Values, Vision and Mission Driven
FY2020 Performance Management & FY2021 Budget Schedule

Tuesday, Feb. 25*  
FY2020 Performance Management Midyear Update (1 – 5pm)

Tuesday, Apr. 28  
FY2021 Preliminary Fiscal Plan presentation

Tuesday, May 5*  
Budget Review Workshop (9 am – noon)

Tuesday, May 12*  
Budget Review Workshop (1 – 4pm)

Tuesday, May 19  
Committee of the Whole Discussion (9:30 am)  
Public Hearing at City Commission (7 pm)

Thursday, May 21*  
Deliberation and City Commission Adoption (9 – 11 am)

* Special meetings scheduled
Agenda Items

• FY2020 Financial Performance Update
• FY2021 Key Horizon Topics Discussion
  • Police Strategic Plan
  • Oversight and Public Accountability Strategic Plan
  • Housing Update
  • FY2020 Capital Update
• Key Metrics Dashboard
FY2020 Financial Performance Update
Performance Through December 2020

<table>
<thead>
<tr>
<th>General Fund</th>
<th>Amended Budget</th>
<th>Actuals (Includes Encumbrance)</th>
<th>% of Total Budget</th>
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<tr>
<td>Revenues</td>
<td>$152,488,012</td>
<td>$70,772,017</td>
<td>46.41%</td>
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<td>Expenditures</td>
<td>$149,808,073</td>
<td>$74,271,183</td>
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<tr>
<td>Revenue Less Expenditures</td>
<td>$2,679,939</td>
<td>($3,499,166)</td>
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</tr>
</tbody>
</table>

- Revenue lagging due to no midyear accruals
- Income Tax Projection for FY20
  - Budgeted 4%
  - Current Projection 4.5%
Financial Highlights - FY20

• Parks Millage Approved - November 2019

• Sewer Bond Sale - February 2020

• Water Bond Sale - May/June 2020

• FMS System Upgrade - Late Spring 2020

• Strategic Plan Initiatives
  • Improve financial reporting to Commission
  • Bond Rating Strategy Committee
  • Continue aligning the budget process to the Strategic Plan
FY2021 Key Horizon Topics Discussion
Safe Community

All people feel safe and are safe at all times throughout our community.
Grand Rapids Police Department

Eric P. Payne, Police Chief
Organizational Leadership

It is a testament to the dedication and professionalism of our personnel that the GRPD is acknowledged to be among the finest police departments in the state of Michigan. It is our mission to provide professional, progressive, and responsive police services, in collaboration with the community, to ensure a safer Grand Rapids, and as such, we commit to be:

**PROFESSIONAL**
We will conduct ourselves in a manner that reflects well on our department, our community, and our profession. We will treat all citizens with dignity and respect.

**PROGRESSIVE**
We will never become complacent in the way we deliver service. We will aggressively pursue emerging technology and innovative ideas.

**RESPONSIVE**
We will listen to the community’s wants and needs and not restrict our thinking to traditional paradigms. The concerns of our community will help shape the priorities of our agency.
Connecting with Community

CRIME PREVENTION UNIT
Crime Prevention Coordinator Julie Niemchick
Under the command of Captain Michael Maycroft, the mission of the Crime Prevention Unit is to facilitate collaboration between the department and the community, by engaging in conversation, education, and maintaining its strong, and very unique relationship with the city's neighborhood associations. Crime Prevention Coordinator Julie Niemchick is responsible for fully trained Crime Prevention Organizers (CPO), as they lead each neighborhood association. The CPOs are provided with such information as statistical analysis, crime analysis, and crime trends, while they, in turn, assist the Department with home and business security surveys, personal safety demonstrations, and neighborhood watch organizing. The information shared among the GRFD, neighborhood associations, and City departments, has helped to solve a multitude of criminal and housing issues, and the neighborhoods and CPOs continue to be a valuable asset for the department.

CRIME MAPPING
www crimemapping com = online tool for monitoring crime

COMMUNITY ENGAGEMENT UNIT
Lieutenant Maureen O'Brien
The Community Engagement Unit is under the command of Lieutenant Maureen O'Brien. The primary focus of the Unit, which also includes a sergeant and three officers, is to oversee all recruiting and hiring efforts for department personnel (sworn and non-sworn, which also includes those in the intern program). In addition, recruitment efforts also focus on our youth programs (department’s Explorer Post, Youth Police Academy, and Chief’s Youth Advisory Board). The unit organizes, and provides staffing for, various community events throughout the year. The Unit participated in 207 community engagement events in 2019.

PUBLIC INFORMATION OFFICER
Sergeant John Witkowski
The department’s Public Information Officer, Sergeant John Witkowski, operates out of the Community Engagement Unit. The department is committed to staying engaged with the people it serves, through the mainstream media, social media, and public presentations. Enhanced relationships with our local media, and the sharing of information through the social media platforms of Facebook and Twitter, continue to help the police department keep citizens informed of police related incidents that take place in our neighborhoods. All public information releases, as well as police engagement in the community and a variety of police and community related events, are found on the department’s social media platforms of Facebook and Twitter, in nearly real time.

15 Community Policing Specialists
(Geographically Assigned to 5 Service Areas)
Community Policing Specialists are assigned to proactively address quality of life issues, attend community meetings, organize enforcement techniques for street level crime, and partner with community stakeholders. They work closely with residents and businesses, utilizing the principles of Crime Prevention Through Environmental Design (CPTED), to help make homes and businesses as safe as possible.
Community Initiatives

VOLUNTEER AND NEIGHBORHOOD SERVICES PROGRAM

The Volunteer and Neighborhood Services Program help the GRPD deliver critical services to our neighborhoods and relieve police officers of duties that are unrelated to crime. The minimum age requirement is 18 years old. Volunteers commit a minimum of 8 hours every month, on weekdays. Throughout 2019, the department’s 21 police volunteers donated 3,019 hours to the community and to the GRPD.

CITIZEN POLICE ACADEMY

This annual 10-week program, held in the fall, allows community members the opportunity to learn about department policies and procedures, as well as the pressures associated with law enforcement. Participants are instructed on traffic stops, criminal law, emergency vehicle operation, and use of force. Presentations include lectures, demonstrations, videos, and hands on participation, and were offered by members of such areas as Patrol Operations, the Canine Unit, the Detective and Vice Units, Internal Affairs, and the Special Response Team. Each participant also completed a ride-a-long with an officer.

MICHIGAN PRISONER RE-ENTRY / SUPPORT GROUPS FOR MEN AND WOMEN

The GRPD continued its partnership with the Michigan Department of Corrections, working with the prisoner re-entry program. Two groups of CLEAR meetings, for men and women, which were held with persons on parole. CLEAR stands for Coalition Leadership Education Advice Rehabilitation and it exists to break the cycle of recidivism, by building community and law enforcement relationships to lead, educate, and mentor returning citizens, thereby creating safer communities. The Men’s CLEAR Group, led by Officer Dan Myers, is a group designed to serve returning citizens, as they attempt to successfully return from incarceration. This is a collaborative effort, with several partnerships, to address mentorship, employment, housing, and other areas of needed support. The partnerships include, but are not limited to, the following: Michigan Department of Corrections, Kent County Parole/Probation, Offender Success Region 4, Bellamy Creek Correctional Facility, 70X7 Outreach Ministry, Hope Network, Goodwill Industries, Alternative Directions, Living Water Ministry, Diocese of Grand Rapids Prison and Jail Ministry, Resurrection Life Jail and Prison Ministry, and Oakdale Park CRC. In 2019, the group served 77 different individuals on parole. Each meeting (59 total) had an average attendance of 7.5 men who were actively on parole. This number dropped slightly from 2018, due to positive employment numbers.

Officer Ruth Walters leads the department’s CLEAR group for women, who have been returning from prison. It is a place where women parolees receive support and mentoring from other women, who have successfully reentered the community after being incarcerated. The women receive support through the Department of Corrections, Kent County Prosecutors, Law Enforcement personnel, and community resources (Park Place and Danbury Place Apartments, SECOM Resource Center, The Pantry, 70x7 Life Recovery, Goodwill, and Hope Network), for jobs, housing, and food. In 2019, 75 female parolees participated in the group and Officer Walters visited them in the Huron Valley Correctional Facility or Kent County Jail prior to their release, in hopes of helping them so they do not reoffend and end up back in prison. To accommodate those who can not attend meetings during the work day (due to having jobs), there is also a weekly evening meeting. This was the first year of the CLEAR for Women Picnic, and it is the hope this event will be held each year.

COFFEE WITH A COP

Coffee with a Cop brings police officers together with the community members they serve, allowing for a discussion of issues and the opportunity to learn more about each other. Coffee with a Cop events were held throughout the year, at various locations in the city.
GRAND RAPIDS POLICE EXPLORER POST #1871
Established in 2015, our Explorer post enlists interested youth in the community, who are ages 14 to 20. Through their commitment to the program, the Explorers gain insight into the field of law enforcement, while being engaged in hands-on activities that promote growth and development.
Annual events include an awards dinner in December and participation in the Explorer State Competition, which is held in late April, at Fort Custer State Park. In 2019, Explorer Post #1871 had 16 members.

BOYS AND GIRLS CLUBS OF GRAND RAPIDS YOUTH COMMONWEALTH (GRYC)
In a continuing partnership with the Boys and Girls Clubs of GRYC, 3 officers were assigned (1 each) to the Steil, Seideman, and Paul I. Phillips Youth Centers. As part of their duties, the officers facilitated programs that involved sports teams, mentoring, neighborhood projects, field trips, and classroom activities. The annual Cops Fore Kids golf outing (which partners youth with officers) and Shop with a Cop events also promoted positive connections between youth and law enforcement. In addition, department personnel also participated in summer programming events at Camp O’Malley.

PATHWAYS TO POLICING PROGRAM
In the fall of 2017, the GRPD expanded its partnership with the Boys and Girls Clubs of GRYC, by starting a new mentoring and training program, in an effort to get young people in our community interested in becoming police officers. “Pathways to Policing” is a 12-week program that is designed to give teens and young adults a chance to explore law enforcement careers. The program includes hands-on training, test preparation, interview skill development, and life skill development. At the end of the first 6 weeks, participants take the Civil Service Exam that's required of officer candidates before entering the force. A second 6-week program readsies participants for mock interviews, that are conducted by police officers. In 2019, 25 students completed the program.

ONBASE WITH GRPD
In its fifth year, the OnBase program teamed our Community Police Specialists with approximately 70 underserved youth, ages 9 to 12, with the primary objectives being to mentor kids and build relationships with them, in a non-enforcement capacity. Twice a week, at two different locations, the kids were introduced to the game of baseball and the importance of teamwork. After 2 ½ weeks of practice, 6 teams were compiled, with ball games being played at Huff Park, twice a week. The summer culminated in a friendly, competitive tournament against each other, as well as a field trip to Comerica Park to see a Detroit Tigers game. The program’s success is due to the dedication of the GRPD and the Grand Rapids Parks and Recreation Department.

YOUTH POLICE ACADEMY (YPA)
The department hosted (2) 40-hour, week-long YPA sessions, in June and July, for current high school sophomores, juniors, and seniors in the Kent County area, who were interested in a future career in law enforcement. In 2019, 40 students were provided hands-on instruction by officers representing different units within the department, all while learning the roles and responsibilities of our officers.
Safe Community

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

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
Staffing and Deployment Update

• 3 Sworn positions being redirected to Patrol/Community Policing through the hiring of 3 civilian positions; they will be placed in the Property Management Unit, Subpoena Services, and Traffic Unit (Spring 2020)

  Currently conducting background investigations on selected individuals

• March 23, 2020 – With the implementation of a 2\textsuperscript{nd} shift Community Policing Specialist (CPS), the hours of operation (during the week) will increase from 8:00 AM – 6:00 PM to 8:00 AM – Midnight / 2\textsuperscript{nd} Shift CPS will also work alternating Saturdays

  \textbf{Day Shift Staffing} = 10 CPS Officers + 1 CPS Sergeant assigned

  \textbf{Afternoon Shift Staffing} = 5 CPS Officers + 1 CPS Sergeant assigned

  \textit{(Increases monthly hours of coverage from 160-300 hours.)}
Create a Strategic Plan for the Police Department
  • 3-year plan is in process, with a completion date of Spring 2020
    Department Structure and Staffing / Policing Strategy
    Technology Efficiencies / Media/Communication (Internal and External)

Use of Civilian personnel for duties that do not require a Sworn Officer
  • In Process: 3 positions identified for transition (Background phase of hiring)
    Property Management / Traffic Unit / Subpoena Services

Review calls for service to determine if response is necessary by Police Personnel
  • In Process:
    Property Damage Crash Investigation (Crash Reporting Centers) – 7,078 in 2018
    Alarm Response – 3,750 in 2018
    Parking Complaints (Collaboration with Parking Services) – 3,657 in 2018
Detective Unit Case Management should be restructured/revised
  • Review cases for proper assignment
  • Review completed cases for proper closer codes and disposition of evidence

Increase Crime Analysts positions to assist with deployment strategies
  • 2 Civilian Analysts have been hired
    1 Detective Unit Analyst
    1 Data Analyst

Increase the use of Technology to determine deployment strategies
  • New Crime mapping and data analytics program purchased
  • Research conducted on Aerial Response Technology as a first responder
**GRAND RAPIDS PUBLIC SAFETY**

**Aerial Response Program**

**Uses**
- First Responder (Police & Fire)
- Tactical Incidents
- Traffic Crash Investigations
- Crime Scene Investigations

**Timeline**
- **March** - Community Engagement
  - Town Hall style meetings
  - Community Relations Commission
  - ACLU
- **April** - Seek Commission approval for pilot project
- **May** - Implement pilot project
- **July** – Evaluate/seek approval to move forward if appropriate
Current Authorized Sworn Personnel 297
Sworn Positions Currently Filled 289

• 19 Retirements of Sworn GRPD Personnel in the last 6 months

• 22 Police Officers hired and passed training in 2019

• 7 Police Officers hired in 2020 (currently in training) with 3 additional recruit classes projected for 2020
Grants and Opportunities

• GRPD applied for, and was awarded, a grant from the Office of Victims of Crimes (OVC), which is a 3-year grant that will allow the department to hire a specialist to improve overall response to Crime Victims (background phase)

• 2020 COPS Grants are available and the GRPD will be requesting 10 Officers (5 CPS and 5 CPOs that will be assigned to Service Area beats)

• GRPD also started a Volunteer/Victim Advocate Unit, that is intended to assist families during times of grief due to an unexpected death or a major fire incident (20 Volunteers in training)
Staffing Development Update

New Civilian Staff

Devi Arunkumar
Crime Analyst

Jennifer Zobel
Crime Analyst

Julie Markowski
Police Advocate for Performance and Resiliency
RECRUITING AND HIRING INITIATIVES

Growing Our Own
(statistics since 2014)

Explorers → Intern → Officer = 3
Intern → Officer = 22
## Recruiting and Hiring

### Police Academy Sponsorship Program and Diversity

#### Non-Certified Candidates

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<th>Year</th>
<th>W/M</th>
<th>W/F</th>
<th>B/M</th>
<th>B/F</th>
<th>H/M</th>
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<tr>
<td>2019</td>
<td>6</td>
<td>3</td>
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#### Certified Candidates

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<th>Year</th>
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<th>W/F</th>
<th>B/M</th>
<th>B/F</th>
<th>H/M</th>
<th>A/F</th>
<th>Total</th>
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<td>2018</td>
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<td>1</td>
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<tr>
<td>2019</td>
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Purpose

The purpose of this presentation is to provide a status update regarding the Office of Oversight and Public Accountability (OPA) and OPA’s strategic planning efforts.
1. Independence
2. Adequate Jurisdictional Authority
3. Unfettered Access to Records
4. Full Cooperation
5. Access to Law Enforcement Executives and Internal Affairs Staff
6. Support of Process Stakeholders
7. Adequate Resources
8. Public Reporting/Transparency
9. Use of Statistical Pattern Analysis
10. Community Outreach
11. Community Involvement
12. Respect for Confidentiality
Types of Oversight

- Review
- Investigative
- Auditor/monitor
- Hybrid
PLAN YOUR WORK AND WORK YOUR PLAN.

-Napoleon Hill
OPA Strategic Launch Project Outline

Phase 1: Research and Analysis
Phase 2: Collaborative Design Phase
Phase 3: Strategic Engagement
Phase 4: Strategic Plan Finalization and Update to Commission
Phase 5: Creation of OPA’s Operational Policies and Procedures
Phase 6: Internal and External Education
Phase 7: Official Launch of OPA
Phase 1: Research and Analysis

Research & Data
✓ Studied national models
✓ Direct contact with Oversight Directors from around the Country
✓ Attended national conferences on oversight
✓ Gained membership in the National Association for the Civilian Oversight of Law Enforcement

Collaboration with Partners regarding Strategic Direction of OPA
✓ Engagement with Police Leadership (Chief, Deputy Chiefs, IAU Staff)
✓ Engagement with Fire Leadership (Chief, Deputy Chiefs)
✓ Engagement with Police Officers Union Leadership
✓ Engagement with Command Officers Union Leadership
✓ Engagement with Fire Union Leadership
✓ 50+ Meetings with Community Members
✓ Engagement with Equity and Engagement Office
✓ Office of Innovation
✓ City Attorney’s Office
✓ Civilian Appeals Board
Phase 2: Collaborative Design
Collaborative Design Team Workshop
When: December 13, 2019
Where: Center for Community Transformation
Attendees: 40+ Attendees

Workshop Purpose: To collaborate on the creation of a model that is tailored to the needs of Grand Rapids and to develop a strategic operational plan that would allow OPA to build bridges to trust between public safety and community.

Collaborative Design Prioritization Exercises
# SWOT Analysis

<table>
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<tr>
<th>Strengths</th>
<th>Opportunities</th>
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<tr>
<td>Professional Accredited Staff</td>
<td>Community Engagement/Involvement</td>
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<tr>
<td>Accountability to One Another</td>
<td>Research and Data</td>
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<tr>
<td>Process Validity</td>
<td>Large Amount of Employees Retiring/New Hires</td>
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<table>
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<tr>
<th>Weaknesses</th>
<th>Threats</th>
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<tbody>
<tr>
<td>Lack of Transparency</td>
<td>National Issues Related to Policing</td>
</tr>
<tr>
<td>Lack of Independence (PD Controlled)</td>
<td>Potential Chilling Effect</td>
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<tr>
<td>Reluctance to Adverse Rulings</td>
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<tr>
<td>Lack of Diversity</td>
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</table>
OPA Strategic Direction

- Collaborative Design Prioritization Exercises
- Traffic Stop Studies
- Police Department Task Force
- Fire Department’s Strategic Plan
- 21st Century Policing
- Community Concerns
- Police Staffing
- National Best Practices
- 12 pt. Plan
- City’s Strategic Plan
- Expectations of Stakeholders
OPA’s Mission that guides our daily work

Through targeted change, accountability, restorative justice, empowerment and engagement OPA will help create and improve just outcomes and respectful relationships between public safety and community.

*Created by the Collaborative Design Team*
OPA’s Strategic Priorities

**C.A.R.E.**

**CHANGE**
OPA will help improve public safety policies and operations through innovation and collaboration.

**ACCOUNTABILITY**
OPA will help improve individual, supervisory and organizational accountability for public safety activities through civilian oversight of all public safety operations.

**RESTORATIVE JUSTICE**
OPA will help reduce barriers to trust that have been created by systemic inequities in the criminal justice system or that cause disparate outcomes.

**ENGAGEMENT & EMPOWERMENT**
OPA will help enhance communication and education with the public regarding public safety matters.
**CHANGE**

**OBJECTIVE 1:** Embed Equity Into all Public Safety Operations.

**OBJECTIVE 2:** Evaluate current policies and practices to design innovative policing models and polices that equitably protect and serve residents while simultaneously creating a path to healthy relationships between police and community.

**OBJECTIVE 3:** Increase the amount of public safety data available to the public.


**ACCOUNTABILITY**

**OBJECTIVE 1:** Establish the Office of Oversight and Public Accountability.

**OBJECTIVE 2:** Improve Complaint Processes through increased innovation and collaboration.

**OBJECTIVE 3:** Evaluate and Improve Civilian Appeals Board Operations.
**RESTORATIVE JUSTICE**

**OBJECTIVE 1:** Partner with the City Attorney’s Office to address historical systemic inequities and to create alternatives that can be utilized in addition to traditional prosecution.

**OBJECTIVE 2:** Partner with stakeholders to identify systemic issues that cause disparate outcomes in the justice system and implement strategies and programming to address those issues within the City’s span of influence.

**OBJECTIVE 3:** Facilitate the implementation of programming that addresses systemic barriers and facilitates communication between public servants and community members on these topics.

**ENGAGEMENT & EMPOWERMENT**

**OBJECTIVE 1:** Develop a comprehensive Public Safety Community Engagement Strategy in partnership with community, GRPD, and GRFD.

**OBJECTIVE 2:** Educate community regarding the function of the Office of Oversight and Public Accountability.

**OBJECTIVE 3:** Recognize, promote, and reward exceptional service provided by public safety staff to the Grand Rapids Community.

**OBJECTIVE 4:** Educate community regarding applicable laws and policy to increase community understanding and to aid in crime reduction.

**OBJECTIVE 5:** Work in Partnership with Stakeholders to increase civilian crime prevention efforts.
### Phase 3: Strategic Engagement

**Schedule February - April**

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<th>Date</th>
<th>Event Description</th>
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<tr>
<td><strong>February – April:</strong></td>
<td>Continued 1:1 Informational Meetings.</td>
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<tr>
<td><strong>February:</strong></td>
<td>Engagement with the Police Department and Fire Department (Dates TBD by Deputy Chiefs).</td>
</tr>
<tr>
<td><strong>February 5th:</strong></td>
<td>Follow Up Sessions with Command Union and Fire Union.</td>
</tr>
<tr>
<td><strong>February 12th:</strong></td>
<td>Follow Up Session with Police Officers Union.</td>
</tr>
<tr>
<td><strong>February 25th:</strong></td>
<td>Community Led Engagement Session in partnership with LinkUp (5:00pm-7pm).</td>
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<tr>
<td><strong>March 7th:</strong></td>
<td>Community Engagement Session at Neighborhood Summit.</td>
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<tr>
<td><strong>March 11th:</strong></td>
<td>Community Led Engagement Session in partnership with ALPACT (Time TBD).</td>
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<tr>
<td><strong>March 12th:</strong></td>
<td>Community Led Engagement Session in partnership with EQUITY PAC (6pm-7:30pm).</td>
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<td><strong>March 19th:</strong></td>
<td>Community Led Engagement Session in partnership with UCC (5:30pm-7:30pm).</td>
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<tr>
<td><strong>April 2nd:</strong></td>
<td>Community Led Engagement Session in partnership with NAACP (5:30pm-7:30pm).</td>
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<td><strong>April 16th:</strong></td>
<td>Community Led Engagement Session in partnership with Baxter Community Center (5:30pm-7:30pm).</td>
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<tr>
<td><strong>April 20th:</strong></td>
<td>Fresh Start Expungement Clinic, Center for Community Transformation (9am-9pm).</td>
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<tr>
<td><strong>April 24th:</strong></td>
<td>Phase 4- Collaborative Design Team Workshops to incorporate stakeholder feedback.</td>
</tr>
<tr>
<td><strong>April 1st:</strong></td>
<td>Community Led Engagement Session in partnership with Hispanic Center of West Michigan (5:30pm-7:30pm).</td>
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<tr>
<td><strong>Mid April/May:</strong></td>
<td>Phase 4- Finalize OPA’s Strategic Plan.</td>
</tr>
<tr>
<td><strong>May 2020:</strong></td>
<td>Phase 5- Creation of Operational Polices and Procedures.</td>
</tr>
<tr>
<td><strong>June 2020:</strong></td>
<td>Phase 6- Community Outreach/Education.</td>
</tr>
<tr>
<td><strong>July 2020:</strong></td>
<td>Phase 7- Official Launch of OPA.</td>
</tr>
</tbody>
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May 2020: Phase 5- Creation of Operational Polices and Procedures

June 2020: Phase 6- Community Outreach/Education

July 2020: Phase 7- Official Launch of OPA
Planed OPA Community Programs

- **Operation Fresh Start**: Expungement Clinics
- **I AM THE DREAM**: Civil Rights Youth Academy
- **City of Grand Rapids Law Day**: An event to reflect on the role of law in the foundation of the country and to recognize its importance for society.
- **ReGrow**: Returning Citizen Reentry Program
- **Talk About It**: Public Safety/Community Mediation Program
- **Big Ups!**: Public Safety Commendation Program
- **Trusted Voice**: Civilian Crime Prevention Program
- **Know Your Rights and Responsibilities**: Community Education Campaign
- **Racial Healing Circles**: Facilitated community discussion regarding understanding the historic tension around public safety and race
- **ASK! Social Justice Diversion Program**: a program designed to reduce disparities and recidivism by allowing defendants charged with minor offenses the opportunity to earn a dismissal by taking responsibility for their actions and engage in personal and community service.
Fire Station & Fire Equipment Plan

Update
• Station - Division property option secured
• Fire Equipment - 5 used pieces of fire equipment purchased. Comprehensive plan review in process.

Issues
• Station - Capital reserve levels to support construction.
• Fire equipment - Timeline to get new and used vehicles in service. Long-term funding needs to align with revised plan.

Options
• Station - Co-locate park or affordable housing on site.
• Fire equipment - Financing mechanisms for purchases. Transition preventive maintenance program back to city fleet department.
### Homelessness

#### Update

**Financial Support:**

- HOME, CDBG, ESG ($675K)

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<th>Program Type</th>
<th>FY19</th>
<th>FY20 (Q1-Q2)</th>
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<td>Rapid Re-housing</td>
<td>46</td>
<td>37</td>
</tr>
<tr>
<td>Homelessness Prevention</td>
<td>111</td>
<td>78</td>
</tr>
</tbody>
</table>

- Public Inebriate Center ($50K)

**Staff Support:**

- Eviction Prevention Program, Housing Continuum of Care, Frequent Users System Engagement (FUSE), PI Center
- Housing Stability Alliance (KConnect), Essential Needs Task Force (ENTF), Behavioral Health Crisis System
Homelessness – Current State Data

Annual Count Comparison

- Category 1 homeless
- Category 2 homeless

<table>
<thead>
<tr>
<th>Year</th>
<th>Category 1 Homeless</th>
<th>Category 2 Homeless</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>9,828</td>
<td>4,596</td>
</tr>
<tr>
<td>2016</td>
<td>9,088</td>
<td>6,055</td>
</tr>
<tr>
<td>2017</td>
<td>8,570</td>
<td>7,069</td>
</tr>
<tr>
<td>2018</td>
<td>10,538</td>
<td>8,495</td>
</tr>
</tbody>
</table>

Household Type (2018)

- Single Adult: 32%
- Unaccompanied Minor: 42%
- Adults in Families: 25%
- Children in Families: 1%

Race and Ethnicity (2018)

- White: 2,772
- Native Hawaiian or Other Pacific Islander: 30
- Hispanic/Latinx: 895
- American Indian or Alaskan Native: 117
- Asian: 24
- Black or African American: 5,446

Source: Coalition to End Homelessness 2018 Annual Report
Homelessness

<table>
<thead>
<tr>
<th>Areas of Focus</th>
<th>Lead</th>
<th>Support</th>
<th>Defer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Housing Stability/Services</td>
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<td>X</td>
<td></td>
</tr>
<tr>
<td>Public Health</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Public Safety</td>
<td>?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>System Coordination/Design</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Issues

- Highest concentration in 49503, 49504 and 49507 zip codes
- Disproportionate by race
- Need is greater than available resources
- Addressing immediate public safety needs
- Limited staff capacity to effectively engage in systems work
Homelessness

Options

• Lead in public safety with proactive, multi-disciplinary team
• Increase support in areas of housing stability and services
• Increase staff capacity to effectively engage in system coordination/design
Questions?
Economic Prosperity and Affordability

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

Update

• Completed Equitable Economic Development & Mobility Strategic Plan
• Launched Retail Retention and Recruitment Program Partnership
• Approved State Land Bank Agreement
• Wedge developer selected
Equitable Economic Development

Issues

• Micro-Local Business, Minority-Owned Business and Women-Owned Business programming for private development projects
• Equitable Development Scorecard
• Communications efforts
• Small business development – access to capital
• Affordable housing (non-LIHTC) agreements

Options

• Further align Equal Business Opportunity and Economic Development Programming
• Investments to eliminate barriers
• Communications consultant
• Resource capacity
Development in CIAs

Update
• Four facade programs implemented
• Third Ward Business Retention Incentive Program (BRIP) guidelines approved and applications opened
• Developing board administration documentation

Issues
• Geographic disparities in investment / increment growth
• Resource constraints for program implementation
• Varying board capacities and resources for program development

Options
• Add City staff capacity to enhance ability to implement programming and projects
• Targeted programming investments
MLBE Program Improvement/Expansion

Update

• FY20 = 44 MLBEs (29 Construction, 11 Goods & Services, 4 Professional Services). This is a 15/57% increase from FY19.
• FY19: 18.1% ($10.6M) of total construction/engineering bid projects ($59.9M) was spent with MLBEs.
• FY18: 24.9% ($13.6M) of total construction/engineering bid projects ($54.7 M) was spent with MBLEs.
MLBE Program Improvement/Expansion

Issues

• CGI vendor registration difficult
• State bonding requirement for construction projects over $50,000
• Certified accountant for MLBE registration
• MLBE/diverse vendor info not readily available

Options

• MLBE Technical Assistance Fund
• City incentives to prioritize MLBEs
• Review MLBE policies and ordinance
• Streamline & innovate purchasing practices
• Outreach and partners
Marijuana

Update

• 24 marijuana facilities approved by Planning Commission
  • 18 provisioning centers / 5 growers / 1 processor
• 18 committed to >24% MLBE participation
• 1 State licensed and operational facility
• Recreational zoning ordinance amendments proposed by Planning Commission scheduled for City Commission public hearing 3/17/2020
Marijuana

Issues
• Non-local and concentrated ownership
• Limited tax revenue collection and distribution
• Ongoing regulation and enforcement of marijuana businesses

Options
• Continue to explore social equity program
• Finalize regulatory framework
Housing Update

Update
• Housing Needs Assessment
• Affordable Housing Fund
• Public Property Inventory
• Zoning Audit
• Equitable Development Strategies

Options
• Funding Sources/Uses
• Policy Adjustments
• Staffing Needs

Issues
• Collaborative platform
• Community Engagement
Housing Needs Assessment

How do we define the problem?
Partnership with KConnect & GR Chamber

- Comprehensive, shared data-set related to existing housing inventory and housing needs through 2025.
- Identification of all market gaps/needs
- Price point and geographically specific data sets
  - < 30% of area median income ($16,000/yr or less)
  - 30 – 60% AMI ($16,000 - $32,200)
  - 60 – 80% AMI ($32,300 - $42,900)
  - 80 – 120% AMI ($43,000 - $63,900)
  - 120%+ AMI ($64,000/yr and up)
Affordable Housing Fund

National Best Practice Report – Dr. Virginia Beard

• Define core activities for model Housing Fund, including a long-range Inclusionary Housing Plan
• Maximize existing & potential funding sources
• Potential Leadership/Management Structure
• Collaboration with non-profits, City/County/Institutional partners, Housing Commission, the development community, regional employers, and neighborhood residents
Zoning Audit

• A lack of overall housing supply creates competition and impacts price for those with the least income.

• Allowing for an increase in supply will reduce scarcity & slow price increases for existing housing.

• Building upon the Great Housing Strategies/Housing Now, target additional zoning adjustments which best support housing supply without displacing existing residents.

• Define robust neighborhood engagement & communication process as part of the master plan update and future zoning amendments.
Public Property Inventory

• Define the portfolio of potential assets:
  ➢ Identify Immediate Housing Opportunities
  ➢ Leverage assets for long-term neighborhood growth
    o Parks as economic driver & neighborhood catalyst
    o Mixed-income developments near transit
    o Collaborative partnerships in property assemblage along high-frequency transit corridors
Equitable Development Strategies

Public investments in housing should *(at bare minimum)* demonstrate an equal benefit to non-white households as compared to white households.

- Identify measures to dissolve disparities between white and non-white households
- Support affordability, ownership and *wealth creation* for Black and Hispanic households while allowing neighborhoods to grow without threat of displacement.
- No neighborhood should be entirely transformed by change AND no neighborhood should be entirely immune from change
Options

**Funding – Sources/Uses** A dedicated source of consistent funding will be needed to achieve the recommended objectives. Recommended figure to be refined following results of Housing Needs Assessment.

**Policies** – A series of policy reforms will be required to establish an ecosystem that fosters equitable growth and affordability across the city.

**Staffing** – Many of the recommendations will require investments in staff to support new leadership, programs & administration, compliance & monitoring.
Issues

Collaborative Platform – Housing is a regional issue. Efforts to provide solutions at the city level must be open to regional influences, partnerships and co-operative arrangements over the long-term in order to be successful at the systems level.

Community Engagement – An Inclusionary Housing Plan (perhaps as a part of the next Master Plan update) must include a robust communication & engagement strategy with a diverse and representative community participation process. Neighborhood changes to be guided in a way that provides broad benefits to existing residents as well as new.
Questions?
Mobility

Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.
Traffic Signals & Safety

Update

• Continued ped countdown signal investment
• Updated memorandum of understanding with local agencies and the MI Department of Transportation
• Completed first year of four-year conversion to durable crosswalk painting

Issues

• Increased contractual service costs with shortage of electrical staff
• Reductions in federal funding & lack of funding for signals
• Asset management investment required

Options

• Develop funding options for signal system
• Complete the last ped countdown locations
Micromobility Options

Update

• May Mobility pilot now exceeds 50,000 rides
• RFP for bikeshare and e-scooter pilot closed on Feb. 7
• DASH ridership is up 36% (600,000+ rides in 2019)

Issues

• Policy, education, engagement and infrastructure around bikeshare and e-scooters
• Survey demonstrates growing interest in both DASH and May Mobility resulting from pilot
• Contractual services for DASH, Route 19 and Silver Line have grown to almost $3 million
Micromobility Options

Future considerations

• Invest in education about parking, bikeshare and e-scooters
• Support investment in circulator services and operations
• Extend funding support for 2nd year of May Mobility
• Support for innovation
Parking

Update

• Wedge development with 185 additional spaces proposed
• 300 Studio Park spaces
• 75 spaces at 601 Ottawa in partnership with Kent County
• Increased westside parking usage
Parking

Issues

• Demand imbalance of where parking availability exists versus where demand exists
• Aging infrastructure requiring capital investments
• Lack of public land in high demand areas for capacity investments

Future Considerations

• Re-initiate Library Lot project
• 235/273 Market (Napa Lot) temporary surface lot
• Continue to invest in demand management strategies/pilots
• Rate study implementation for FY2021
Sidewalk Snow Support Assist Pilot

Update
• Bid awarded to two vendors for 100+ miles of sidewalk across 3 Wards
• One qualifying snow event

Issues
• Pilot funding was insufficient to cover bus stops
• Funding source competes against other operational investments like signals, pavement markings, etc.

Options
• Identify funding to continue a 2nd year of the pilot
• Expand the pilot to a larger area
• Focus program on major streets and expand to Citywide
Questions?
Health and Environment

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

Update

• 37% of municipal electricity supplied by renewable energy in 2019
• Working on issuing 3MW solar Request for Proposal (RFP) for Butterworth – this could increase renewable performance by approximately 6% (43%)
• Phase II will include RFPs for solar on remaining Butterworth land available and on City facilities
Solar

Issues

• City’s distribution system is a limiting factor on generating and supplying City facilities from solar at Butterworth
• Will collaborate with Consumers Energy to identify electricity accounts that will be offset by generation
• Economic analysis and return on investment analysis will be completed in late summer after RFP responses are received and participating accounts identified

Options

• Power Purchase Agreement (PPA)
• City owns and operates solar installation (Bond)
LED Street Lighting Investment

Update
- $8.8M Bond 1 issued in Dec 2018
- 13 awarded projects $6.6M
- 6 projects final design/bid $2.2M
- 2-year plan is on budget and schedule
- RFI results confirmed Bond1 financing approach

Issues
- Contractor capacity and market impacts
- Limited electrical engineering resources

Future considerations
- Long-term asset management investment
- Bond 2 financing analysis
- Smart City Initiatives
### Bond One Program Overview

#### Bond #1 Draw Down

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost Est.</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>System Upgrade – 2.4 KV to 7.2 KV Conversion</td>
<td>$4,235,458</td>
<td>Final Design / Bid</td>
</tr>
<tr>
<td>Phase I Awarded $1,435,700</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase II (A) Award at next CC meeting $758,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase II (B) OEM Substation Upgrade Est. $200,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase III 100% design, preparing bid packet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LED Street Lighting</td>
<td>$400,000</td>
<td>Final Design</td>
</tr>
<tr>
<td>Concrete Pole replacement</td>
<td>$1,125,000</td>
<td>Construction</td>
</tr>
<tr>
<td>Vital Streets</td>
<td>$1,496,176</td>
<td>Post Construction</td>
</tr>
<tr>
<td>Asset Management Program</td>
<td>$208,000</td>
<td>Bid/Construction</td>
</tr>
<tr>
<td>Overhead Primary Crossing Replacement</td>
<td>$558,655</td>
<td>Post Construction</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$8,857,571</strong></td>
<td></td>
</tr>
</tbody>
</table>
LED Street Lighting Investment

Bond 1

LED Pilot Conversion

• All HPS Light Inventory have been converted to LED for operation and maintenance

• 400 LED lights installed under provisional test

• Flex Net System Test Complete
  • Wireless communications
  • Coordinating system with Water & Sewer

• LED Conversion Project in Final Design
  • $400,000 Project
  • Current Status: Final Design
  • Estimated Completion Date: 10/31/2020
  • 450 new LED installation
    • 150 per ward
LED Street Lighting Investment

Bond 2 Program Overview

**Bond 2 Investment:**

- Kicks off in FY2021
- Goals
  - Two-year Citywide LED upgrade
  - Complete 450 Concrete Pole Replacement
  - Vital Street Partnership
- Estimated total $11,500,000
LED Street Lighting Investment

Implementation Plan Overview

• Bid Process – finalize color standard, select fixtures, select financing approaches and secure vendors

• Annex Areas – highest electricity cost reduction

• Safe Neighborhoods – Balance and Distribution by quadrant

• General Areas – completion of SW, SE, NW, NE

• Downtown – ornamental and commercial

---

Bond 2 Implementation Plan and Schedule

<table>
<thead>
<tr>
<th></th>
<th>FY21</th>
<th>FY22</th>
<th>Total Fixtures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annex Area</td>
<td>3807</td>
<td>4669</td>
<td>18037</td>
</tr>
<tr>
<td>SE Quadrant</td>
<td>2194</td>
<td>2700</td>
<td></td>
</tr>
<tr>
<td>SW Quadrant</td>
<td>2194</td>
<td>2700</td>
<td></td>
</tr>
<tr>
<td>NW Quadrant</td>
<td>2700</td>
<td>530</td>
<td></td>
</tr>
<tr>
<td>NE Quadrant</td>
<td>530</td>
<td>234</td>
<td></td>
</tr>
<tr>
<td>DT Area</td>
<td>3807</td>
<td>3603</td>
<td></td>
</tr>
<tr>
<td>4 Quadrants</td>
<td>3807</td>
<td>3603</td>
<td></td>
</tr>
</tbody>
</table>

* The LED fixture quantities above will be slightly reduced through our LED piloting program

**FY2020 Mid-Year Report**
Park Acquisition Plan

Update

• Plan: Acquire 5 properties (or 20 acres) by 2025
• 7 properties under consideration, 5 in NOF, 3 in 3rd ward, 1 west side
• 2 in NOF recommended by Parks Advisory Board for pursuit
• Goal: 9.5 acres per 1,000 residents in NOF
  (Baseline: 3.7 acres per 1,000 residents in NOF)
Park Acquisition Plan

Issues

• Land valuations ranging $500,000-$1,000,000+ per property
• FY2020 Appropriation of $300,000
• Alignment of funding with partnership opportunities

Future Considerations

• Future City capital investment
• Seeking state or foundation grants
• Establishing partnerships/donations
Stormwater

Update
• Grand River Water Quality Index of 73 for 2019
• Glen Echo and Alger Ravine bank stabilization projects underway
• Richmond daylighting project completed

Issues
• Update 2013 Level C financial and operational metrics
• Proposed Municipal Separate Storm Sewer System (MS4) Permit - Industrial Permitting Requirements

Options
• Identify operation and asset management funding gap/potential efficiencies
Compost

Update

• Construction contracted awarded in fall 2019
• Site improvements to be completed by April
• Finalizing composting operator contract with WeCare Denali
• Composting operations of yard waste scheduled to begin by May

Issues

• Accumulation of material from previous years
• Weather conditions have slowed construction
• Available space to open site for residents in April

Options

• Budget amendment for removal of material
Addressing Lead-Based Paint Hazards

Update

• Lead awareness & education campaign launched fall 2019
• Lead Free Kids GR Advisory Committee issued final report & 21 options for consideration to City Commission February 2020
• Prevention of childhood lead poisoning & exposure #1 on City's legislative priority agenda
• Collaborative effort with Kent County underway to facilitate action to address and prevent lead-based paint hazards
Addressing Lead-Based Paint Hazards

Issues

• 80% of City housing units built before 1978 – when the federal government banned consumer uses of lead-containing paint
• Not enough lead certified contractors to perform work
• Lead testing is not required for rentals or at the time of sale

Options

• Propose & support State legislative initiatives
• Enhance existing rental certification process
Questions?
Engaged and Connected Community

Residents and stakeholders have awareness of and voice in decisions that affect them and receive culturally responsive and proactive communication.
Community Survey Results

Update
• Survey conducted Sept-Nov 2019
• 399 responses
• 19% response rate, +/- 5% margin of error

Issues
• Operationalizing results
• Cadence for ongoing surveys/feedback

Options
• Alternating years between community-wide survey & focused in-Ward or demographic deeper dives
Community Engagement

Update

• Expansion/growth in Neighborhood Match Fund and Summit
• Focused engagement
• Exploring staffing & digital engagement options
  • Includes development of engagement plan

Issues

• Coordination and resourcing
• Capacity-building
• Review/recommendations from Task Force on Elected Representation

Options

• Continue realignment of engagement with Equity & Engagement as practice lead
• Invest in single digital platform
Language Services

Update

• Gathering language access policies and protocols from other municipalities, and researching best practices

• Language access implementation will require staff training, program metrics and evaluation, possible Subject Matter Experts (SMEs) and multi-department coordination
Immigrant/New American Support

Options

• New American Welcome Plan to be released April 2020 with a set of recommendations.

• Draft City-related Welcome Plan recommendations:
  • Support structure for plan implementation
  • Iterate and Promote Our City Academy
  • Advocacy for policy supportive of New Americans
  • Business & Entrepreneur Investments
  • Employment and Retention
  • Know Your Rights & Responsibilities
  • Community-Police relations
Building Communications Capacity

Update
• Census and Lead Awareness campaigns
• Spanish livestream of Commission meetings
• Expanded social outreach (Nextdoor)
• Temporary communications specialist

Issues
• Growing demand across organization, including education around strategic priorities & ordinances

Options
• Increasing/aligning staffing to meet observed needs consistent with best practice
Questions?
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.
Master Plan

Update
• Pre-plan phase: 2020
  • MSU Extension Citizen Planner course
  • Site visits and planner exchange
  • Neighborhood review of Master Plan and ASPs
• Public plan phase: 2021-2022
• Plan adoption phase: 2023

Issues
• Equitable engagement

Options
• Childcare, meals, participant incentives
• Use ambassador model
Equity Fund

Update

• Initial investments in progress
• Updated data on Neighborhoods of Focus to be released March 2020

Issues

• Fund guidelines and processes needed
• Systemic change in investments beyond fund dollars is needed for substantial community-level impact
• Staff capacity to manage new internal projects and/or fund contract management
• Additional investment for initial projects

Options

• Design fund to align to geographic areas and/or population segments most in need
• Immediate (program) & long-term (policy) approach
• Internal and external projects
• Research similar funds
Retain and Recruit Staff

Update

- All contracts completed w/improved benefits
- Improvements to medical plan
- Improved OD & wellness support
- Negotiated & non-rep pay changes
- Hire Reach pilot program
- Employee affinity groups
- Telecommute/AWS pilot program scheduled

Issues

- Ongoing competition for talent (<3% unemployment)
- Need for more regular/disciplined comp methodology

Options

- Establish/fund regular comp study schedule
- Increase internal resources within HR to better distribute workload & enhance expertise in key areas of practice
Building Security

Update
- Completed CPTED reviews for city owned facilities
- Completed staff awareness training
- Implemented various security measures

Issues
- Ensure convenient access to city services
- Maintain public access points to facilities
- Maintain safe facilities for visitors and staff

Options
- Capital improvement investments in facilities
Code Compliance and CDBG

FY 2020 Code Compliance Funding

- CDBG, 26%
- GOF, 3%
- Fees, 71%

Services Not Supported by Fees

- Community Liaison
- 3rd Ward Equity Projects
- Special Case Action Team (SCAT)
- Housing Appeal Board
- Grand Rapids Hoarding Task Force (GRAHT)
Code Compliance and CDBG

History

- Community Development Block Grant (CDBG) funds have supported code enforcement activities since local program inception in 1975

- More recently:

<table>
<thead>
<tr>
<th>Fiscal Years</th>
<th>Average CDBG Amount Per Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990 through 1999</td>
<td>$558,000</td>
</tr>
<tr>
<td>2000 through 2009</td>
<td>$812,000</td>
</tr>
<tr>
<td>2010 through 2019</td>
<td>$1,368,000</td>
</tr>
</tbody>
</table>

Use of CDBG for Code Enforcement

- Limited to low- and moderate-income neighborhoods
- Reduce, eliminate, prevent blight and deterioration
- Used by many cities across nation
  - Reviewed 12 in Michigan (4% - 39% of total award)
Code Compliance and CDBG

Cases Since 2015 (91K)

- Non-Responsive Owners 9%
- Responsive Owners 91%

Examples of Non-Responsive Cases

- City uses a contactor to correct a nuisance violation
- City takes legal action
- City assesses fee for blight monitoring
- City issues condemnation orders
- City assesses fee for occupancy without a rental certification
Code Compliance and FY20 CDBG

Program Income
- Allows allocation of more funds annually than awarded by HUD
- Supports public service and administrative activities capped by federal program regulations

<table>
<thead>
<tr>
<th>Amount</th>
<th>NI Plan Activity Supported</th>
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</thead>
<tbody>
<tr>
<td>$153,000</td>
<td>Public Safety/Civic Engagement</td>
</tr>
<tr>
<td>$100,000</td>
<td>Economic opportunities</td>
</tr>
<tr>
<td>$102,000</td>
<td>Grant administration</td>
</tr>
<tr>
<td>$80,000</td>
<td>Fair housing services</td>
</tr>
<tr>
<td>$44,000</td>
<td>Minor home repair services</td>
</tr>
<tr>
<td>$21,000</td>
<td>Accessible housing services</td>
</tr>
<tr>
<td>$500,000</td>
<td></td>
</tr>
</tbody>
</table>
Example of CDBG Reduction

Impact
- Increased GOF reliance (at least for equity services)
- Increased fees for responsive and non-responsive owners
- Reduced program income, reduced NI Plan funding

<table>
<thead>
<tr>
<th>Amount Reduced</th>
<th>NI Plan Activity Supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>$25,000</td>
<td>Public Safety/Civic Engagement</td>
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<tr>
<td>$16,000</td>
<td>Economic opportunities</td>
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<tr>
<td>$16,000</td>
<td>Grant administration</td>
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<td>Fair housing services</td>
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<tr>
<td>$7,000</td>
<td>Minor home repair services</td>
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<tr>
<td>$3,000</td>
<td>Accessible housing services</td>
</tr>
<tr>
<td>$80,000</td>
<td></td>
</tr>
</tbody>
</table>
FY2020 Capital Update
FY2020 Capital Background

- FY2020 Capital Plan includes just over $100 million in investments in 224 separate projects.
- Projects have long development lead times – almost 60% of FY2020 projects have yet to start, are in the engagement phase or are now in design.
- 15% of projects have already been completed and another 15% are under construction.
- 10% of projects are on schedule to start construction this year.
FY2020 Investments in NOFs

• Neighborhoods of Focus (NOFs) include 36% of the total census tracts in the City.
• The FY2020 Capital Plan includes $68.5 million in location specific investments.
• Of this amount, 38% or $25.9 million will take place in Neighborhoods of Focus.
• 40% of FY2020 Neighborhoods of Focus projects have been completed or are under construction, compared to 30% in the City overall.
FY2020 Notable Projects Completed or Underway

• 17 miles of Vital Streets projects completed (Hall Street, Alger Street, and Eastern Avenue)
• Progress on Coldbrook Control relocation continues and will be completed in 2021
• Hastings Street, Lafayette to College scheduled to begin in FY2020 (street and trail)
• Street Lighting infrastructure projects are well underway
• Transit stop improvements are underway
• Acquired land for the Division Fire Station
• Completed $1.2 million in FY2020 Parks projects
• Calder Stabile reconditioned
• Daylighting stream at Richmond Park
FY2020 Future Capital Considerations

- Continued progress in equitable capital investment
- Continued investment in asset management
- Balance between rates and capital investment
- Reevaluation of Stormwater C guideline
- Capital Reserve Fund investment capacity
Questions?
Key Dashboard Metric
Recommendations
Key Metric Dashboard

• 37 out of 140 metrics
  • 23 are currently included
• Key to performance measurement and current status
  • Green = Target Met (3)
  • Yellow = Near Target (2)
  • Blue = Measuring (14)
  • Red = Target Not Reached (4)
Government Excellence

Foster and maintain fiscal sustainability

<table>
<thead>
<tr>
<th>Metric</th>
<th>Measurement</th>
<th>Goal</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Operating Fund Reserve Level</td>
<td>26.80%</td>
<td>15.00%</td>
<td>Goal Met</td>
</tr>
<tr>
<td>Online Payments Made, Disaggregated by Service</td>
<td>400K</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Attract, Hire, Train, and Retain High Performing Employees

<table>
<thead>
<tr>
<th>Metric</th>
<th>Measurement</th>
<th>Goal</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>Employee Turnover Rate</td>
<td>7.39%</td>
<td>10.00%</td>
<td>Goal Met</td>
</tr>
<tr>
<td>New Hire Demographics</td>
<td>108</td>
<td></td>
<td>Measuring</td>
</tr>
</tbody>
</table>

Economic Prosperity and Affordability

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

<table>
<thead>
<tr>
<th>Metric</th>
<th>Measurement</th>
<th>Goal</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Days to Administratively Approve Projects from Permit Application to Approval for Projects where Board/Commission Approval is Not...</td>
<td>46.49</td>
<td>28.00</td>
<td>Off Track</td>
</tr>
</tbody>
</table>

Increase residents' educational attainment, employment and wage growth

<table>
<thead>
<tr>
<th>Metric</th>
<th>Measurement</th>
<th>Goal</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of Residents Earning above the Asset Limited Income Constrained, Employed (ALECE) Threshold</td>
<td>48%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Employees throughout the city based on Number of W-2s</td>
<td>274K</td>
<td>293K</td>
<td>Off Track</td>
</tr>
</tbody>
</table>
Wrap Up.
Thank You.