587 |
| | | 6673 | Rentals-Equipment | 664 | Investment Income & Rentals | \$ 44,411 | \$ 51,760 | \$ 52,795 | \$ 53,851 | \$ 54,928 |
| | | 6991 | Operating Transfers-Subsidy | 695 | Other Financing Sources | \$ 140,000 | \$ 140,000 | \$ 140,000 | \$ 140,000 | \$ 140,000 |
| | Executive Office Total | | | | | \$ 418,025 | \$ 454,680 | \$ 459,474 | \$ 464,364 | \$ 469,351 |
| 191 | Comptroller | 6260 | Service Fees-General | 600 | Charges for Services | \$ 350 | \$ 350 | \$ 350 | \$ 350 | \$ 350 |
| | | 6761 | Reimbursements | 671 | Other Revenues | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| | Comptroller Total | | | | | \$ 2,850 | \$ 2,850 | \$ 2,850 | \$ 2,850 | \$ 2,850 |
| 212 | Fiscal Services | 6761 | Reimbursements | 671 | Other Revenues | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| | Fiscal Services Total | | | | | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| 215 | Clerk | 4760 | Miscellaneous Licenses | 450 | Licenses & Permits | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 |
| | | 4810 | Cannabis Licenses | 450 | Licenses & Permits | \$ 315,000 | \$ 486,500 | \$ 560,000 | \$ 560,000 | \$ 560,000 |
| | | 6131 | Processing Fees | 600 | Charges for Services | \$ 65,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 |
| | | 6260 | Service Fees-General | 600 | Charges for Services | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| | | 6769 | Reimbursement-Special Elections | 671 | Other Revenues | \$ | \$ | \$ | \$ 175,000 | \$ |
| | Clerk Total | | | | | \$ 442,500 | \$ 619,000 | \$ 692,500 | \$ 867,500 | \$ 692,500 |
| 253 | Treasurer | 4020 | Real Property Taxes | 401 | Taxes | \$ 11,835,883 | \$ 12,071,270 | \$ 12,323,416 | \$ 12,593,165 | \$ 12,868,869 |
| | | 4100 | Personal Property Taxes | 401 | Taxes | \$ 1,008,009 | \$ 1,007,959 | \$ 1,007,910 | \$ 1,007,862 | \$ 1,007,815 |
| | | 4140 | Allowance for Refunds-BOR, MTT | 401 | Taxes | (\$ 20,125) | (\$ 20,125) | (\$ 20,125) | (\$ 20,125) | (\$ 20,125) |
| | | 4150 | Allowance for Charge Backs | 401 | Taxes | \$ 69,850 | \$ 69,850 | \$ 69,850 | \$ 69,850 | \$ 69,850 |
| | | 4260 | Payment In Lieu of Taxes | 401 | Taxes | \$ 58,924 | \$ 59,513 | \$ 60,108 | \$ 60,709 | \$ 61,316 |
| | | 4370 | Industrial Facilities Tax | 401 | Taxes | \$ 16,702 | \$ 16,701 | \$ 16,700 | \$ 16,699 | \$ 16,698 |
| | | 4450 | Penalty & Interest on Property Taxes | 401 | Taxes | \$ 40,150 | \$ 40,150 | \$ 40,150 | \$ 40,150 | \$ 40,150 |
| | | 4470 | Property Tax Administration Fee | 401 | Taxes | \$ 2,501,481 | \$ 2,594,022 | \$ 2,666,203 | \$ 2,740,551 | \$ 2,817,128 |
| | | 5730 | Local Community Stabilization Share | 539 | State Grants | \$ 381,457 | \$ 378,860 | \$ 378,860 | \$ 378,860 | \$ 378,860 |
| | | 6201 | Investment-Cash Mgmt Fees | 600 | Charges for Services | \$ 392,882 | \$ 398,775 | \$ 404,756 | \$ 410,828 | \$ 416,991 |
| | | 6260 | Service Fees-General | 600 | Charges for Services | \$ 21,000 | \$ 21,000 | \$ 21,000 | \$ 21,000 | \$ 21,000 |
| | | 6581 | Parking Fines | 655 | Fines & Forfeitures | \$ 1,900,000 | \$ 1,950,000 | \$ 2,000,000 | \$ 2,100,000 | \$ 2,200,000 |
| | | 6651 | Interest on Investment | 664 | Investment Income & Rentals | \$ 720,244 | \$ 402,787 | \$ 561,516 | \$ 688,499 | \$ 751,990 |
| | | 6723 | Interest-Penalties on Special Assessment | 671 | Other Revenues | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| | | 6921 | Bad Check Fees | 671 | Other Revenues | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| | | 6922 | Non-Sufficient Funds Check Charge | 671 | Other Revenues | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| | Treasurer Total | | | | | \$ 19,028,957 | \$ 19,093,262 | \$ 19,632,844 | \$ 20,210,548 | \$ 20,733,042 |
| 255 | Income Tax | 4380 | City Income Taxes | 401 | Taxes | \$ 81,897,958 | \$ 84,737,236 | \$ 87,051,121 | \$ 89,427,575 | \$ 91,869,387 |
| | | 4382 | City Income Tax Refunds | 401 | Taxes | (\$ 9,439,359) | (\$ 7,931,120) | (\$ 8,147,692) | (\$ 8,370,120) | (\$ 8,598,666) |
| | | 4384 | City Income Tax Penalties and Interest | 401 | Taxes | \$ 489,598 | \$ 518,973 | \$ 533,145 | \$ 547,699 | \$ 562,654 |
| | Income Tax Total | | | | | \$ 72,948,197 | \$ 77,325,089 | \$ 79,436,574 | \$ 81,605,154 | \$ 83,833,375 |
| 257 | Assessor | 6131 | Processing Fees | 600 | Charges for Services | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 250 |
| | | 6133 | Management Fee | 600 | Charges for Services | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| | | 6260 | Service Fees-General | 600 | Charges for Services | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| | | 6262 | Data Processing Service Charges | 600 | Charges for Services | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| | | 6901 | Miscellaneous Other Revenue | 671 | Other Revenues | \$ 600 | \$ 600 | \$ 600 | \$ 600 | \$ 600 |
| | Assessor Total | | | | | \$ 31,350 | \$ 31,350 | \$ 31,350 | \$ 31,350 | \$ 31,350 |
| 261 | General Administration | 4260 | Payment In Lieu of Taxes | 401 | Taxes | \$ 18,000 | \$ 18,000 | \$ 18,000 | \$ 18,000 | \$ 18,000 |
| | | 4390 | Cannabis Tax | 539 | State Grants | \$ 332,818 | \$ 523,345 | \$ 648,754 | \$ 441,153 | \$ 449,976 |
| | | 4770 | Cable TV Franchise Fees | 450 | Licenses & Permits | \$ 1,682,540 | \$ 1,598,215 | \$ 1,518,116 | \$ 1,442,031 | \$ 1,369,759 |
| | | 5280 | Federal Grants-Other | 501 | Federal Grants | \$ 42,691,436 | \$ | \$ | \$ | \$ |
| | | 5741 | Sales & Use Tax | 539 | State Grants | \$ 19,346,882 | \$ 19,627,524 | \$ 19,912,937 | \$ 20,203,202 | \$ 20,498,402 |
| | | 6260 | Service Fees-General | 600 | Charges for Services | \$ 112,575 | \$ 113,513 | \$ 114,467 | \$ 115,437 | \$ 116,425 |
| | | 6340 | A-87 Revenue | 600 | Charges for Services | \$ 6,791,416 | \$ 6,381,078 | \$ 6,508,699 | \$ 6,638,877 | \$ 6,771,653 |
| | | 6743 | Restricted Contributions | 671 | Other Revenues | \$ 7,000 | \$ 7,000 | \$ 7,000 | \$ 7,000 | \$ 7,000 |
| | | 6871 | Refunds-Rebates | 671 | Other Revenues | \$ 2,350 | \$ 2,350 | \$ 2,350 | \$ 2,350 | \$ 2,350 |
| | | 6995 | Operating Transfers-Misc | 695 | Other Financing Sources | \$ 480,238 | \$ | \$ | \$ | \$ |
| | General Administration Total | | | | | \$ 71,465,255 | \$ 28,271,025 | \$ 28,730,323 | \$ 28,868,050 | \$ 29,233,565 |

CITY OF GRAND RAPIDS
APPENDIX B - STATEMENT OF REVENUES BY SOURCE
FY2022 PRELIMINARY FISCAL PLAN
GENERAL OPERATING FUND (1010)

| Department Number | Department Name | Budget Object Code | Budget Object Name | Budget Object Rollup Code | Budget Object Rollup Name | FORECAST 2022 | FORECAST 2023 | FORECAST 2024 | FORECAST 2025 | FORECAST 2026 |
|--------------------|---------------------------------------|--------------------|--|---------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 266 | Attorney | 6260 | Service Fees-General | 600 | Charges for Services | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 |
| | Attorney Total | | | | | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 |
| 271 | Admin Services Support | 6743 | Restricted Contributions | 671 | Other Revenues | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| | Admin Services Support Total | | | | | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| 301 | Police | 4924 | Alarm Permits | 450 | Licenses & Permits | \$ 11,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 |
| | | 5743 | Liquor Licenses | 539 | State Grants | \$ 220,000 | \$ 222,000 | \$ 222,000 | \$ 222,000 | \$ 222,000 |
| | | 6172 | False Alarm Fines-Fees | 600 | Charges for Services | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| | | 6174 | Police Records-Reproc Fees | 600 | Charges for Services | \$ 82,000 | \$ 82,000 | \$ 82,000 | \$ 82,000 | \$ 82,000 |
| | | 6260 | Service Fees-General | 600 | Charges for Services | \$ 70,000 | \$ 71,205 | \$ 72,434 | \$ 73,688 | \$ 73,688 |
| | | 6332 | Special Event Billings Labor | 600 | Charges for Services | \$ 640,573 | \$ 731,034 | \$ 745,655 | \$ 760,568 | \$ 775,779 |
| | | 6581 | Parking Fines | 655 | Fines & Forfeitures | \$ 260,000 | \$ 265,000 | \$ 270,000 | \$ 270,000 | \$ 270,000 |
| | | 6761 | Reimbursements | 671 | Other Revenues | \$ 24,000 | \$ 24,000 | \$ 24,000 | \$ 24,000 | \$ 24,000 |
| | | 6771 | Claims-Damage-Accident Billings | 671 | Other Revenues | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| | | 6871 | Refunds-Rebates | 671 | Other Revenues | \$ 40,000 | \$ 40,800 | \$ 41,616 | \$ 42,448 | \$ 42,448 |
| | | 6901 | Miscellaneous Other Revenue | 671 | Other Revenues | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| | | 6995 | Operating Transfers-Misc | 695 | Other Financing Sources | \$ 130,592 | \$ 132,532 | \$ 134,534 | \$ 136,536 | \$ 138,600 |
| | Police Total | | | | | \$ 1,528,165 | \$ 1,630,571 | \$ 1,654,239 | \$ 1,673,240 | \$ 1,690,515 |
| 325 | Dispatch | 5804 | Kent County-Misc & PSAP 911 | 580 | Contribution from Local Units | \$ 2,063,210 | \$ 2,058,990 | \$ 2,054,778 | \$ 2,050,576 | \$ 2,046,382 |
| | | 5806 | Other Local Government Program | 580 | Contribution from Local Units | \$ 3,088 | \$ 3,181 | \$ 3,276 | \$ 3,276 | \$ 3,276 |
| | Dispatch Total | | | | | \$ 2,066,298 | \$ 2,062,171 | \$ 2,058,054 | \$ 2,053,852 | \$ 2,049,658 |
| 336 | Fire | 5744 | Fire Protect-State Owned Build | 539 | State Grants | \$ 572,684 | \$ 563,568 | \$ 555,115 | \$ 522,752 | \$ 522,752 |
| | | 6260 | Service Fees-General | 600 | Charges for Services | \$ 322,883 | \$ 336,066 | \$ 349,760 | \$ 363,986 | \$ 377,945 |
| | Fire Total | | | | | \$ 895,567 | \$ 899,634 | \$ 904,875 | \$ 886,738 | \$ 900,697 |
| 448 | Street Lighting | 6310 | Street-Expressway Lighting Main | 600 | Charges for Services | \$ 1,000 | \$ 1,030 | \$ 1,061 | \$ 1,093 | \$ 1,126 |
| | | 6312 | Street Lighting Services | 600 | Charges for Services | \$ 60,000 | \$ 61,800 | \$ 63,654 | \$ 65,564 | \$ 67,531 |
| | | 6314 | Communication Infras-User Fees & Permits | 600 | Charges for Services | \$ 1,757,731 | \$ 1,810,463 | \$ 1,864,777 | \$ 1,920,721 | \$ 1,978,342 |
| | | 6423 | Sale of Scrap Material | 600 | Charges for Services | \$ 2,663 | \$ 2,743 | \$ 2,825 | \$ 2,910 | \$ 2,997 |
| | | 6425 | Electric Power Dist-Gas Aggregate | 600 | Charges for Services | \$ 887,599 | \$ 887,599 | \$ 914,227 | \$ 941,654 | \$ 969,904 |
| | | 6771 | Claims-Damage-Accident Billings | 671 | Other Revenues | \$ 35,435 | \$ 36,498 | \$ 37,593 | \$ 38,721 | \$ 39,882 |
| | Street Lighting Total | | | | | \$ 2,744,428 | \$ 2,800,133 | \$ 2,884,137 | \$ 2,970,663 | \$ 3,059,782 |
| 533 | Stormwater | 4934 | LUDS Permits-Land & Use Develop | 450 | Licenses & Permits | \$ 165,000 | \$ 189,750 | \$ 199,238 | \$ 209,199 | \$ 219,659 |
| | | 6166 | LUDS Fee-Land Use & Develop | 600 | Charges for Services | \$ 33,000 | \$ 37,950 | \$ 39,848 | \$ 41,840 | \$ 43,932 |
| | | 6167 | LUDS Enforcement Fees | 600 | Charges for Services | \$ 38,000 | \$ 43,700 | \$ 45,885 | \$ 48,179 | \$ 50,588 |
| | Stormwater Total | | | | | \$ 236,000 | \$ 271,400 | \$ 284,971 | \$ 299,218 | \$ 314,179 |
| 694 | Community Development Services | 6340 | A-87 Revenue | 600 | Charges for Services | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| | Community Development Services | | | | | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| 701 | Planning | 4908 | Miscellaneous Permits | 450 | Licenses & Permits | \$ 161,347 | \$ 171,028 | \$ 181,290 | \$ 192,167 | \$ 200,807 |
| | | 6161 | Planning Commission Review Fees | 600 | Charges for Services | \$ 269,858 | \$ 193,250 | \$ 177,145 | \$ 186,873 | \$ 196,568 |
| | | 6166 | LUDS Fee-Land Use & Develop | 600 | Charges for Services | \$ 62,948 | \$ 64,836 | \$ 68,726 | \$ 75,599 | \$ 84,671 |
| | | 6193 | Zoning, Noise, Parking-Zoning Appeal | 600 | Charges for Services | \$ 33,432 | \$ 33,432 | \$ 33,903 | \$ 33,903 | \$ 35,468 |
| | | 6195 | Historic Preservation-Other Fee | 600 | Charges for Services | \$ 8,967 | \$ 9,164 | \$ 9,366 | \$ 9,572 | \$ 9,783 |
| | | 6260 | Service Fees-General | 600 | Charges for Services | \$ 203,467 | \$ 211,359 | \$ 219,703 | \$ 228,525 | \$ 237,852 |
| | | 6261 | Administration Services | 600 | Charges for Services | \$ 13,948 | \$ 14,255 | \$ 14,569 | \$ 14,889 | \$ 15,217 |
| | | 6273 | Housing-Zoning | 600 | Charges for Services | \$ 20,000 | \$ 20,440 | \$ 20,890 | \$ 21,349 | \$ 21,819 |
| | | 6995 | Operating Transfers-Misc | 695 | Other Financing Sources | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| | Planning Total | | | | | \$ 778,967 | \$ 722,764 | \$ 730,592 | \$ 767,877 | \$ 807,185 |
| 733 | Code Compliance | 6197 | Nuisance Fees | 600 | Charges for Services | \$ 62,298 | \$ 64,791 | \$ 67,383 | \$ 70,078 | \$ 72,880 |
| | | 6199 | Housing Fees-Lienable | 600 | Charges for Services | \$ 1,994,757 | \$ 2,074,547 | \$ 2,157,530 | \$ 2,243,831 | \$ 2,333,583 |
| | | 6273 | Housing-Zoning | 600 | Charges for Services | \$ 40,981 | \$ 42,621 | \$ 44,326 | \$ 46,099 | \$ 47,943 |
| | | 6275 | Housing-Code Enforcement Fees | 600 | Charges for Services | \$ 4,489 | \$ 4,668 | \$ 4,855 | \$ 5,049 | \$ 5,251 |
| | | 6276 | Housing-Housing Appeal Fee | 600 | Charges for Services | \$ 2,421 | \$ 2,518 | \$ 2,618 | \$ 2,723 | \$ 2,832 |
| | | 6901 | Miscellaneous Other Revenue | 671 | Other Revenues | \$ 150 | \$ 156 | \$ 163 | \$ 169 | \$ 176 |
| | | 6991 | Operating Transfers-Subsidy | 695 | Other Financing Sources | \$ 1,368,688 | \$ 1,368,688 | \$ 1,368,688 | \$ 1,368,688 | \$ 1,368,688 |
| | Code Compliance Total | | | | | \$ 3,473,784 | \$ 3,557,989 | \$ 3,645,563 | \$ 3,736,637 | \$ 3,831,353 |
| Grand Total | | | | | | \$ 176,139,643 | \$ 137,821,218 | \$ 141,227,646 | \$ 144,517,341 | \$ 147,728,702 |

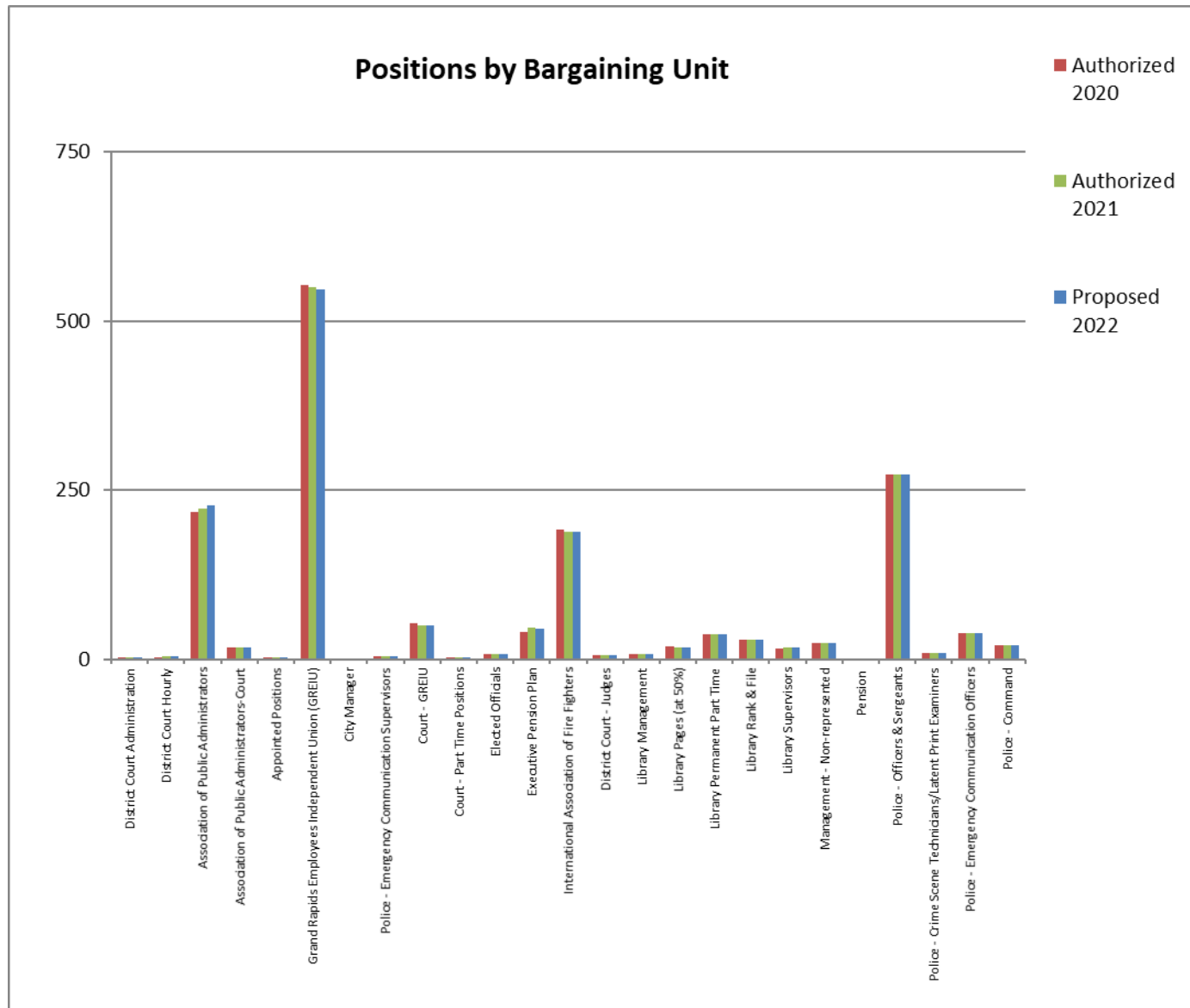
City of Grand Rapids
AUTHORIZED POSITIONS BY DEPARTMENT
FY2022-FY2026 Fiscal Plan

| DEPT | FY 2020 Amended Budget | FY 2021 Amended Budget | FY 2022 Proposed Budget | Proposed Change |
|---|---------------------------|---------------------------|----------------------------|--------------------|
| A110 Public Library | 161.000 | 159.000 | 159.000 | - |
| A120 Clerk's Office | 11.000 | 11.000 | 11.000 | - |
| A130 Executive | 25.000 | 26.000 | 28.000 | 2.000 |
| B210 Community Development | 62.000 | 61.000 | 64.000 | 3.000 |
| B220 Public Services | 119.000 | 119.000 | 118.000 | (1.000) |
| C310 Design and Development | 74.000 | 74.000 | 73.000 | (1.000) |
| C330 Enterprise Services | 249.000 | 249.000 | 248.000 | (1.000) |
| C335 Parking & Mobility | 69.000 | 68.000 | 68.000 | - |
| C340 Economic Development | 7.000 | 7.000 | 7.000 | - |
| D410 Human Resources | 21.000 | 22.000 | 22.000 | - |
| D420 Administrative Services | 19.000 | 22.000 | 21.000 | (1.000) |
| E510 Police | 380.000 | 382.000 | 379.000 | (3.000) |
| E520 Fire | 201.000 | 201.000 | 201.000 | - |
| E530 District Court | 90.000 | 89.000 | 89.000 | - |
| E540 Attorney's Office | 18.000 | 18.000 | 18.000 | - |
| F610 Facilities and Fleet Management | 49.000 | 48.000 | 47.000 | (1.000) |
| F620 Fiscal Services | 46.000 | 46.000 | 49.000 | 3.000 |
| F630 Technology and Change Management | 3.000 | 2.000 | 2.000 | - |
| F640 Treasury | 18.000 | 18.000 | 18.000 | - |
| F650 Comptroller's Office | 16.000 | 16.000 | 16.000 | - |
| G110 Retirement Activities - Retirement Office (Non Budgeted) | 4.000 | 4.000 | 4.000 | - |
| G210 Authorities (Non Budgeted) | - | - | - | - |
| Grand Total Positions (Full Time and Permanent Part-time) | 1,642.000 | 1,642.000 | 1,642.000 | - |
| RECONCILIATION to FTEs: | | | | |
| Less Dispatch Part-time | | | (2.000) | |
| Less Court Part-time | | | (7.500) | |
| Less Library Part-time | | | (53.000) | |
| TOTAL FTEs | | | 1,579.500 | |



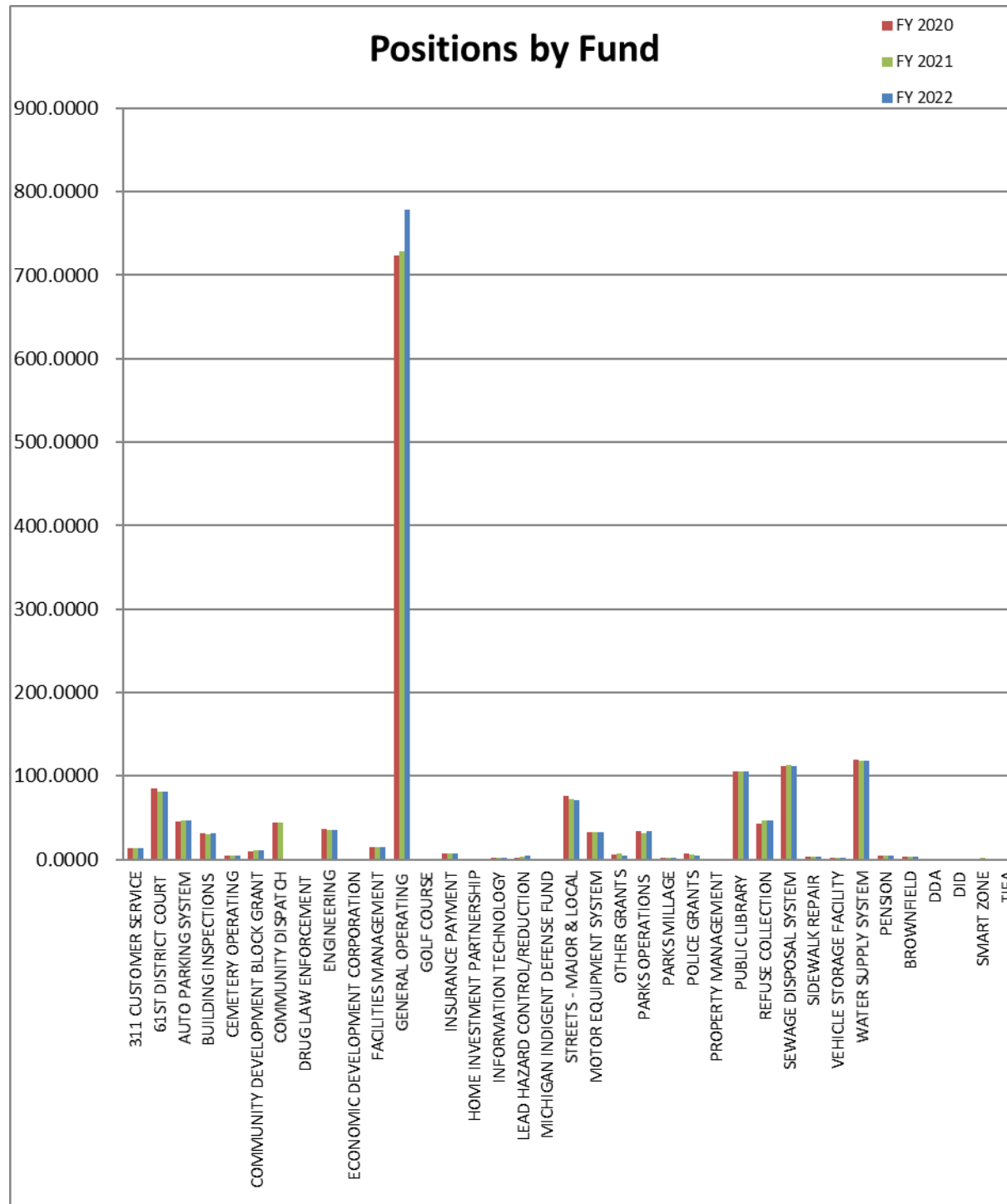
City of Grand Rapids
PERSONNEL BY BARGAINING UNIT - FTEs
FY2022-FY2026 Fiscal Plan

| Unit Code | Unit Name | Authorized 2020 | Authorized 2021 | Proposed 2022 | VAR |
|-------------------------------|---|--------------------|--------------------|------------------|----------|
| 61ST | District Court Administration | 2.0000 | 2.0000 | 2.0000 | - |
| 61STHR | District Court Hourly | 3.5000 | 4.5000 | 4.5000 | - |
| APACITY | Association of Public Administrators | 217.1500 | 223.1500 | 227.1500 | 4.0000 |
| APACOURT | Association of Public Administrators-Court | 17.0000 | 17.0000 | 17.0000 | - |
| APPOINT | Appointed Positions | 3.0000 | 3.0000 | 3.0000 | - |
| CITY | Grand Rapids Employees Independent Union (GREIU) | 554.0000 | 550.0000 | 547.0000 | (3.0000) |
| CITYMNGR | City Manager | 1.0000 | 1.0000 | 1.0000 | - |
| COMMSUPV | Police - Emergency Communication Supervisors | 5.0000 | 5.0000 | 5.0000 | - |
| COURT | Court - GREIU | 54.0000 | 50.0000 | 50.0000 | - |
| COURTPT | Court - Part Time Positions | 2.0000 | 2.0000 | 2.0000 | - |
| ELECTED | Elected Officials | 8.0000 | 8.0000 | 8.0000 | - |
| EXECPLAN | Executive Pension Plan | 40.8250 | 46.0000 | 45.0000 | (1.0000) |
| IAFF | International Association of Fire Fighters | 191.0000 | 189.0000 | 189.0000 | - |
| JUDGE | District Court - Judges | 6.0000 | 6.0000 | 6.0000 | - |
| LIBRMGT | Library Management | 7.0000 | 7.0000 | 7.0000 | - |
| LIBRPAGE | Library Pages (at 50%) | 18.5000 | 17.5000 | 17.5000 | - |
| LIBRPT | Library Permanent Part Time | 37.5000 | 36.5000 | 36.5000 | - |
| LIBRR&F | Library Rank & File | 28.0000 | 28.0000 | 28.0000 | - |
| LIBRSUPV | Library Supervisors | 15.0000 | 17.0000 | 17.0000 | - |
| MGTONON | Management - Non-represented | 24.0250 | 23.8500 | 23.8500 | - |
| PENSION | Pension | 1.0000 | 1.0000 | 1.0000 | - |
| POLC1 | Police - Officers & Sergeants | 273.0000 | 273.0000 | 273.0000 | - |
| POLC2 | Police - Crime Scene Technicians/Latent Print Examiners | 10.0000 | 10.0000 | 10.0000 | - |
| POLC4 | Police - Emergency Communication Officers | 38.0000 | 38.0000 | 38.0000 | - |
| POLC5 | Police - Command | 21.0000 | 21.0000 | 21.0000 | - |
| TOTAL FTEs by Bargaining Unit | | 1,577.5000 | 1,579.5000 | 1,579.5000 | 0.0000 |



City of Grand Rapids
PERSONNEL BY FUND - FTEs
FY2022-FY2026 Fiscal Plan

| Fund | FTEs Authorized FY 2020 | FTEs Authorized FY 2021 | FTEs Proposed FY 2022 | VAR |
|--------------------------------------|----------------------------|----------------------------|--------------------------|----------|
| 311 CUSTOMER SERVICE | 14.1000 | 14.1000 | 14.1000 | 0.000 |
| 61ST DISTRICT COURT | 84.5000 | 81.5000 | 81.5000 | 0.000 |
| AUTO PARKING SYSTEM | 45.7500 | 47.3000 | 47.3000 | 0.000 |
| BUILDING INSPECTIONS | 31.2400 | 30.2400 | 30.9900 | 0.750 |
| CEMETERY OPERATING | 4.6000 | 4.6000 | 4.6000 | 0.000 |
| COMMUNITY DEVELOPMENT BLOCK GRANT | 9.5000 | 10.7000 | 10.5500 | (0.150) |
| COMMUNITY DISPATCH | 44.0000 | 44.0000 | 0.0000 | (44.000) |
| DRUG LAW ENFORCEMENT | 1.0000 | 1.0000 | 1.0000 | 0.000 |
| ENGINEERING | 36.4500 | 35.7500 | 34.7500 | (1.000) |
| ECONOMIC DEVELOPMENT CORPORATION | 1.0000 | 1.1000 | 0.3000 | (0.800) |
| FACILITIES MANAGEMENT | 14.5750 | 14.5750 | 14.9250 | 0.350 |
| GENERAL OPERATING | 723.0520 | 729.0020 | 778.4520 | 49.450 |
| GOLF COURSE | 1.1000 | 1.1000 | 1.1000 | 0.000 |
| INSURANCE PAYMENT | 6.7000 | 6.7000 | 6.7000 | 0.000 |
| HOME INVESTMENT PARTNERSHIP | 1.0000 | 1.0000 | 0.9500 | (0.050) |
| INFORMATION TECHNOLOGY | 2.3000 | 2.3000 | 2.1500 | (0.150) |
| LEAD HAZARD CONTROL/REDUCTION | 2.7000 | 3.6000 | 4.1000 | 0.500 |
| MICHIGAN INDIGENT DEFENSE COMMISSION | 0.0000 | 1.0000 | 1.0000 | 0.000 |
| STREETS - MAJOR & LOCAL | 76.7668 | 71.9376 | 71.5794 | (0.358) |
| MOTOR EQUIPMENT SYSTEM | 33.1750 | 32.2750 | 32.4250 | 0.150 |
| OTHER GRANTS | 6.1000 | 7.0000 | 4.0000 | (3.000) |
| PARKS OPERATIONS | 34.0700 | 31.5700 | 33.5700 | 2.000 |
| PARKS MILLAGE | 1.7800 | 1.7800 | 1.7800 | 0.000 |
| POLICE GRANTS | 7.0000 | 6.0000 | 4.0000 | (2.000) |
| PROPERTY MANAGEMENT | 0.2000 | 0.2000 | 0.1000 | (0.100) |
| PUBLIC LIBRARY | 106.0000 | 106.0000 | 106.0000 | 0.000 |
| REFUSE COLLECTION | 42.7000 | 46.7500 | 46.7500 | 0.000 |
| SEWAGE DISPOSAL SYSTEM | 112.3330 | 113.4630 | 111.6130 | (1.850) |
| SIDEWALK REPAIR | 3.5200 | 3.5200 | 3.5200 | 0.000 |
| VEHICLE STORAGE FACILITY | 1.5000 | 1.5000 | 1.5000 | 0.000 |
| WATER SUPPLY SYSTEM | 119.5182 | 118.5674 | 118.5756 | 0.008 |
| Subtotal Operating Funds: | 1,568.23 | 1,570.13 | 1,569.88 | (0.250) |
| COMPONENT UNITS & OTHER | | | | |
| PENSION | 4.00 | 4.00 | 4.00 | 0.000 |
| BROWNFIELD | 3.61 | 3.51 | 3.81 | 0.300 |
| DDA | 0.33 | 0.33 | 0.33 | 0.000 |
| DID | 0.05 | 0.05 | 0.05 | 0.000 |
| SMART ZONE | 1.25 | 1.45 | 1.40 | (0.050) |
| TIFA | 0.03 | 0.03 | 0.03 | 0.000 |
| TOTAL FTEs by Fund: | 1,577.50 | 1,579.50 | 1,579.50 | 0.00 |



**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--|--------|-----------------|-------------------|-------------------|-----------------|------------------|------------|
| <u>A. "OTHER" GROUP</u> | | | | | | | |
| LIBRARY DEPARTMENT (A110) | | | | | | | |
| PUBLIC LIBRARY FUND 2710 | | | | | | | |
| Assistant Library Director | 8I | LIBMGT | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Custodian | 10G | LIB R&F | 3.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Community Services Manager | 20L | LIB SUPV | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Executive Administrative Assistant | 3I | LIBMGT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Librarian I | 21G | LIB R&F | 16.0000 | 14.0000 | 14.0000 | .0000 | 14.0000 |
| Librarian II - Specialist | 22G | LIB R&F | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Librarian III - Supervisor | 25L | LIB SUPV | 5.0000 | 7.0000 | 7.0000 | .0000 | 7.0000 |
| Librarian IV - Coordinator | 27L | LIB SUPV | 2.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Library Analyst | 25L | LIBMGT | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Library Assistant II - Part Time (at 0.50 ea) | 03LPT | LIBRPT | 29.0000 | 29.0000 | 29.0000 | .0000 | 14.5000 |
| Library Business Manager | 02I | LIBMGT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Library Business Office Administrative Assistant | 12LPT | LIBRPT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Library Circulation Operations Supervisor | 16L | LIB SUPV | 4.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |
| Library Circulation Services Supervisor | 20L | LIB SUPV | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Library Clerical Aide II - Part Time (at 0.50 ea.) | 08LPT | LIBRPT | 35.0000 | 33.0000 | 33.0000 | .0000 | 16.5000 |
| Library Communications Assistant | 16G | LIB R&F | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Library Custodians (at 0.50 ea) | LIBRPT | LIBRPT | .0000 | 8.0000 | 8.0000 | .0000 | 4.0000 |
| Library Director | 9I | LIBMGT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Library Facilities Assistant | 10GH | LIB R&F | .0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Library Facilities Manager | 21L | LIB SUPV | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Library Help Desk Technician (Part-time @ 0.50) | 11LPT | LIBRPT | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Library Human Resources Assistant | 4I | LIBMGT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Library Human Resources Manager | 02I | LIBMGT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Library Information Systems Assistant | 25L | LIB R&F | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Library Information Systems Manager | 28L | LIB SUPV | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Library Maintenance Mechanic | 13G | LIB R&F | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Library Marketing & Communications Manager | 4I | LIBMGT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Library Page (at 0.50 ea) | 1LPT | LIB PAGE | 37.0000 | 35.0000 | 35.0000 | .0000 | 17.5000 |
| Library Systems Administrator | 21G | LIB R&F | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Office Assistant II | 9G | LIB R&F | 4.0000 | 5.0000 | 5.0000 | .0000 | 5.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|---|--------------|------------------------|--------------------------|--------------------------|------------------------|-------------------------|-------------------|
| Public Works Maintenance Worker I (at 0.50 ea.) | 05LPT | LIBRPT | 8.0000 | .0000 | .0000 | .0000 | 0.0000 |
| TOTAL LIBRARY DEPARTMENT | | | 161.0000 | 159.0000 | 159.0000 | 0.000 | 106.0000 |

CLERK'S DEPARTMENT (A120)

GENERAL OPERATING FUND 1010

| | | | | | | | |
|---------------------------------|-------|---------|----------------|----------------|----------------|--------------|----------------|
| Administrative Aide | 4 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Administrative Analyst I | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Archive Assistant | 10A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| City Archives Officer | 23A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| City Clerk | 03APP | APPOINT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Clerk Administrative Specialist | 23A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Customer Services Specialist | 13A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Deputy City Clerk | 17 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Elections Assistant | 12AH | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Election Specialist | 18A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Office Assistant I I I | 12A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| TOTAL CLERK'S DEPARTMENT | | | 11.0000 | 11.0000 | 11.0000 | 0.000 | 11.0000 |

EXECUTIVE DEPARTMENT (A130)

GENERAL OPERATING FUND 1010

| | | | | | | | |
|---|--------|----------|--------|--------|--------|----------|--------|
| Administrative Aide | 4 | APA | .0000 | .0000 | 1.0000 | 1.0000 | 1.0000 |
| Administrative Analyst II | 16 | APA | 2.0000 | 3.0000 | .0000 | (3.0000) | 0.0000 |
| Administrative Executive Assistant | 05U | MGTNON | .0000 | 1.0000 | 1.0000 | .0000 | 0.1500 |
| Administrative Secretary | 05U | MGTNON | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Assistant City Manager | 28U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.4000 |
| Assistant To The City Manager | 01ATCM | EXECPLAN | 2.0000 | 1.0000 | 1.0000 | .0000 | 0.0000 |
| City Manager | 01APP | CITYMNGR | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Communications Director | 22U | EXECPLAN | 1.0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| Deputy City Manager | 31U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.0000 |
| Director of Equity and Engagement | 22U | EXECPLAN | .0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| Director of Oversight and Public Accountability | 22U | EXECPLAN | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Energy, Climate & Performance Management Specialist | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.6000 |
| Executive Assistant to the Deputy City Manager | 07U | MGTNON | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--|--------------|------------------------|--------------------------|--------------------------|------------------------|-------------------------|-------------------|
| Government & Legislative Affairs Officer | 21U | EXECPLAN | .0000 | 1.0000 | 1.0000 | .0000 | 0.4000 |
| Managing Director | 25U | EXECPLAN | 2.0000 | 1.0000 | 1.0000 | .0000 | 0.1500 |
| Performance & Sustainability Officer | 22U | EXECPLAN | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Secretary to the City Manager | 11U | MGTNON | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Special Events Aide | 15A | GREIU | .0000 | .0000 | 1.0000 | 1.0000 | 1.0000 |
| Special Events Supervisor | 13 | APA | .0000 | .0000 | 1.0000 | 1.0000 | 1.0000 |
| <i>Subtotal Executive Office</i> | | | 15.0000 | 16.0000 | 14.0000 | (2.0000) | 7.7000 |
| Administrative Analyst II - Assistant to the Mayor | 16 | MGTNON | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| City Commissioner | 02ELE | ELECTED | 6.0000 | 6.0000 | 6.0000 | .0000 | 6.0000 |
| City Mayor | 01ELE | ELECTED | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal City Commission</i> | | | 8.0000 | 8.0000 | 8.0000 | .0000 | 8.0000 |
| OTHER GRANTS FUND 2730 | | | | | | | |
| Administrative Aide | 04 | APA | 1.0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| Administrative Analyst I | 11 | APA | 1.0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| <i>Subtotal Other Grants Fund</i> | | | 2.0000 | 2.0000 | .0000 | (2.0000) | 0.0000 |
| TOTAL EXECUTIVE DEPARTMENT | | | 25.0000 | 26.0000 | 22.0000 | (4.0000) | 15.7000 |
| COMMUNICATIONS DEPARTMENT (A130) | | | | | | | |
| GENERAL OPERATING FUND 1010 | | | | | | | |
| Administrative Aide | 04 | APA | .0000 | .0000 | 1.0000 | 1.0000 | 1.0000 |
| Administrative Analyst II | 16 | APA | .0000 | .0000 | 3.0000 | 3.0000 | 3.0000 |
| Communications Director | 22U | EXECPLAN | .0000 | .0000 | 1.0000 | 1.0000 | 1.0000 |
| Senior Graphic Illustrator | 22A | GREIU | .0000 | .0000 | 1.0000 | 1.0000 | 0.5000 |
| TOTAL COMMUNICATIONS DEPARTMENT | | | .0000 | .0000 | 6.0000 | 6.0000 | 5.5000 |
| <u>B. COMMUNITY SERVICES GROUP</u> | | | | | | | |
| COMMUNITY DEVELOPMENT DEPARTMENT (B210) | | | | | | | |
| COMMUNITY DEVELOPMENT - GRANT ACTIVITIES | | | | | | | |
| GENERAL OPERATING FUND 1010 | | | | | | | |
| Administrative Analyst I (Grant Writer) | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Administrative Services Officer II | 18 | APA | .0000 | .0000 | 1.0000 | 1.0000 | 1.0000 |
| Housing Rehab Specialist I | 19A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| <i>Subtotal GOF</i> | | | 1.0000 | 1.0000 | 2.0000 | 1.0000 | 2.1000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|---|-------|-----------------|-------------------|-------------------|-----------------|------------------|------------|
| MICHIGAN INDIGENT DEFENSE COMMISSION (MIDC) FUND (2600) | | | | | | | |
| Indigent Defense Coordinator | 11 | APA | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal IDF</i> | | | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| CDBG GRANTS FUND 2733 | | | | | | | |
| Administrative Aide | 4 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Administrative Analyst I-Accounting | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.9000 |
| Administrative Analyst II | 16 | APA | 1.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Administrative Services Officer I I | 18 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.3000 |
| Contract Administrator | 11 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.2500 |
| Financial Assistant I I | 13A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.4000 |
| Housing Rehab Specialist I | 19A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.1000 |
| Housing Rehab Specialist I I | 22A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.2000 |
| Housing Rehab Supervisor | 14 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.4000 |
| Loan Analyst | 12 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.9000 |
| Managing Director | 25U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.6000 |
| <i>Subtotal CDBG</i> | | | 13.0000 | 14.0000 | 14.0000 | .0000 | 10.5500 |
| LEAD HAZARD REDUCTION GRANTS FUND 2735 | | | | | | | |
| Administrative Analyst I-Accounting | 11 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Administrative Services Officer I I | 18 | APA | 1.0000 | .0000 | .0000 | .0000 | 0.1000 |
| Financial Assistant I I | 13A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.6000 |
| Housing Rehab Specialist I | 19A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.8000 |
| Housing Rehab Specialist I I | 22A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.8000 |
| Housing Rehab Supervisor | 14 | APA | .0000 | .0000 | .0000 | .0000 | 0.6000 |
| Loan Analyst | 12 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| <i>Subtotal LEAD</i> | | | 3.0000 | 2.0000 | 2.0000 | .0000 | 4.1000 |
| HOME INVESTMENT PARTNERSHIP GRANTS FUND 2734 | | | | | | | |
| Administrative Services Officer I I | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Contract Administrator | 11 | APA | .0000 | .0000 | .0000 | .0000 | 0.7500 |
| <i>Subtotal HOME</i> | | | .0000 | .0000 | .0000 | .0000 | 0.9500 |
| <i>Subtotal Grant Activities</i> | | | 17.0000 | 18.0000 | 19.0000 | 1.0000 | 18.7000 |
| COMMUNITY DEVELOPMENT - OUR COMMUNITY'S CHILDREN | | | | | | | |
| OTHER GRANTS FUND 2730 | | | | | | | |
| Administrative Aide | 4 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--|-------|-----------------|-------------------|-------------------|-----------------|------------------|------------|
| Administrative Analyst I | 11 | APA | 1.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Administrator - Office Children Youth Families | 16 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.0000 |
| <i>Subtotal OCC Office-Grants</i> | | | 3.0000 | 4.0000 | 4.0000 | .0000 | 3.0000 |

COMMUNITY DEVELOPMENT - OUR COMMUNITY'S CHILDREN

GENERAL FUND-1010

| | | | | | | | |
|--|----|-----|--------|--------|--------|-------|--------|
| Administrator - Office Children Youth Families | 16 | APA | .0000 | .0000 | .0000 | .0000 | 1.0000 |
| <i>Subtotal OCC Office-GOF</i> | | | .0000 | .0000 | .0000 | .0000 | 1.0000 |
| <i>Subtotal OCC Office</i> | | | 3.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |

PARKS DIVISION

PARKS OPERATING FUND 2080

| | | | | | | | |
|---|----------|----------|--------|--------|--------|--------|--------|
| Administrative Aide | 4 | APA | 4.0000 | 3.0000 | 3.0000 | .0000 | 2.1000 |
| Administrative Analyst I | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Administrative Executive Assistant | 185U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| Administrative Services Officer II | 18 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Arborist | 16A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.7500 |
| Assistant to the City Manager | 01ATCM | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.3000 |
| Building Maintenance Mechanic II | 16A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.6000 |
| Carpenter | 16A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.6000 |
| Director of Parks and Recreation | 23U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Financial Assistant I | 11AH | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.7000 |
| Financial Assistant II | 13A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Equipment Trainer | 21A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Forester | 13 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Groundskeeper I / I I | 9A / 12A | GREIU | 4.0000 | 4.0000 | 6.0000 | 2.0000 | 6.5500 |
| Groundskeeper I I I | 15A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Managing Director | 25U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| Office Assistant I I I | 12AH | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Parks Superintendent | 18 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.7500 |
| Project Manager | 18 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Public Services Supervisor | 13 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.7700 |
| Recreation Program Technical Supervisor | 7 | APA | .0000 | .0000 | .0000 | .0000 | 0.0000 |
| Recreation Supervisor | 13 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.7500 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|---|--------------|------------------------|--------------------------|--------------------------|------------------------|-------------------------|-------------------|
| Senior Greenskeeper | 25AH | APA | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Special Events Aide | 15A | GREIU | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Special Events Supervisor | 13 | APA | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Tree Trimmer Aide | 6A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Tree Trimmer I/II | 12A/15A | GREIU | 8.0000 | 8.0000 | 8.0000 | .0000 | 8.0000 |
| <i>Subtotal Parks Operations</i> | | | 37.0000 | 34.0000 | 36.0000 | 2.0000 | 33.5700 |
| PARKS MILLAGE 2081 | | | | | | | |
| Administrative Aide | 4 | APA | .0000 | .0000 | .0000 | .0000 | 0.6000 |
| Building Maintenance Mechanic II | 16A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.3000 |
| Carpenter | 16A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.3000 |
| Financial Assistant I | 11AH | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Public Services Supervisor | 13 | APA | .0000 | .0000 | .0000 | .0000 | 0.2300 |
| Recreation Supervisor | 13 | APA | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| <i>Subtotal Millage</i> | | | .0000 | .0000 | .0000 | .0000 | 1.7800 |
| CEMETERY OPERATING FUND 5020 | | | | | | | |
| Administrative Aide | 4 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Building Maintenance Mechanic II | 16A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Carpenter | 16A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Financial Assistant I | 11AH | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Groundskeeper I / II | 9A / 12A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.4500 |
| Groundskeeper I I I | 15A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Office Assistant I I I | 12AH | GREIU | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Parks Superintendent | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| <i>Subtotal Cemetery</i> | | | 4.0000 | 4.0000 | 4.0000 | .0000 | 4.6000 |
| GOLF COURSE FUND 5840 | | | | | | | |
| Administrative Aide | 4 | APA | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Financial Assistant I | 11AH | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Senior Greenskeeper | 25AH | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.8000 |
| <i>Subtotal Golf Course</i> | | | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.1000 |
| <i>Subtotal Parks Division</i> | | | 42.0000 | 39.0000 | 41.0000 | 2.0000 | 41.0500 |
| TOTAL COMMUNITY DEVELOPMENT DEPT | | | 62.0000 | 61.0000 | 64.0000 | 3.0000 | 63.7500 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--|-------|-----------------|-------------------|-------------------|-----------------|------------------|------------|
| PUBLIC SERVICES DEPARTMENT (B220) | | | | | | | |
| ENGINEERING FUND 6220 | | | | | | | |
| Administrative Analyst I | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Administrative Analyst I - Accounting | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Assistant City Engineer | 22 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Assistant Planning Director | 20 | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.7000 |
| Assistant Project Manager | 15 | APA | 5.0000 | 5.0000 | 5.0000 | .0000 | 4.7500 |
| Business Manager | 13 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| City Engineer | 26U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Civil Engineer I | 22A | GREIU | 7.0000 | 7.0000 | 5.0000 | (2.0000) | 5.0000 |
| Deputy City Manager | 31U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Engineering Assistant I | 16A | GREIU | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Engineering Assistant II | 22A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Engineering Office Administrative Specialist | 20A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Engineering Systems Specialist | 24A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Executive Assistant to the Deputy City Manager | 07U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Financial Analyst I | 12 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Government & Legislative Affairs Officer | 21U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Information Systems Coordinator | 15 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Land Surveyor | 26A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Office Assistant III | 12A | GREIU | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Project Manager | 18 | APA | 3.0000 | 3.0000 | 4.0000 | 1.0000 | 4.0000 |
| Property Acquisition Officer | 22AB | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Real Property Manager | 16 | APA | .0000 | .0000 | 1.0000 | 1.0000 | 1.0000 |
| Right of Way Agent | 20A | APA | 1.0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| <i>Subtotal Engineering</i> | | | 35.0000 | 35.0000 | 34.0000 | (1.0000) | 34.7500 |
| SIDEWALK FUND 2460 | | | | | | | |
| Arborist | 15A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Assistant Project Manager | 15 | APA | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Deputy City Manager | 31U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.0100 |
| Engineering Assistant I | 16A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Executive Assistant to the Deputy City Manager | 07U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.0100 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|-------------------------------------|--------------|------------------------|--------------------------|--------------------------|------------------------|-------------------------|-------------------|
| Public Services Assistant | 16A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal Sidewalks</i> | | | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.5200 |
| TOTAL ENGINEERING DEPARTMENT | | | 38.0000 | 38.0000 | 37.0000 | (1.0000) | 38.2700 |

STREETS & SANITATION DIVISION

MAJOR STREETS FUND 2020

| | | | | | | | |
|------------------------------------|-----------|----------|---------|---------|---------|-------|---------|
| Administrative Analyst II | 16 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.2500 |
| Administrative Executive Assistant | 185U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.0500 |
| Administrative Services Officer II | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| Assistant to the City Manager | 01ATCM | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Business Office Representative | 16AH | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.2500 |
| Equipment Operator I / I I | 10A / 14A | GREIU | 11.0000 | 11.0000 | 11.0000 | .0000 | 11.4000 |
| Financial Analyst | 12 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.2500 |
| Maintenance Assistant I / I I | 7A / 10A | GREIU | 18.0000 | 14.0000 | 14.0000 | .0000 | 9.4000 |
| Managing Director | 25U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.0500 |
| Office Assistant I I | 10A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.2500 |
| Office Assistant I I I | 12A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.2500 |
| Public Services Assistant | 15A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.2500 |
| Public Services Director | 24U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.2500 |
| Public Services Manager | 18 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.2500 |
| Public Services Supervisor | 13 | APA | 3.0000 | 3.0000 | 3.0000 | .0000 | 1.8000 |
| Refuse Collection Operator | 15 | GREIU | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Streets & Sanitation Crew Leader | 16A | GREIU | .0000 | .0000 | .0000 | .0000 | 1.2000 |
| <i>Subtotal Major Streets</i> | | | 40.0000 | 36.0000 | 36.0000 | .0000 | 26.7500 |

LOCAL STREETS FUND 2030

| | | | | | | | |
|--------------------------------|-----------|-------|--------|--------|--------|-------|--------|
| Administrative Analyst II | 16 | APA | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Business Office Representative | 16AH | GREIU | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Equipment Operator I / I I | 10A / 14A | GREIU | 7.0000 | 7.0000 | 7.0000 | .0000 | 4.7500 |
| Financial Analyst | 12 | APA | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Equipment Trainer | 21A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Maintenance Assistant I / I I | 7A / 10A | GREIU | .0000 | .0000 | .0000 | .0000 | 6.2000 |
| Office Assistant I I | 10A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Office Assistant I I I | 12A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.2500 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|---|-----------|-----------------|-------------------|-------------------|-----------------|------------------|-----------------|
| Public Services Assistant | 15A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Public Services Director | 24U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Public Services Manager | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Public Services Supervisor | 13 | APA | .0000 | .0000 | .0000 | .0000 | 0.8000 |
| Refuse Collection Operator | 15 | GREIU | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Safety Technician | 10 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Streets & Sanitation Crew Leader | 16A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 0.6500 |
| <i>Subtotal Local Streets</i> | | | 9.0000 | 9.0000 | 9.0000 | .0000 | 15.1000 |
| <i>Subtotal Streets Funds</i> | | | 49.0000 | 45.0000 | 45.0000 | .0000 | 41.8500 |
| REFUSE FUND 2260 | | | | | | | |
| Administrative Analyst II | 16 | APA | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Administrative Executive Assistant | 185U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| Administrative Services Officer II | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| Assistant to the City Manager | 01ATCM | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Business Office Representative | 16AH | GREIU | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Equipment Operator I / I I | 10A / 14A | GREIU | 7.0000 | 7.0000 | 7.0000 | .0000 | 8.8500 |
| Financial Analyst | 12 | APA | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Equipment Trainer | 21A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Managing Director | 25U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| Office Assistant I I | 10A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.5000 |
| Office Assistant I I I | 12A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Public Services Assistant | 15A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Public Services Director | 24U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Public Services Manager | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Public Services Supervisor | 13 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.4000 |
| Refuse Collection Operator | 15 | GREIU | 23.0000 | 27.0000 | 27.0000 | .0000 | 26.0000 |
| Safety Technician | 10 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Streets & Sanitation Crew Leader | 16A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| <i>Subtotal Refuse</i> | | | 32.0000 | 36.0000 | 36.0000 | .0000 | 42.2500 |
| TOTAL PUBLIC SERVICES DEPARTMENT | | | 119.0000 | 119.0000 | 118.0000 | (1.0000) | 122.3700 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

Group / Department
Org / Fund

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--|----------|-----------------|-------------------|-------------------|-----------------|------------------|------------|
| <u>C. DESIGN, DEVELOPMENT STRATEGIC and ENTERPRISE SERVICES GROUP</u> | | | | | | | |
| DESIGN, DEVELOPMENT & CMNTY ENGAGEMENT DEPARTMENT (C310) | | | | | | | |
| PLANNING OFFICE-GENERAL OPERATING FUND 1010 | | | | | | | |
| Administrative Aide | 4 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Administrative Analyst I | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Administrative Analyst II | 16 | APA | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Assistant Planning Director | 20 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.1500 |
| Deputy City Manager | 31U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.0500 |
| Executive Assistant to the Deputy City Manager | 07U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.0500 |
| Historic Preservation Specialist | 23A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Managing Director | 25U | EXECPLAN | 1.0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| Office Assistant I V | 15A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.6600 |
| Planner I / II | 20A /23A | GREIU | 4.0000 | 4.0000 | 4.0000 | .0000 | 3.5000 |
| Planning Director | 23U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.7500 |
| Planning Supervisor | 13 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.5000 |
| Senior Graphic Illustrator | 22A | GREIU | 1.0000 | 1.0000 | .0000 | (1.0000) | 0.5000 |
| Zoning Inspector II | 22AH | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal Planning</i> | | | 16.0000 | 17.0000 | 15.0000 | (2.0000) | 13.1600 |
| BUILDING INSPECTION FUND 2490 | | | | | | | |
| Administrative Analyst I | 11 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.5000 |
| Administrative Services Officer II | 18 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Assistant Building Official | 15 | APA | 1.0000 | 1.0000 | 2.0000 | 1.0000 | 2.0000 |
| Assistant Planning Director | 20 | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| Building Inspector I | 19A | GREIU | 4.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |
| Building Inspector I I | 22A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Building Official | 18 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Customer Services Specialist | 18A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.3500 |
| Deputy City Manager | 31U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Electrical Inspector I | 21A | GREIU | 4.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Electrical Inspector I I | 24AH | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Executive Assistant to the Deputy City Manager | 07U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Fire Prevention Inspector | 3B | IAFF | .0000 | .0000 | .0000 | .0000 | 1.2000 |
| Mechanical Inspector I | 19A | GREIU | 4.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|---|-----------|-----------------|-------------------|-------------------|-----------------|------------------|----------------|
| Mechanical Inspector I I | 22A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Office Assistant I I I | 12A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Office Assistant I V | 15A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.3400 |
| Planner I / II | 20AH/23AH | GREIU | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Planning Director | 23U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Planning Supervisor | 13 | APA | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Plans Examiner | 13 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Plumbing Inspector I | 19A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Plumbing Inspector I I | 22A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal Bldg Inspection</i> | | | 27.0000 | 26.0000 | 27.0000 | 1.0000 | 30.9900 |
| CODE COMPLIANCE | | | | | | | |
| GENERAL OPERATING FUND 1010 | | | | | | | |
| Administrative Aide | 4 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.5000 |
| Administrative Analyst I | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Administrative Services Officer I I | 18 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.3000 |
| Code Compliance Officer I I | 19A | GREIU | 14.0000 | 14.0000 | 14.0000 | .0000 | 13.4000 |
| Code Compliance Officer I I I | 22A | GREIU | 4.0000 | 4.0000 | 4.0000 | .0000 | 3.6000 |
| Code Compliance Supervisor | 14 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.9000 |
| Managing Director | 25U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.4000 |
| Office Assistant I I | 10A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.3000 |
| Office Assistant I I I | 12A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal Code Comp -GOF</i> | | | 27.0000 | 27.0000 | 27.0000 | .0000 | 24.9000 |
| REFUSE FUND 2260 | | | | | | | |
| Administrative Services Officer I I | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Code Compliance Officer I I | 19A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.6000 |
| Code Compliance Officer I I I | 22A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.4000 |
| Code Compliance Supervisor | 14 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Maintenance Assistant I / I I | 7A / 10A | GREIU | 4.0000 | 4.0000 | 4.0000 | .0000 | 2.4000 |
| Office Assistant I I | 10A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.7000 |
| <i>Subtotal Code Comp - Refuse</i> | | | 4.0000 | 4.0000 | 4.0000 | .0000 | 4.3000 |
| <i>Subtotal Code Compliance</i> | | | 31.0000 | 31.0000 | 31.0000 | .0000 | 29.2000 |
| TOTAL DESIGN, DEVELOPMENT & CMNTY ENGAGEMENT DEPT. | | | 74.0000 | 74.0000 | 73.0000 | (1.0000) | 73.3500 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|---|-----------|-----------------|-------------------|-------------------|-----------------|------------------|------------|
| ENTERPRISE SERVICES DEPARTMENT (C330) | | | | | | | |
| WATER DIVISION | | | | | | | |
| WATER FUND 5910 | | | | | | | |
| Administrative Aide | 4 | APA | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Administrative Analyst I | 11 | APA | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Administrative Executive Assistant | 185U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Administrative Services Officer I | 16 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Administrative Services Officer II | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Assistant Project Manager | 15 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Assistant to the City Manager | 01ATCM | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| Assistant Water System Manager | 21 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.7000 |
| Business Manager | 13 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Business Office Representative | 16A | GREIU | 5.0000 | 5.0000 | 5.0000 | .0000 | 5.0000 |
| Buyer | 10 | APA | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Chemist I / I I | 19A / 23A | GREIU | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Customer Services Specialist | 18A | GREIU | 3.0000 | 3.0000 | 3.0000 | .0000 | 2.1550 |
| Deputy City Manager | 31U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Electrician I | 19A | GREIU | 1.0000 | .0000 | .0000 | .0000 | 0.2500 |
| Electrician I I | 24A | GREIU | 1.0000 | 3.0000 | 3.0000 | .0000 | 3.7500 |
| Emergency Management Administrator | 15 | APA | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Energy, Climate and Performance Management Specialist | 11 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Engineering Assistant I | 16A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Engineering Assistant I I | 22A | GREIU | 3.0000 | 3.0000 | 3.0000 | .0000 | 2.6000 |
| Executive Assistant to the Deputy City Manager | 07U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Financial Analyst | 12 | APA | .0000 | .0000 | .0000 | .0000 | 0.7500 |
| Equipment Trainer | 21A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Government & Legislative Affairs Officer | 21U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Hydraulic Engineer | 17 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Information Systems Coordinator | 15 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.6200 |
| Instrument Technician | 18A | GREIU | 1.0000 | .0000 | .0000 | .0000 | 0.7500 |
| Inventory Asset Manager | 15 | APA | 1.0000 | .0000 | .0000 | .0000 | 0.4000 |
| IT Support Specialist | 21A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Machinist | 19A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.9000 |

FY2022 MASTER ROSTER - PRELIM
APPENDIX C

Group / Department
Org / Fund

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|---|-----------|-----------------|-------------------|-------------------|-----------------|------------------|------------|
| Maintenance Planner/Scheduler Technician | 18A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.6200 |
| Managing Director | 25U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Materials Resource Planning Supervisor | 10 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.7500 |
| Meter Reader I / I I | 10A / 12A | GREIU | 5.0000 | 5.0000 | 5.0000 | .0000 | 5.0000 |
| Meter Reader Specialist | 16A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Plant Assistant I / II | 10A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Plumbing Inspector I | 19A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.6000 |
| Plumbing Inspector I I | 22A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Project Engineer | 15 | APA | 3.0000 | 3.0000 | 3.0000 | .0000 | 2.5000 |
| Public Services Assistant | 16A | GREIU | 3.0000 | 3.0000 | 3.0000 | .0000 | 2.2400 |
| Safety Technician | 10 | APA | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Senior Project Engineer | 17 | APA | .0000 | .0000 | .0000 | .0000 | 0.0000 |
| Storekeeper I I | 14A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.3000 |
| Trench Inspector | 16A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Utilities Field Operations Crew Leader | 21A | GREIU | 7.0000 | 7.0000 | 7.0000 | .0000 | 4.3750 |
| Utilities Field Operations Superintendent | 17 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.8300 |
| Utilities Field Operations Supervisor | 13 | APA | 3.0000 | 3.0000 | 3.0000 | .0000 | 2.4900 |
| Utility Aide | 06AH | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Utility Field Operator I / I I | 14A / 18A | GREIU | 23.0000 | 23.0000 | 23.0000 | .0000 | 16.2956 |
| Utility Financial Officer | 17 | APA | .0000 | .0000 | .0000 | .0000 | 0.3500 |
| Utility Locator | 16A | GREIU | 4.0000 | 5.0000 | 5.0000 | .0000 | 1.9000 |
| Utility Maintenance Mechanic I / I I | 12A / 16A | GREIU | 9.0000 | 9.0000 | 9.0000 | .0000 | 9.0000 |
| Utility Maintenance Mechanic I I I | 18A | GREIU | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Utility Operator/Maintainer | 18A | GREIU | 2.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Utility Supervisor | 14 | APA | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Wastewater Technical Control Supervisor | 14 | APA | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Wastewater/Water Plant Supervisor | 17 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Water Filtration Plant Superintendent | 18 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Water Plant Operator I / I I | 12A / 16A | GREIU | 6.0000 | 6.0000 | 6.0000 | .0000 | 6.0000 |
| Water Plant Operator I I I | 20A | GREIU | 6.0000 | 6.0000 | 6.0000 | .0000 | 6.0000 |
| Water Service Specialist | 18A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--------------------------------|-----------|-----------------|-------------------|-------------------|-----------------|------------------|------------|
| Water Service Worker I / I I | 12A / 14A | GREIU | 10.0000 | 10.0000 | 10.0000 | .0000 | 10.0000 |
| Water System Manager | 24U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal Water Division</i> | | | 132.0000 | 130.0000 | 130.0000 | .0000 | 117.0256 |

ENVIRONMENTAL PROTECTION DIVISION

SEWAGE DISPOSAL SYSTEM FUND 5900

| | | | | | | | |
|---|-----------|----------|---------|---------|---------|----------|--------|
| Administrative Analyst I | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Administrative Analyst I I | 16 | APA | .0000 | .0000 | .0000 | .0000 | 0.0000 |
| Administrative Executive Assistant | 05U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Administrative Secretary | 05U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.0000 |
| Assistant to the City Manager | 01ATCM | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| Assistant Water System Manager | 21 | APA | .0000 | .0000 | .0000 | .0000 | 0.3000 |
| Asst. Environmental Services Manager | 21 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Buyer | 10 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.7000 |
| Chemist I / I I | 19A / 23A | GREIU | 2.0000 | 3.0000 | 2.0000 | (1.0000) | 2.0000 |
| Civil Engineer | 22AH | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Collection System Asset Crew Leader | 18A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.8000 |
| Collection System Asset Supervisor | 14 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Collection System Asset Technician | 14A | GREIU | 10.0000 | 14.0000 | 13.0000 | (1.0000) | 8.8000 |
| Customer Services Specialist | 18A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.3330 |
| Deputy City Manager | 31U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.2900 |
| Electrician I | 19A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.7500 |
| Electrician I I | 24A | GREIU | 4.0000 | 3.0000 | 3.0000 | .0000 | 2.2500 |
| Emergency Management Administrator | 15 | APA | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Energy, Climate & Performance Management Specialist | 11 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Engineering Assistant I | 16A | GREIU | 2.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Engineering Assistant II | 22AH | GREIU | .0000 | 1.0000 | 1.0000 | .0000 | 1.4000 |
| Environmental Assessment Supervisor | 17 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.9000 |
| Environmental Resource Technician | 18A | GREIU | 3.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |
| Environmental Services Manager | 24U | MGTNON | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Executive Assistant to the Deputy City Manager | 07U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.2900 |
| Financial Analyst | 12 | APA | .0000 | .0000 | .0000 | .0000 | 0.7500 |
| Financial Assistant I | 11A | GREIU | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |

FY2022 MASTER ROSTER - PRELIM
APPENDIX C

Group / Department
Org / Fund

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|---|-----------|-----------------|-------------------|-------------------|-----------------|------------------|------------|
| Equipment Trainer | 21A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Government & Legislative Affairs Officer | 21U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Hydraulic Engineer | 17 | APA | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Information Systems Coordinator | 15 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.2800 |
| Instrument Technician | 18A | GREIU | 3.0000 | 3.0000 | 3.0000 | .0000 | 2.2500 |
| Inventory Asset Manager | 15 | APA | .0000 | 1.0000 | 1.0000 | .0000 | 0.4000 |
| IT Support Specialist | 21A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.8000 |
| Laboratory Technician I / II | 14A / 16A | GREIU | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Machinist | 19A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Maintenance Painter | 16A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Maintenance Planner Scheduler Technician | 18A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.3800 |
| Managing Director | 25U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Materials Resource Planning Supervisor | 10 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.1500 |
| Plant Assistant I / II | 10A / 12A | GREIU | 4.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |
| Plumber | 17A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Plumbing Inspector I | 19AH | GREIU | .0000 | .0000 | .0000 | .0000 | 0.4000 |
| Predictive Maintenance Technician | 18A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Project Engineer | 15 | APA | 2.0000 | 2.0000 | .0000 | (2.0000) | 0.6500 |
| Public Services Assistant | 16A | GREIU | 1.0000 | 2.0000 | 2.0000 | .0000 | 2.7600 |
| Safety Technician | 10 | APA | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Storekeeper I / II | 14A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.5000 |
| Trench Inspector | 16A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Utilities Crew Leader | 16A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Utilities Field Operations Crew Leader | 21A | GREIU | .0000 | .0000 | .0000 | .0000 | 1.7500 |
| Utilities Field Operations Superintendent | 17 | APA | .0000 | .0000 | .0000 | .0000 | 0.1700 |
| Utilities Field Operations Supervisor | 13 | APA | .0000 | .0000 | .0000 | .0000 | 0.5100 |
| Utilities Operations Superintendent | 18 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Utility Aide | 06AH | GREIU | 2.0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| Utilities Director | 26U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.0000 |
| Utility Field Operator I / II | 14A / 18A | GREIU | .0000 | .0000 | .0000 | .0000 | 5.7500 |
| Utility Financial Officer | 17 | APA | .0000 | .0000 | .0000 | .0000 | 0.3500 |
| Utility Locator | 16A | GREIU | .0000 | .0000 | .0000 | .0000 | 1.9000 |
| Utility Maintenance Mechanic I / II | 12A / 16A | GREIU | 10.0000 | 10.0000 | 10.0000 | .0000 | 10.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|---|-----------|-----------------|-------------------|-------------------|-----------------|------------------|------------|
| Utility Maintenance Supervisor | 12 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Utility Operator/Maintainer | 18A | GREIU | 5.0000 | 7.0000 | 9.0000 | 2.0000 | 9.0000 |
| Waste Water Lab Superintendent | 14 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Waste Water O&M Supervisor | 14 | APA | 5.0000 | 5.0000 | 5.0000 | .0000 | 5.0000 |
| Waste Water Plant Operator I / II | 12A / 16A | GREIU | 8.0000 | 8.0000 | 8.0000 | .0000 | 8.0000 |
| Waste Water Plant Superintendent | 18 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Waste Water Technical Control Supervisor | 14 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.5000 |
| Waste Water/Stormwater Maintenance Superintendent | 17 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5500 |
| WasteWater/Water Plant Supervisor | 17 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Industrial Pretreatment Program Inspector | 21A | GREIU | 6.0000 | 6.0000 | 6.0000 | .0000 | 6.0000 |
| Industrial Pretreatment Program Officer | 26A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal EP Sewage Disposal Fund</i> | | | 98.0000 | 106.0000 | 103.0000 | (3.0000) | 111.6130 |
| EP - GENERAL OPERATING FUND 1010 | | | | | | | |
| Civil Engineer | 22AH | GREIU | .0000 | .0000 | 1.0000 | 1.0000 | 1.5000 |
| Customer Services Specialist | 18A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1620 |
| Engineering Assistant I | 16A | GREIU | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Environmental Assessment Supervisor | 17 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Environmental Resource Technician | 18A | GREIU | 2.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Project Engineer | 15 | APA | 1.0000 | 1.0000 | 2.0000 | 1.0000 | 1.8500 |
| Waste Water/Stormwater Maintenance Superintendent | 17 | APA | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| Wastewater/Water Plant Supervisor | 17 | APA | .0000 | .0000 | .0000 | .0000 | 0.0000 |
| <i>Subtotal EP GOF</i> | | | 6.0000 | 4.0000 | 6.0000 | 2.0000 | 6.7620 |
| MAJOR STREETS FUND - 2020 | | | | | | | |
| Collection System Asset Crew Leader | 18A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.0700 |
| Collection System Asset Technician | 14A | GREIU | .0000 | .0000 | .0000 | .0000 | 1.5000 |
| Information Systems Coordinator | 15 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Utility Field Operator I / II | 14A / 18A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.4772 |
| Utilities Field Operations Crew Leader | 21A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.4375 |
| Waste Water/Stormwater Maintenance Superintendent | 17 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| <i>Subtotal EP Major Streets</i> | | | .0000 | .0000 | .0000 | .0000 | 2.6847 |
| LOCAL STREETS FUND - 2030 | | | | | | | |
| Collection System Asset Crew Leader | 18A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1300 |
| Collection System Asset Technician | 14A | GREIU | 4.0000 | .0000 | .0000 | .0000 | 2.7000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--|-----------|-----------------|-------------------|-------------------|-----------------|------------------|-----------------|
| Equipment Trainer | 21A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Materials Resource Planning Supervisor | 10 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Storekeeper II | 14AH | GREIU | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Utilities Field Operations Crew Leader | 21A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.4375 |
| Utility Field Operator I / I I | 14A / 18A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.4772 |
| Waste Water/Stormwater Maintenance Superintendent | 17 | APA | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| <i>Subtotal EP Local Streets</i> | | | 4.0000 | .0000 | .0000 | .0000 | 4.3447 |
| <i>Subtotal EP Stormwater</i> | | | 10.0000 | 4.0000 | 6.0000 | 2.0000 | 13.7914 |
| STREET LIGHTING-GENERAL OPERATING FUND 1010 | | | | | | | |
| Administrative Executive Assistant | 185U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Administrative Secretary | 185U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.0000 |
| Administrative Services Officer II | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Equipment Trainer | 21A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Inventory Asset Manager | 15 | APA | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Journeyman Line Worker | 19A | GREIU | 4.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |
| Journeyman Line Foreperson | 22A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Line Foreperson | 22A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Managing Director | 25U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Public Services Assistant | 16A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Signals and Lighting Superintendent | 17 | APA | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Signals and Lighting Supervisor | 13 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Storekeeper II | 14AH | GREIU | .0000 | .0000 | .0000 | .0000 | 1.0000 |
| Utility Locator | 16A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.6000 |
| Utility Systems Manager | 20 | APA | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal Street Lighting GOF</i> | | | 9.0000 | 9.0000 | 9.0000 | .0000 | 11.2000 |
| <i>Subtotal Environmental Protection Division</i> | | | 117.0000 | 119.0000 | 118.0000 | (1.0000) | 136.6044 |
| TOTAL ENTERPRISE SERVICES DEPARTMENT | | | 249.0000 | 249.0000 | 248.0000 | (1.0000) | 253.6300 |
| PARKING AND MOBILITY (C335) | | | | | | | |
| AUTO PARKING FUND 5140 | | | | | | | |
| Accounts Receivable Coordinator | 21AH | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Administrative Aide | 4 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Administrative Analyst I | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 2.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|---|-----------|-----------------|-------------------|-------------------|-----------------|------------------|------------|
| Assistant Mobile GR Director | 20 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.7500 |
| Business Office Representative | 16A | GREIU | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Buyer | 10 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Custodian | 10A | GREIU | 8.0000 | 8.0000 | 7.0000 | (1.0000) | 7.0000 |
| Custodian Crew Leader | 13A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Deputy City Manager | 31U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Energy, Climate & Performance Management Specialist | 11 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Executive Assistant to the Deputy City Manager | 07U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Financial Analyst | 12 | APA | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Government & Legislative Affairs Officer | 21U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Information Systems Coordinator | 15 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Office Assistant IV | 15AH | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Parking Customer Service Representative I | 7A | GREIU | 4.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Parking Facility Supervisor | 14 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Parking Meter Operations Supervisor | 14 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.7500 |
| Parking Equipment Technician | 12A | GREIU | 3.0000 | 5.0000 | 5.0000 | .0000 | 5.0000 |
| Parking Operations Superintendent | 16 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Parking Services Shift Supervisor | 10 | APA | 2.0000 | 2.0000 | 3.0000 | 1.0000 | 3.0000 |
| Parking Violations Checker I | 7A | GREIU | 7.0000 | 8.0000 | 8.0000 | .0000 | 8.0000 |
| Parking Violations Checker II | 7A | GREIU | 3.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Sign Fabricator I / I I | 10A / 13A | GREIU | .0000 | .0000 | .0000 | .0000 | 1.0000 |
| Traffic Safety Director | 23U | MGTNON | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Transportation Planner | 8A | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Transportation Planning Supervisor | 13 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Utility Financial Officer | 17 | APA | .0000 | .0000 | .0000 | .0000 | 0.3000 |
| <i>Subtotal Auto Parking Fund</i> | | | 44.0000 | 44.0000 | 44.0000 | .0000 | 47.3000 |

TRAFFIC SAFETY OFFICE

MAJOR STREETS FUND

| | | | | | | | |
|---------------------------------|------|-------|--------|--------|--------|-------|--------|
| Accounts Receivable Coordinator | 21AH | GREIU | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Administrative Analyst I | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.0000 |
| Assistant Mobile GR Director | 20 | APA | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Assistant Project Manager | 15 | APA | 1.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Equipment Trainer | 21A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.1000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--|--------------|------------------------|--------------------------|--------------------------|------------------------|-------------------------|-------------------|
| Journeyman Line Worker | 19A | GREIU | 4.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |
| Line Foreperson | 20A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Materials Resource Planning Supervisor | 10 | APA | .0000 | .0000 | .0000 | .0000 | 0.0000 |
| Parking Meter Operations Supervisor | 14 | APA | .0000 | 1.0000 | 1.0000 | .0000 | 0.2500 |
| Sign Fabricator I / I I | 10A / 13A | GREIU | 4.0000 | 4.0000 | 4.0000 | .0000 | 2.0000 |
| Sign Supervisor | 10 | APA | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Signals and Lighting Supervisor | 13 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Journeyman Signal Technician | 19A | GREIU | 4.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |
| Storekeeper II | 14AH | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Traffic Engineer | 26AH | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Traffic System Engineer | 16 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Traffic Systems Programmer | 21A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Traffic Technician | 16A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Transportation Planning Supervisor | 13 | APA | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Utility Locator | 16A | GREIU | 1.0000 | .0000 | .0000 | .0000 | 0.6000 |
| <i>Subtotal Traffic Safety-Major Streets</i> | | | 25.0000 | 24.0000 | 24.0000 | .0000 | 21.7000 |
| LOCAL STREETS FUND | | | | | | | |
| Sign Fabricator I / I I | 10A / 13A | GREIU | .0000 | .0000 | .0000 | .0000 | 1.0000 |
| <i>Subtotal Traffic Safety-Local Streets</i> | | | .0000 | .0000 | .0000 | .0000 | 1.0000 |
| <i>Subtotal Traffic Safety Office</i> | | | 25.0000 | 24.0000 | 24.0000 | .0000 | 22.7000 |
| TOTAL PARKING AND MOBILITY DEPARTMENT | | | 69.0000 | 68.0000 | 68.0000 | .0000 | 70.0000 |
| ECONOMIC DEVELOPMENT (C340) | | | | | | | |
| GENERAL OPERATING FUND 1010 | | | | | | | |
| Administrative Analyst I | 11 | APA | .0000 | .0000 | .0000 | .0000 | 1.0000 |
| Assistant Economic Development Director | 20 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Economic Development Coordinator I / I I | 14 / 17 | APA | .0000 | .0000 | .0000 | .0000 | 0.5500 |
| Economic Development Director | 23U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| <i>Subtotal General Operating Fund</i> | | | .0000 | .0000 | .0000 | .0000 | 1.7500 |
| PROPERTY MGT. FUND 2360 | | | | | | | |
| Assistant Economic Development Director | 20 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| <i>Subtotal Property Management Fund</i> | | | .0000 | .0000 | .0000 | .0000 | 0.1000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--|---------|-----------------|-------------------|-------------------|-----------------|------------------|---------------|
| ECONOMIC DEVELOPMENT FUND 2440 | | | | | | | |
| Administrative Analyst I | 11 | APA | 2.0000 | 1.0000 | 1.0000 | .0000 | 0.0000 |
| Administrative Services Officer II | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.0500 |
| Assistant Economic Development Director | 20 | APA | .0000 | 1.0000 | 1.0000 | .0000 | 0.0000 |
| Economic Development Assistant | 16A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.2500 |
| Economic Development Coordinator I / I I | 14 / 17 | APA | 3.0000 | 3.0000 | 3.0000 | .0000 | 0.0000 |
| Economic Development Director | 23U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.0000 |
| <i>Subtotal Economic Development Fund</i> | | | 7.0000 | 7.0000 | 7.0000 | .0000 | 0.3000 |
| TOTAL ECONOMIC DEVELOPMENT DEPARTMENT | | | 7.0000 | 7.0000 | 7.0000 | .0000 | 2.1500 |

D. ADMINISTRATIVE SERVICES GROUP

HUMAN RESOURCES DEPARTMENT (D410)

GENERAL OPERATING FUND 1010

| | | | | | | | |
|---|------|----------|---------|---------|---------|-------|---------|
| Administrative Aide - Intern | 4 | MGTNON | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Assistant City Manager | 28U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| Assistant Employee Benefits Manager | 13U | MGTNON | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.4000 |
| Employee Benefits Manager | 16U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Human Resources Analyst | 12 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Human Resources Assistant | 6U | MGTNON | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Human Resources Director | 24U | MGTNON | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Training and Organizational Development Manager | 15 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Labor Relations Assistant | 7U | MGTNON | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Labor Relations Manager | 21U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Labor Relations Specialist | 17U | MGTNON | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Personnel Records Assistant | 16AB | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Senior Human Resources Analyst | 14 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Senior Labor Relations Specialist | 19U | MGTNON | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| <i>Subtotal HR GOF</i> | | | 15.0000 | 15.0000 | 15.0000 | .0000 | 14.0500 |

HR - HEALTH INSURANCE FUND 6770

| | | | | | | | |
|----------------------------------|------|----------|--------|--------|--------|-------|--------|
| Assistant City Manager | 28U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Assistant Employee Benefits Mgr. | 15U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.6000 |
| Wellness Coordinator | 12U | MGTNON | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Employee Benefits Assistant | 16AH | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--|-------|-----------------|-------------------|-------------------|-----------------|------------------|----------------|
| Employee Benefits Manager | 18U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| <i>Subtotal HR Health Insurance Fund</i> | | | 2.0000 | 2.0000 | 2.0000 | .0000 | 3.3000 |
| HR - RISK MANAGEMENT/OTHER RESERVES FUND 6771 | | | | | | | |
| Equipment Trainer | 21A | GREIU | .0000 | 1.0000 | 1.0000 | .0000 | 0.0000 |
| Liability and Risk Management Analyst | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Risk Management Assistant | 8 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Risk Manager | 19U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Safety Technician | 10 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.4000 |
| <i>Subtotal HR Risk Management/Other Reserves Fund</i> | | | 4.0000 | 5.0000 | 5.0000 | .0000 | 3.4000 |
| TOTAL HUMAN RESOURCES DEPARTMENT | | | 21.0000 | 22.0000 | 22.0000 | .0000 | 20.7500 |
| ADMINISTRATIVE SERVICES DEPARTMENT (D420) | | | | | | | |
| OFFICE OF DIVERSITY & INCLUSION | | | | | | | |
| GENERAL OPERATING FUND 1010 | | | | | | | |
| Administrative Aide | 4 | APA | 1.0000 | 2.0000 | 1.0000 | (1.0000) | 1.0000 |
| Administrative Analyst I | 11 | APA | 1.0000 | 1.0000 | 2.0000 | 1.0000 | 2.0000 |
| Administrative Services Officer I I | 18 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Business Developer | 14 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Director of Equity and Engagement | 22U | EXECPLAN | .0000 | .0000 | 1.0000 | 1.0000 | 1.0000 |
| Special Events Aide | 15A | GREIU | .0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| Special Events Supervisor | 13 | APA | .0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| <i>Subtotal Diversity & Inclusion - GOF</i> | | | 4.0000 | 7.0000 | 6.0000 | (1.0000) | 6.0000 |
| OTHER GRANTS FUND 2730 | | | | | | | |
| Administrative Analyst I | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal Diversity & Inclusion - Other Grants</i> | | | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| TOTAL OFFICE OF DIVERSITY & INCLUSION | | | 5.0000 | 8.0000 | 7.0000 | (1.0000) | 7.0000 |
| 311 CUSTOMER SERVICE OPERATIONS | | | | | | | |
| 311 CUSTOMER SERVICE FUND | | | | | | | |
| 311 Customer Service Manager | 18 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| 311 Senior Customer Service Specialist | 21A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| 311 Service Representative | 11A | GREIU | 9.0000 | 9.0000 | 9.0000 | .0000 | 9.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|---|-------|-----------------|-------------------|-------------------|-----------------|------------------|----------------|
| Administrative Analyst I | 11 | APA | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Administrative Analyst II | 16 | APA | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Assistant City Manager | 28U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Customer Service Community Liaison | 11 | APA | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Customer Service Director | 23U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Performance & Management Reporting Splst | 14 | APA | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| <i>Subtotal 311 Fund</i> | | | 14.0000 | 14.0000 | 14.0000 | .0000 | 14.1000 |
| TOTAL ADMINISTRATIVE SERVICES DEPT | | | 19.0000 | 22.0000 | 21.0000 | (1.0000) | 21.1000 |

E. PUBLIC SAFETY GROUP

POLICE DEPARTMENT (E510)

GENERAL OPERATING FUND 1010

| | | | | | | | |
|---|-----------|----------|----------|----------|----------|----------|----------|
| Administrative Aide | 4 | APA | 1.0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| Administrative Analyst I | 11 | APA | 4.0000 | 5.0000 | 5.0000 | .0000 | 5.0000 |
| Crime Scene Technician | 2J | POLC2 | 8.0000 | 8.0000 | 8.0000 | .0000 | 8.0000 |
| Deputy Police Chief | 23UF | EXECPLAN | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Executive Assistant to the Police Chief | 08U | MGTNON | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Financial Assistant I | 11A | GREIU | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Financial Assistant I I | 13A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Fiscal Services Manager | 20U | MGTNON | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Forensics Services Manager | 14 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Information Systems Coordinator | 15 | APA | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Information Technology Manager | 18 | APA | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Latent Print Technician/Examiner | 4J | POLC2 | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Office Assistant I I I | 12A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Office Assistant I V | 15A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Police Captain | 2F | POLC5 | 8.0000 | 8.0000 | 8.0000 | .0000 | 8.0000 |
| Police Chief | 27UF | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Police Financial Coordinator | 22A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Police Lieutenant | 1F | POLC5 | 13.0000 | 13.0000 | 13.0000 | .0000 | 13.0000 |
| Police Officer | 1C | POLC1 | 233.0000 | 233.0000 | 235.0000 | 2.0000 | 235.0000 |
| Police Records Clerk I/II | 10AH/12AH | GREIU | 3.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Police Records Specialist | 16A | GREIU | 2.0000 | 2.0000 | 1.0000 | (1.0000) | 1.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|---|----------|-----------------|-------------------|-------------------|-----------------|------------------|------------|
| Police Subpoena Specialist | 16AH | GREIU | 1.0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| Police Sergeant | 2C | POLC1 | 34.0000 | 35.0000 | 35.0000 | .0000 | 35.0000 |
| Radio Technician (Electronic Tech) | 19AH | GREIU | 3.0000 | 3.0000 | .0000 | (3.0000) | 0.0000 |
| Social Worker | 14 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Vehicle Service Worker | 9A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal Police GOF</i> | | | 326.0000 | 327.0000 | 323.0000 | (4.0000) | 323.0000 |
| GRANT FUNDS | | | | | | | |
| METROPOLITAN ENFORCEMENT TEAM GRANT 2651 | | | | | | | |
| Police Sergeant | 2C | POLC1 | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| <i>Subtotal Metropolitan Enforcement Team Grant</i> | | | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| POLICE GRANTS 2731 | | | | | | | |
| Police Officer | 1C | POLC1 | 4.0000 | 4.0000 | 2.0000 | (2.0000) | 2.0000 |
| Police Sergeant | 2C | POLC1 | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Social Worker | 14 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal Police Grants</i> | | | 6.0000 | 6.0000 | 4.0000 | (2.0000) | 4.0000 |
| DRUG LAW ENFORCEMENT 2650 | | | | | | | |
| Office Assistant II | 10AH | GREIU | .0000 | .0000 | 1.0000 | 1.0000 | 1.0000 |
| Office Assistant I V | 15A | GREIU | 1.0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| <i>Subtotal Drug Law Enforcement Grant</i> | | | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal All Police Grants</i> | | | 8.0000 | 7.0000 | 5.0000 | (2.0000) | 5.0000 |
| DISPATCH-DISPATCH FUND 2610 | | | | | | | |
| Assistant Communications Manager | 12 O | COMM SUP | 1.0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| Communications Manager | 18 | APA | 1.0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| Emergency Communications Operator I / II / III | 1K/2K/3K | POLC4 | 36.0000 | 36.0000 | .0000 | (36.0000) | 0.0000 |
| Emergency Communications Operator I - Part-time | 1K | POLC4 | 4.0000 | 4.0000 | .0000 | (4.0000) | 0.0000 |
| Emergency Communication Supervisor | 11 O | COMM SUP | 4.0000 | 4.0000 | .0000 | (4.0000) | 0.0000 |
| Radio Technician (Electronic Tech) | 19AH | GREIU | .0000 | .0000 | .0000 | .0000 | 0.0000 |
| <i>Subtotal Dispatch</i> | | | 46.0000 | 46.0000 | .0000 | (46.0000) | 0.0000 |
| DISPATCH-GENERAL OPERATING FUND 1010 | | | | | | | |
| Assistant Communications Manager | 12 O | COMM SUP | .0000 | .0000 | 1.0000 | 1.0000 | 1.0000 |
| Communications Manager | 18 | APA | .0000 | .0000 | 1.0000 | 1.0000 | 1.0000 |

FY2022 MASTER ROSTER - PRELIM
APPENDIX C

Group / Department
Org / Fund

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--|----------|-----------------|-------------------|-------------------|-----------------|------------------|-----------------|
| Emergency Communications Operator I / II / III | 1K/2K/3K | POLC4 | .0000 | .0000 | 36.0000 | 36.0000 | 36.0000 |
| Emergency Communications Operator I - Part-time | 1K | POLC4 | .0000 | .0000 | 4.0000 | 4.0000 | 2.0000 |
| Emergency Communication Supervisor | 11 O | COMM SUP | .0000 | .0000 | 4.0000 | 4.0000 | 4.0000 |
| Radio Technician (Electronic Tech) | 19AH | GREIU | .0000 | .0000 | 3.0000 | 3.0000 | 3.0000 |
| <i>Subtotal Dispatch</i> | | | .0000 | .0000 | 49.0000 | 49.0000 | 47.0000 |
| TOTAL POLICE DEPARTMENT | | | 380.0000 | 380.0000 | 377.0000 | (3.0000) | 375.0000 |
| OFFICE OF PUBLIC ACCOUNTABILITY DEPARTMENT (E510) | | | | | | | |
| GENERAL OPERATING FUND 1010 | | | | | | | |
| Director of Oversight and Public Accountability | 22U | EXECPLAN | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Labor Relations Specialist | 17U | MGTNON | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| TOTAL OFFICE OF PUBLIC ACCOUNTABILITY | | | .0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| FIRE DEPARTMENT (E520) | | | | | | | |
| GENERAL OPERATING FUND 1010 | | | | | | | |
| Administrative Analyst I | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Assistant Fire Chief | 12B | IAFF | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Assistant Fleet Maintenance Supervisor | 3B | IAFF | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Battalion Fire Chief | 6B | IAFF | 6.0000 | 6.0000 | 6.0000 | .0000 | 6.0000 |
| Deputy Fire Chief | 22U | EXECPLAN | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Emergency Management Administrator | 15 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Financial Assistant I I | 13A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Fire Captain | 5B | IAFF | 15.0000 | 15.0000 | 15.0000 | .0000 | 15.0000 |
| Fire Captain - Emergency Medical Services Coordinator | 5B | IAFF | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Fire Captain - Fleet Maintenance | 5B | IAFF | .0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Fire Captain - Building Maintenance | 5B | IAFF | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Fire Captain - Prevention | 5B | IAFF | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Fire Captain - Strategic Planning | 5B | IAFF | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Fire Captain - Training | 5B | IAFF | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Fire Chief | 27U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Fire Chief - Training | 6B | IAFF | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Fire Equipment Operator | 2B | IAFF | 45.0000 | 45.0000 | 45.0000 | .0000 | 45.0000 |
| Fire Financial Administrative Coordinator | 21AH | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|---|-------|-----------------|-------------------|-------------------|-----------------|------------------|-----------------|
| Fire Hazard Inspector | 20A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Fire Lieutenant | 3B | IAFF | 30.0000 | 30.0000 | 30.0000 | .0000 | 30.0000 |
| Fire Lieutenant - Fire Prevention Inspector | 3B | IAFF | 4.0000 | 4.0000 | 4.0000 | .0000 | 2.8000 |
| Fire Lieutenant - Hazardous Materials Planner | 3B | IAFF | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Fire Lieutenant - Strategic Planning Officer | 3B | IAFF | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Fire Lieutenant - Training | 3B | IAFF | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Fire Marshal | 6B | IAFF | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Firefighter | 1B | IAFF | 76.0000 | 76.0000 | 76.0000 | .0000 | 76.0000 |
| Information Systems Coordinator | 15 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Office Assistant I I I | 12A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Performance & Management Reporting Specialist | 14 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal Fire GOF</i> | | | 201.0000 | 201.0000 | 201.0000 | .0000 | 199.3000 |
| TOTAL FIRE DEPARTMENT | | | 201.0000 | 201.0000 | 201.0000 | .0000 | 199.3000 |

61ST DISTRICT COURT DEPARTMENT (E530)

DISTRICT COURT OPERATING FUND 7400

| | | | | | | | |
|---|-----|-----------|---------|---------|---------|-------|---------|
| Alternative Sentencing Coordinator | 3D | APA COURT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Chief Deputy Court Clerk | 20E | COURT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Chief Probation Officer | 7D | APA COURT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Clerk of the Court | 09D | APA COURT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Clerk Typist | 4E | COURT | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Community Service Work Program Supervisor | 6D | APA COURT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Court Administrative Assistant - Admin | 2D | APA COURT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Court Administrative Assistant - Finance | 2D | APA COURT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Court Administrator/ Clerk | 14S | 61ST | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Court Bailiff | 14E | COURT | 7.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Court Compliance Officer | 16E | COURT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Court Information Systems Manager | 6D | APA COURT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Court Recorder | 18E | COURT | 6.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |
| Customer Service Representative | 13E | COURT | 5.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |
| DART Volunteer Coordinator - PT at 0.50 FTE | 10T | 61STHR | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Deputy Court Clerk | 12E | COURT | 23.0000 | 21.0000 | 21.0000 | .0000 | 21.0000 |
| Deputy Court Clerk Specialist | 13E | COURT | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--|--------------|------------------------|--------------------------|--------------------------|------------------------|-------------------------|-------------------|
| District Court Judge | U05 | JUDGE | 6.0000 | 6.0000 | 6.0000 | .0000 | 6.0000 |
| Judicial Clerk | 14E | COURT | .0000 | 7.0000 | 7.0000 | .0000 | 7.0000 |
| Law Trained Magistrate | 10S | 61ST | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Lead Work Assignment Clerk | 15E | COURT | 4.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |
| Probation Officer | 3D | APA COURT | 6.0000 | 6.0000 | 6.0000 | .0000 | 4.0000 |
| Probation Officer I I | 05DA | APA COURT | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Senior Judicial Clerk | 16E | COURT | .0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Urinalysis Laboratory Manager | 18E | COURT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Victim Services Counselor | 02D | APA COURT | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| VIP/DART Coordinator PT at 0.50 FTE | 01D | APA COURT | .0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Work Crew Supervisor | 16E | COURT | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| <i>Subtotal Operating</i> | | | 80.0000 | 76.0000 | 76.0000 | .0000 | 73.0000 |
| DISTRICT COURT GRANTS FUND 7401 | | | | | | | |
| DART On - Call Worker- PT at 0.50 FTE | 05T | 61STHR | 5.0000 | 7.0000 | 7.0000 | .0000 | 3.5000 |
| DART Team Leader - PT at 0.50 FTE | 09T | APA COURT | .0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Probation Officer | 3D | APA COURT | .0000 | .0000 | .0000 | .0000 | 2.0000 |
| Surveillance Officer - PT at 0.50 FTE | 06T | 61STHR | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Urinalysis Technician - PT at 0.50 FTE | 1E | COURTPT | 4.0000 | 4.0000 | 4.0000 | .0000 | 2.0000 |
| <i>Subtotal Grants</i> | | | 10.0000 | 13.0000 | 13.0000 | .0000 | 8.5000 |
| TOTAL 61ST DISTRICT COURT | | | 90.0000 | 89.0000 | 89.0000 | .0000 | 81.5000 |

ATTORNEY'S DEPARTMENT (E540)

GENERAL OPERATING FUND 1010

| | | | | | | | |
|-------------------------------|-------|----------|--------|--------|--------|-------|--------|
| Assistant City Attorney I | 15U | EXECPLAN | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Assistant City Attorney I I | 19U | EXECPLAN | 5.0000 | 5.0000 | 5.0000 | .0000 | 5.0000 |
| Assistant City Attorney I I I | 22U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Business Manager | 13 | MGTNON | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| City Attorney | 03APP | APPOINT | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Deputy City Attorney | 26U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Director of Legal Affairs | 24U | EXECPLAN | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Legal Assistant I | 05U | MGTNON | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Legal Assistant II | 07U | MGTNON | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Office Assistant I I I | 12A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

Group / Department
Org / Fund

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|------------------------------------|-------|-----------------|-------------------|-------------------|-----------------|------------------|----------------|
| Office Assistant I V | 15A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| TOTAL ATTORNEY'S DEPARTMENT | | | 18.0000 | 18.0000 | 18.0000 | .0000 | 18.0000 |

F. FISCAL SERVICES GROUP

FLEET & FACILITIES DEPARTMENT (F610)

FACILITIES MANAGEMENT FUND 6310

| | | | | | | | |
|---|----------|----------|---------|---------|---------|-------|---------|
| Assistant Project Manager | 15 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Building Maintenance Mechanic I / I I | 13A /16A | GREIU | 6.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |
| Building Maintenance Mechanic III | 19A | GREIU | .0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Business Manager | 13 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Chief Financial Officer | 27U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.0750 |
| Director Of Facilities And Fleet Management | 23U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Energy, Climate & Performance Management Specialist | 11 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Facilities Maintenance Superintendent | 17 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Facilities Maintenance Supervisor | 14 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Facilities Maintenance Technician | 25AH | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Financial Analyst | 12 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Information Systems Coordinator | 15 | APA | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Office Assistant I I I | 12A | GREIU | .0000 | 1.0000 | 1.0000 | .0000 | 0.7500 |
| Skilled Trade Aide | 06AH | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal Facilities</i> | | | 15.0000 | 16.0000 | 16.0000 | .0000 | 14.9250 |

MOTOR EQUIPMENT SERVICES FUND 6610

| | | | | | | | |
|---|-----|----------|--------|--------|--------|-------|--------|
| Business Manager | 13 | APA | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Chief Financial Officer | 27U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.0750 |
| Director Of Facilities And Fleet Management | 23U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Equipment Maintenance Superintendent | 17 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Equipment Maintenance Supervisor | 12 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Equipment Service Worker | 12A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Financial Analyst | 12 | APA | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Financial Assistant I I | 13A | GREIU | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| Fleet Equipment Manager | 12 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Equipment Trainer | 21A | GREIU | 1.0000 | .0000 | .0000 | .0000 | 0.1000 |
| Heavy Equipment Mechanic | 18A | GREIU | 8.0000 | 8.0000 | 8.0000 | .0000 | 8.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--|-------|-----------------|-------------------|-------------------|-----------------|------------------|----------------|
| Information Systems Coordinator | 15 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Lead Equipment Mechanic | 21A | GREIU | 4.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |
| Light Equipment Mechanic | 17A | GREIU | 4.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |
| Materials Resource Planning Supervisor | 10 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Skilled Trade Aide | 06AH | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Office Assistant I I I | 12A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.2500 |
| Storekeeper I I | 14A | GREIU | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Vehicle Service Worker | 9A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| <i>Subtotal Fleet</i> | | | 33.0000 | 31.0000 | 31.0000 | .0000 | 32.4250 |
| VEHICLE STORAGE FUND 2320 | | | | | | | |
| Buyer | 10 | APA | 1.0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| <i>Subtotal Vehicle Storage</i> | | | 1.0000 | 1.0000 | .0000 | (1.0000) | 0.0000 |
| TOTAL FLEET & FACILITIES DEPARTMENT | | | 49.0000 | 48.0000 | 47.0000 | (1.0000) | 47.3500 |

FISCAL SERVICES DEPARTMENT (F620)

ASSESSOR'S OFFICE-GENERAL OPERATING FUND 1010

| | | | | | | | |
|---|-----------|----------|---------|---------|---------|-------|---------|
| Assessment Records Specialist | 18A | GREIU | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Assistant City Assessor | 17 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Certified General Appraiser | 24A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Chief Financial Officer | 27U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| City Assessor | 23U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Deputy City Assessor | 18 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Real and Personal Property Appraiser I & II | 15A / 20A | GREIU | 1.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Real and Personal Property Appraiser III | 23A | GREIU | 4.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Real Property Assessment Aide | 11AH | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Tax Auditor | 23A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal Assessor</i> | | | 15.0000 | 15.0000 | 15.0000 | .0000 | 15.1500 |

FISCAL ADMINISTRATION OFFICE-GENERAL OPERATING FUND 1010

| | | | | | | | |
|------------------------------------|-----|----------|--------|--------|--------|--------|--------|
| Administrative Analyst I | 11 | APA | .0000 | .0000 | 2.0000 | 2.0000 | 2.0000 |
| Administrative Services Officer II | 18 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.4300 |
| Budget Specialist | 9U | MGTNON | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.8500 |
| Chief Financial Officer | 27U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.2000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--|--------------|------------------------|--------------------------|--------------------------|------------------------|-------------------------|-------------------|
| Deputy Chief Financial Officer | 23 | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.4000 |
| Financial Analyst | 12 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 0.0000 |
| Financial Systems Administrator | 17 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Utility Financial Officer | 17 | APA | .0000 | 1.0000 | 1.0000 | .0000 | 0.0000 |
| <i>Subtotal Fiscal Admin</i> | | | 6.0000 | 8.0000 | 10.0000 | 2.0000 | 5.8800 |
| BUDGET OFFICE-GENERAL OPERATING FUND 1010 | | | | | | | |
| Budget Analyst - Specialty Level C | 16 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 1.9000 |
| Chief Financial Officer | 27U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| Deputy Chief Financial Officer | 23 | EXECPLAN | .0000 | 1.0000 | 1.0000 | .0000 | 0.5000 |
| Fiscal Services Manager | 20U | MGTNON | 2.0000 | .0000 | .0000 | .0000 | 0.0000 |
| <i>Subtotal Budget</i> | | | 4.0000 | 3.0000 | 3.0000 | .0000 | 2.6000 |
| <i>Subtotal Fiscal Admin/Budget Department 212</i> | | | 10.0000 | 11.0000 | 13.0000 | 2.0000 | 8.4800 |
| PURCHASING OFFICE-GENERAL OPERATING FUND 1010 | | | | | | | |
| Buyer | 10 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| City Purchasing Agent | 20U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Chief Financial Officer | 27U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| Senior Buyer | 15 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.8500 |
| <i>Subtotal Purchasing GOF</i> | | | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| PURCHASING OFFICE-VEHICLE STORAGE FUND 2320 | | | | | | | |
| Budget Analyst - Specialty Level C | 16 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Budget Specialist | 9U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| Buyer | 10 | APA | .0000 | .0000 | 1.0000 | 1.0000 | 1.0000 |
| Deputy Chief Financial Officer | 23 | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Senior Buyer | 15 | APA | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| <i>Subtotal Purchasing Vehicle Storage</i> | | | .0000 | .0000 | 1.0000 | 1.0000 | 1.5000 |
| <i>Subtotal Purchasing Department</i> | | | 3.0000 | 3.0000 | 4.0000 | 1.0000 | 4.5000 |
| INCOME TAX OFFICE-GENERAL OPERATING FUND 1010 | | | | | | | |
| Administrative Aide | 4 | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Chief Financial Officer | 27U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| Income Tax Administrator | 20U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Income Tax Compliance Supervisor | 14 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|---|--------------|------------------------|--------------------------|--------------------------|------------------------|-------------------------|-------------------|
| Income Tax Operations Supervisor | 14 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Income Tax Examiner | 21A | GREIU | 5.0000 | 5.0000 | 5.0000 | .0000 | 5.0000 |
| Income Tax Specialist I | 15AH | GREIU | 5.0000 | 5.0000 | 5.0000 | .0000 | 5.0000 |
| Income Tax Specialist II | 18A | GREIU | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| <i>Subtotal Income Tax</i> | | | 17.0000 | 17.0000 | 17.0000 | .0000 | 17.1500 |
| TOTAL FISCAL SERVICES DEPARTMENT | | | 45.0000 | 46.0000 | 49.0000 | 3.0000 | 45.2800 |

TECHNOLOGY & CHANGE MANAGEMENT DEPARTMENT (F630)

GENERAL OPERATING FUND 1010

| | | | | | | | |
|----------------------------|----|-----|--------|-------|-------|-------|--------|
| Administrative Analyst I I | 16 | APA | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |
| <i>Subtotal GOF</i> | | | 1.0000 | .0000 | .0000 | .0000 | 0.0000 |

INFORMATION TECHNOLOGY FUND 6800

| | | | | | | | |
|---|-----|----------|---------------|---------------|---------------|--------------|---------------|
| Assistant City Manager | 28U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.1500 |
| Assistant Information Technology Director | 20 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Director Of Information Technology | 24U | EXECPLAN | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal IT Fund</i> | | | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.1500 |
| TOTAL TECHNOLOGY & CHANGE MGT DEPT | | | 3.0000 | 2.0000 | 2.0000 | .0000 | 2.1500 |

TREASURY DEPT (F640)

TREASURER'S OFFICE - GENERAL OPERATING FUND 1010

| | | | | | | | |
|---------------------------------------|-------|---------|---------|---------|---------|-------|---------|
| Accountant I | 21A | GREIU | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Administrative Analyst I | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Administrative Analyst I - Accounting | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.8000 |
| Administrative Analyst II | 16 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Administrative Secretary | 15A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Business Office Representative | 16AH | GREIU | 5.0000 | 5.0000 | 5.0000 | .0000 | 5.0000 |
| City Treasurer | 04APP | APPOINT | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.8000 |
| Deputy City Treasurer | 18 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 0.8000 |
| Financial Assistant I | 11A | GREIU | 2.0000 | 2.0000 | 2.0000 | .0000 | 0.8500 |
| Investment Analyst | 21A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Public Accounts Collector | 19A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| <i>Subtotal Treasurer GOF</i> | | | 18.0000 | 18.0000 | 18.0000 | .0000 | 16.2500 |

TREASURER'S OFFICE - WATER FUND 5910

| | | | | | | | |
|---------------------------------------|----|-----|-------|-------|-------|-------|--------|
| Administrative Analyst I - Accounting | 11 | APA | .0000 | .0000 | .0000 | .0000 | 0.2000 |
|---------------------------------------|----|-----|-------|-------|-------|-------|--------|

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

**Group / Department
Org / Fund**

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--|--------------|------------------------|--------------------------|--------------------------|------------------------|-------------------------|-------------------|
| City Treasurer | 04APP | APPOINT | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Deputy City Treasurer | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Financial Assistant I | 11A | GREIU | .0000 | .0000 | .0000 | .0000 | 1.1500 |
| <i>Subtotal Treasurer - Water Fund</i> | | | .0000 | .0000 | .0000 | .0000 | 1.5500 |
| TREASURER'S OFFICE - REFUSE FUND 2260 | | | | | | | |
| City Treasurer | 04APP | APPOINT | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Deputy City Treasurer | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| <i>Subtotal Treasurer - Refuse Fund</i> | | | .0000 | .0000 | .0000 | .0000 | 0.2000 |
| TOTAL TREASURY DEPARTMENT | | | 18.0000 | 18.0000 | 18.0000 | .0000 | 18.0000 |

COMPTROLLER'S DEPARTMENT (F650)

GENERAL OPERATING FUND 1010

| | | | | | | | |
|---------------------------------------|-------|---------|----------------|----------------|----------------|--------------|----------------|
| Accountant I | 21A | GREIU | 3.0000 | 3.0000 | 3.0000 | .0000 | 3.0000 |
| Accounts Payable Supervisor | 12 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Administrative Analyst Accounting | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Administrative Executive Assistant | 5U | MGTNON | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| City Comptroller | 03ELC | ELECTED | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Deputy City Comptroller | 22 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Financial Analyst | 12 | APA | 2.0000 | 2.0000 | 2.0000 | .0000 | 2.0000 |
| Financial Analyst II | 15 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Financial Assistant I | 11A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Financial Assistant I I | 13A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Financial Systems Analyst | 13 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Internal Auditor I | 12 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Payroll Supervisor | 12 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| TOTAL COMPTROLLER'S DEPARTMENT | | | 16.0000 | 16.0000 | 16.0000 | .0000 | 16.0000 |

RETIREMENT ACTIVITIES (G110) - NON BUDGETED

RETIREMENT OFFICE - Not Budgeted

| | | | | | | | |
|------------------------------------|-----|---------|--------|--------|--------|-------|--------|
| Administrative Analyst I | 11 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Executive Director Pension Systems | 22U | PENSION | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Retirement Services Specialist | 13 | APA | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |
| Retirement Systems Assistant | 15A | GREIU | 1.0000 | 1.0000 | 1.0000 | .0000 | 1.0000 |

**FY2022 MASTER ROSTER - PRELIM
APPENDIX C**

Group / Department
Org / Fund

| Position Titles | Range | Bargaining Unit | FY2020 AUTHORIZED | FY2021 AUTHORIZED | FY2022 PROPOSED | Change from 2021 | FY2022 FTE |
|--|---------|-----------------|-------------------|-------------------|-----------------|------------------|-----------------|
| TOTAL RETIREMENT OFFICE | | | 4.0000 | 4.0000 | 4.0000 | .0000 | 4.0000 |
| AUTHORITIES (G210) - NON BUDGETED FUNDS | | | | | | | |
| DOWNTOWN DEVELOPMENT AUTHORITY - NOT BUDGETED BY CITY | | | | | | | |
| Administrative Services Officer II | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.3300 |
| <i>Subtotal DDA</i> | | | .0000 | .0000 | .0000 | .0000 | 0.3300 |
| TAX INCREMENT FINANCE AUTHORITY - NOT BUDGETED BY CITY | | | | | | | |
| Administrative Services Officer II | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.0300 |
| <i>Subtotal TIFA</i> | | | .0000 | .0000 | .0000 | .0000 | .0300 |
| BROWNFIELD - NOT BUDGETED BY CITY | | | | | | | |
| Administrative Services Officer II | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.0600 |
| Assistant Economic Development Director | 20 | APA | .0000 | .0000 | .0000 | .0000 | 0.7000 |
| Deputy City Manager | 31U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.0500 |
| Economic Development Assistant | 16A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Economic Development Coordinator I / I I | 14 / 17 | APA | .0000 | .0000 | .0000 | .0000 | 1.9500 |
| Economic Development Director | 23U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Executive Assistant to the Deputy City Manager | 07U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.0500 |
| <i>Subtotal Brownfield</i> | | | .0000 | .0000 | .0000 | .0000 | 3.8100 |
| SMARTZONE - NOT BUDGETED BY CITY | | | | | | | |
| Administrative Services Officer II | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.0500 |
| Assistant Economic Development Director | 20 | APA | .0000 | .0000 | .0000 | .0000 | 0.1000 |
| Deputy City Manager | 31U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.0500 |
| Economic Development Assistant | 16A | GREIU | .0000 | .0000 | .0000 | .0000 | 0.2500 |
| Economic Development Coordinator I / I I | 14 / 17 | APA | .0000 | .0000 | .0000 | .0000 | 0.5000 |
| Executive Assistant to the Deputy City Manager | 07U | MGTNON | .0000 | .0000 | .0000 | .0000 | 0.0500 |
| Economic Development Director | 23U | EXECPLAN | .0000 | .0000 | .0000 | .0000 | 0.4000 |
| <i>Subtotal Smartzone</i> | | | .0000 | .0000 | .0000 | .0000 | 1.4000 |
| DOWNTOWN IMPROVEMENT DISTRICT - NOT BUDGETED BY CITY | | | | | | | |
| Administrative Services Officer II | 18 | APA | .0000 | .0000 | .0000 | .0000 | 0.0500 |
| <i>Subtotal DID</i> | | | .0000 | .0000 | .0000 | .0000 | .0500 |
| TOTAL AUTHORITIES - NON BUDGETED FUNDS | | | .0000 | .0000 | .0000 | .0000 | 5.6200 |
| TOTAL ROSTER FOR FY2022 | | | 1,642.00 | 1,642.00 | 1,642.00 | - | 1,579.50 |