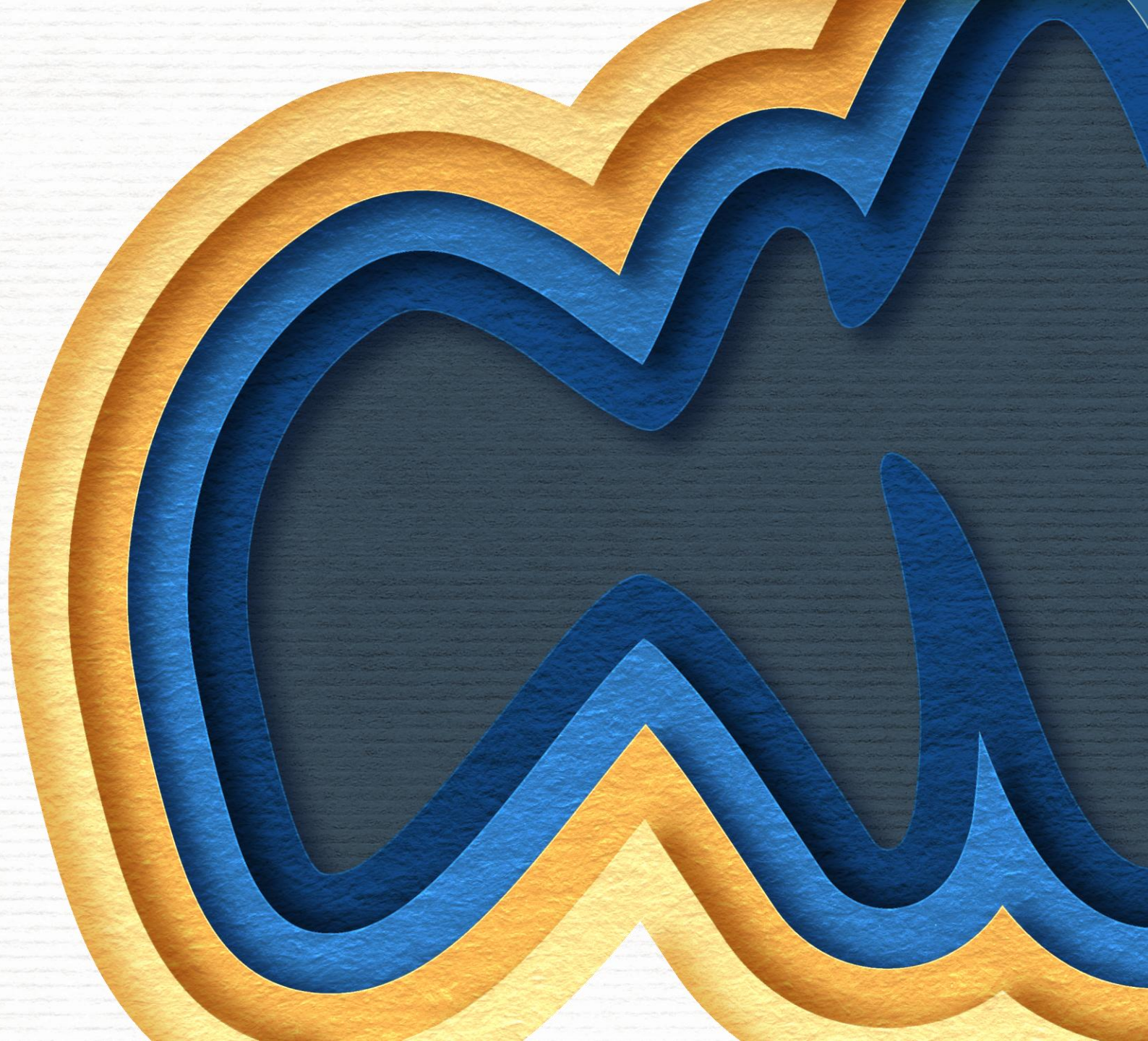
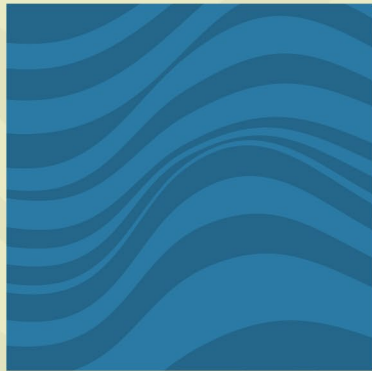
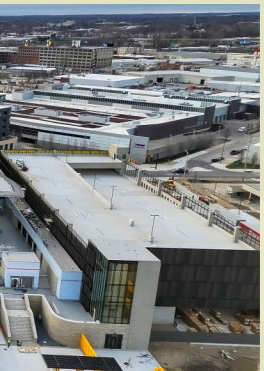


Committee of the Whole Briefings

April 28, 2026





FY 2027 / PRELIMINARY FISCAL PLAN

GENERAL OVERVIEW / APRIL 28, 2026



Today's Objectives

- Introduction of the FY2027 Preliminary Fiscal Plan
- Outline budget review and adoption process

No decisions are requested today, other than approving the schedule for public hearings

Budget Process

November 13, 2025

City Commission Prioritization Workshop

February 24, 2026

FY2026 Mid-Year Update

April 28, 2026

City Manager presents FY2027 Preliminary Fiscal Plan/Budget

May 5, 2026

Budget Work Session – Special Meeting, 9 a.m.

Governmental Excellence

Safe Community

Mobility / Vital Streets Oversight Commission

Engaged and Connected Community

May 12, 2026

Budget Work Session – Committee of the Whole, 10 a.m.

Economic Prosperity and Affordability

Health and Environment / Stormwater Oversight Commission

Public Hearing on FY2027 Budget, Revenue Omnibus,
and Tax Rates – City Commission, 7 p.m.

May 19, 2026

Commission adopts FY2027 Final Fiscal Plan/Budget

July 1, 2026

FY2027 Begins

September 2026

FY2026 Annual Performance Presentation

Strategic Plan – Our Roadmap



Values

Our values are how we make decisions. They are embedded throughout the entire plan and drive 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

Making decisions with the goal of achieving long-term net positive benefits that are informed by an understanding of how those decisions will impact climate resiliency and 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 the 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, low-carbon 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.

FY2027 Focus Areas

Governmental Excellence		
<ul style="list-style-type: none"> Maintain fiscal sustainability; update policies related to cash & debt Hire, develop and retain a talented and diverse workforce Leverage benefits of Enterprise Resource Planning system and emerging technologies such as generative AI Implement the Strategic Plan & Community Master Plan Eliminate FOIA backlog Evaluate and prioritize implementation of facilities assessment recommendations 	<ul style="list-style-type: none"> Continue to leverage legislative and funding opportunities based on approved Legislative Priority Agenda Advocate for maintaining local control and defend against unconstitutional actions, policies, and proposals Support Kent County efforts to place a Museum/Zoo millage extension ballot initiative before voters Assess long-term funding opportunities for Vital Streets; plan for VSOC income tax extension ballot initiative 	<ul style="list-style-type: none"> Secure new three-year Third-Party Administrator contracts for employee healthcare and pharmacy benefits. Continue phased/targeted implementation of recommendations from the Compensation and Classification Study to ensure that employees are compensated fairly to the market Engage in resource planning including exploring new revenue sources to evaluate sustainable service levels as major projects are built in a growing city
Economic Prosperity & Affordability		
<ul style="list-style-type: none"> Support creation of affordable and market rate housing supply, leveraging full range of existing tools and partnerships; diversify housing types Continue implementation of the GR Land Bank Improve neighborhood business corridors and optimize authorities Support improvement in the Continuum of Care and other community partners' coordination and outcomes 	<ul style="list-style-type: none"> Continue public/private partnership effort to complete the amphitheater and soccer stadium Transformational Brownfield Projects with focus on economic inclusion and ensuring associated housing development Evaluate impact of EBO policy changes to determine effectiveness in eliminating barriers to competition in award of City contracts and leverage partnerships to support MLBEs, MBEs, WBEs, and other local entrepreneurship efforts 	<ul style="list-style-type: none"> Implement Third Ward Equity Funded projects Continue implementation of river restoration (lower reach construction, continue partnership around upper reach design) Continue construction of river edge projects (Public Museum, Leonard to Ann trail, Fulton to Wealthy trail, Oxford trail, Canal Park) Develop parking investment strategy including review of current parking portfolio to guide future infrastructure needs Expand access to safe, people-centered mobility options
Engaged & Connected Community		
<ul style="list-style-type: none"> Continue implementation and training on the City's Community Engagement Framework Enhance connections and outreach to community groups Continue immigrant/refugee community engagement 	<ul style="list-style-type: none"> Strategically enhance the celebration of arts, culture, and heritage in city neighborhoods and commercial districts Identify and execute on opportunities to support a City/County Arts and Culture Strategy 	<ul style="list-style-type: none"> Sustain 311 Customer Service levels and enhance access Implement improvements to enhance project communications and stakeholder engagement in City project design and construction processes
Health & Environment		
<ul style="list-style-type: none"> Sustain 100% municipal renewable energy with decreasing reliance on Renewable Energy Credits (RECs) Reduce municipal fleet emissions Explore opportunities to maximize use of the City's primary circuit by current City Facilities Begin deploying solar at Butterworth Landfill to power the City's primary circuit Create and implement a proactive urban forestry operating plan that maximizes resources to care for the health of the city's trees 	<ul style="list-style-type: none"> Continue to evaluate and implement building decarbonization strategies in partnership with community stakeholders through the City's EH Zero initiative Expand on organics diversion programs piloted in FY2026 Consider ordinance updates to improve materials management/collection Achieve milestones on major park capital projects (complete Canal Park and Oxford Trail; finish Silver Creek Corridor planning process) Explore feasibility of improved recreational amenities (i.e., golf center, icehouse, pickleball) and other parks projects 	<ul style="list-style-type: none"> Continue lead service line replacements Continue implementing the lead hazard control program to address lead-based paint in homes Advance work toward circularity in City utility systems, prioritizing reuse of wood waste, water, heat, wastewater residuals, organics and carbon byproducts in a connected system Continue to prioritize investment in water, wastewater and stormwater infrastructure in accordance with ongoing applicable Comprehensive Master Plans Implement priority actions in the Climate Action and Adaptation Plan
Mobility		
<ul style="list-style-type: none"> Enhance connectivity of and maintain bike/pedestrian trails, facilities, and sidewalks throughout the city Improve micro-mobility access and utilization for first/last mile 	<ul style="list-style-type: none"> Evaluate DASH service and explore alternatives Collaborate on regional strategic transportation planning activities (The Rapid, County, MDOT, GVMC) to support housing affordability and job opportunities 	<ul style="list-style-type: none"> Reduce speeding and improve safety and mobility for pedestrians, cyclists and other micromobility riders Continue implementation of parking rate competitiveness framework
Safe Community		
<ul style="list-style-type: none"> Improve community-police relations Enhance crime prevention and violence reduction actions, including youth programming and domestic violence prevention; create a violence intervention strategy Continue to support Cure Violence Expand opportunities for diversion from the criminal justice system 	<ul style="list-style-type: none"> Leverage public safety revenue sharing Evaluate and refine place-based / collective impact of safe community pilots Improve co-response models Re-start community policing program with assigned officers Implement wildlife management plan 	<ul style="list-style-type: none"> Operationalize new fire stations and complete training center Continue emergency management and resilience planning and implementation Prepare to support community through local disasters by implementing a Disaster Relief Fund that will leverage funding from local government and community-based organizations in the event federal/state funding is not available

FY2027 Preliminary Fiscal Plan Overview

- \$785.4 million all funds and \$206.7 million General Fund
- Continuation of all basic services
- The Strategic Plan is our roadmap
- 8.7513 mills – a decrease of 0.1074 mills (1.2%)

FY2027 Budget Process Considerations

Key Assumptions

- Continuation of all basic City services, including:
 - \$201.6M - Water and Wastewater
 - \$75.4M - Police
 - \$56.6M - Economic Development
 - \$48.3M - Fire services
 - \$48.0M - Vital Streets
 - \$40.4M - Parks and Community Services
- \$21.1M - Refuse and Recycling
- \$17.8M - Library
- \$13.5M - Court
- Total personnel cost of \$236.5M
- \$1.3M in State Public Safety funding supports 10 police positions; an additional \$400k remains to be programmed for eligible prevention efforts

FY2027 Budget Process Considerations (cont.)

Program Changes & Operational Adjustments

- \$7M capital costs avoided over 5 years in DASH bus replacement costs (Parking Fund)
- \$1.6M annual DASH operating cost avoidance (Parking Fund)
- \$1.3M for 14 new non-GOF positions (Environmental Services, Water, Mobile GR, Parks, Engineering)
- \$100k personal belongings storage program (additional \$100k needed for full service)
- \$60k Retail Retention Program continued (partner funding not included)

FY2027 Budget Process Considerations (cont.)

Fees & Charges

- Previously adopted water/sewer rate adjustments reflected (~2.5%)
- No change to hourly on-street parking rates
- Special event parking max remains \$25
- Monthly parking rates increase with cost of living
- EV charging transitions to energy-based pricing model

Policy Considerations / Deliberation Items

- ≥ \$8.5M neighborhood road funding anticipated (not yet allocated)
- \$7M transfer to Budget Stabilization Fund (FY2026) recommended
- \$218,821 not included for Equity & Sustainability positions (post-grant)
- \$200k is not included for conversion of Commission Enhanced Support pilot to permanent
- \$50k additional to be considered for disaster relief fund (beyond included \$50k)



Financial Overview

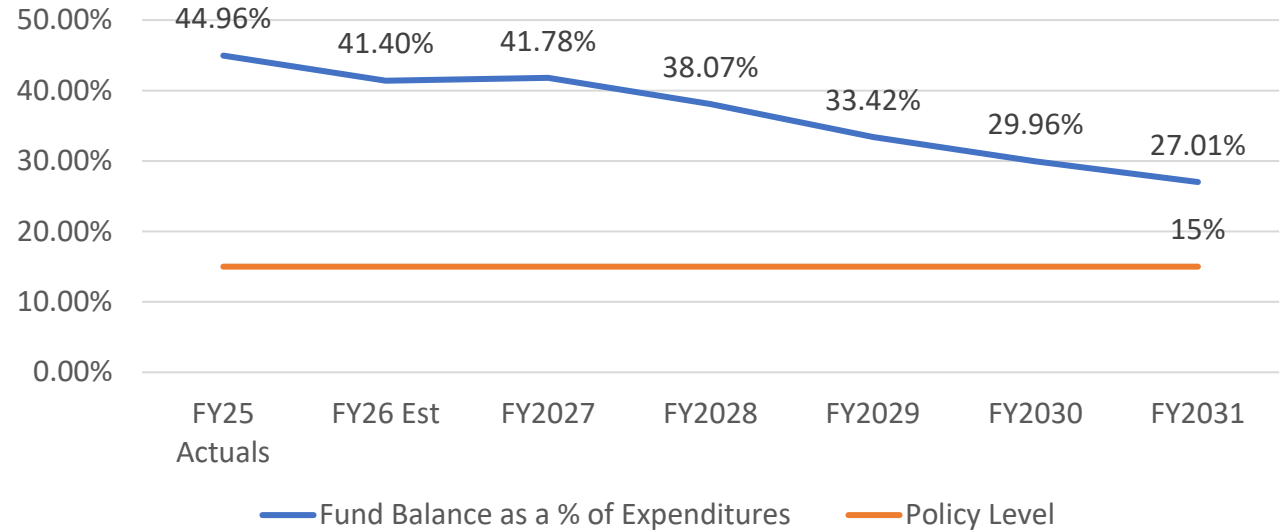
Budget Process and Public Engagement



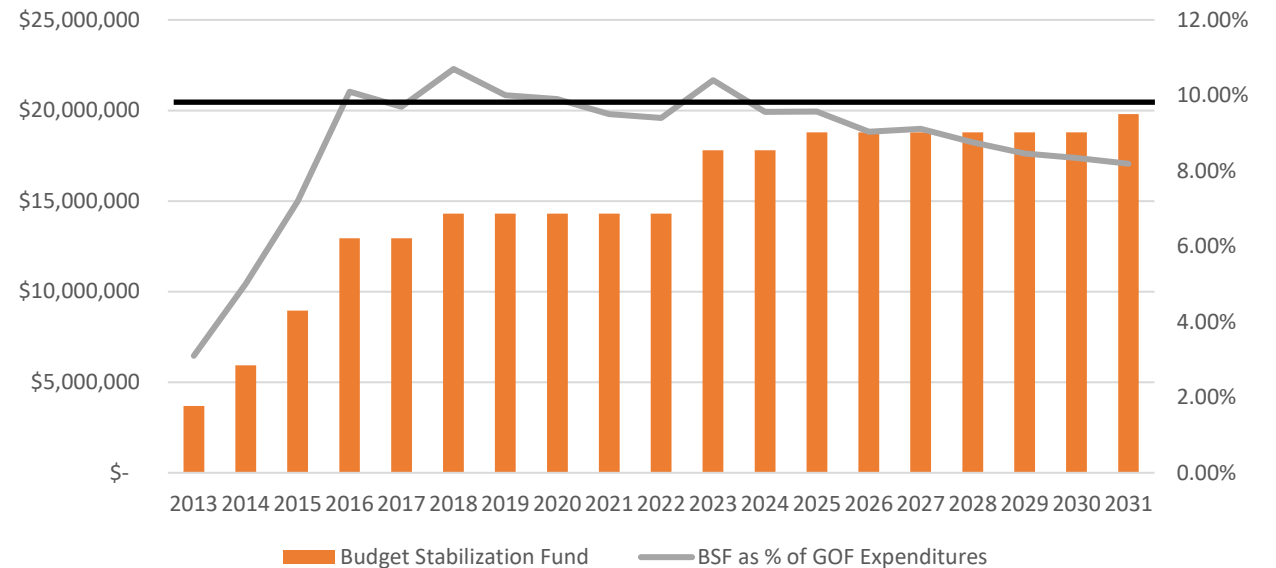
Fiscal Plan Guidelines



Fund Balance as % of General Fund Expenditures



Budget Stabilization Fund Performance

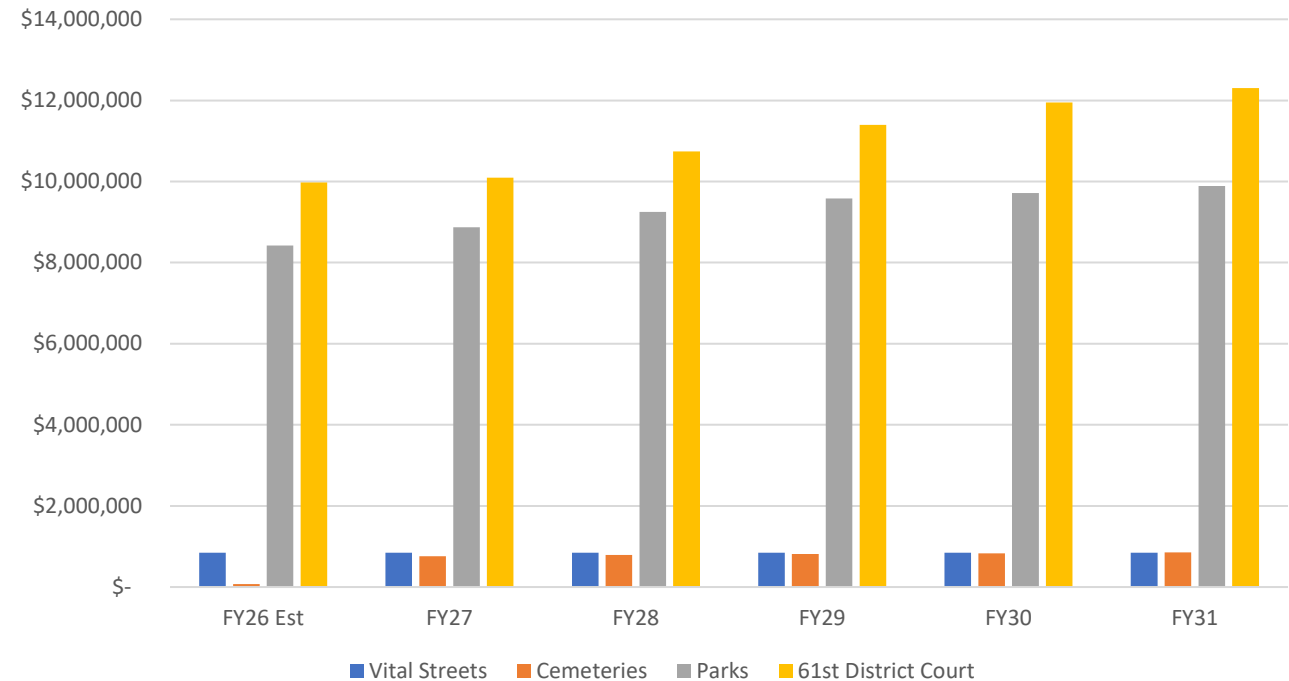


Fiscal Plan Guidelines

- Contribute 100% Actuarially Computed Employer Contributions (ACEC):
 - Pension systems
 - Retiree health care
- Health Care Costs 80/20 Split
- Fully fund the Capital Improvement Plan
 - Asset management principles
 - Operating budget impacts
- Maintenance of Effort
 - Parks investment
 - Vital Streets
- 5.00% Capital Reserve Income Tax set-aside policy level reached in FY2026
- Income Tax growth assumption 4.37% in FY2027

Public Safety Impact	Police	Fire
% of GOF Expenditures	36.5%	23.4%
Sworn Staff	312	223
Total Staff	348	232

Major General Fund Subsidies

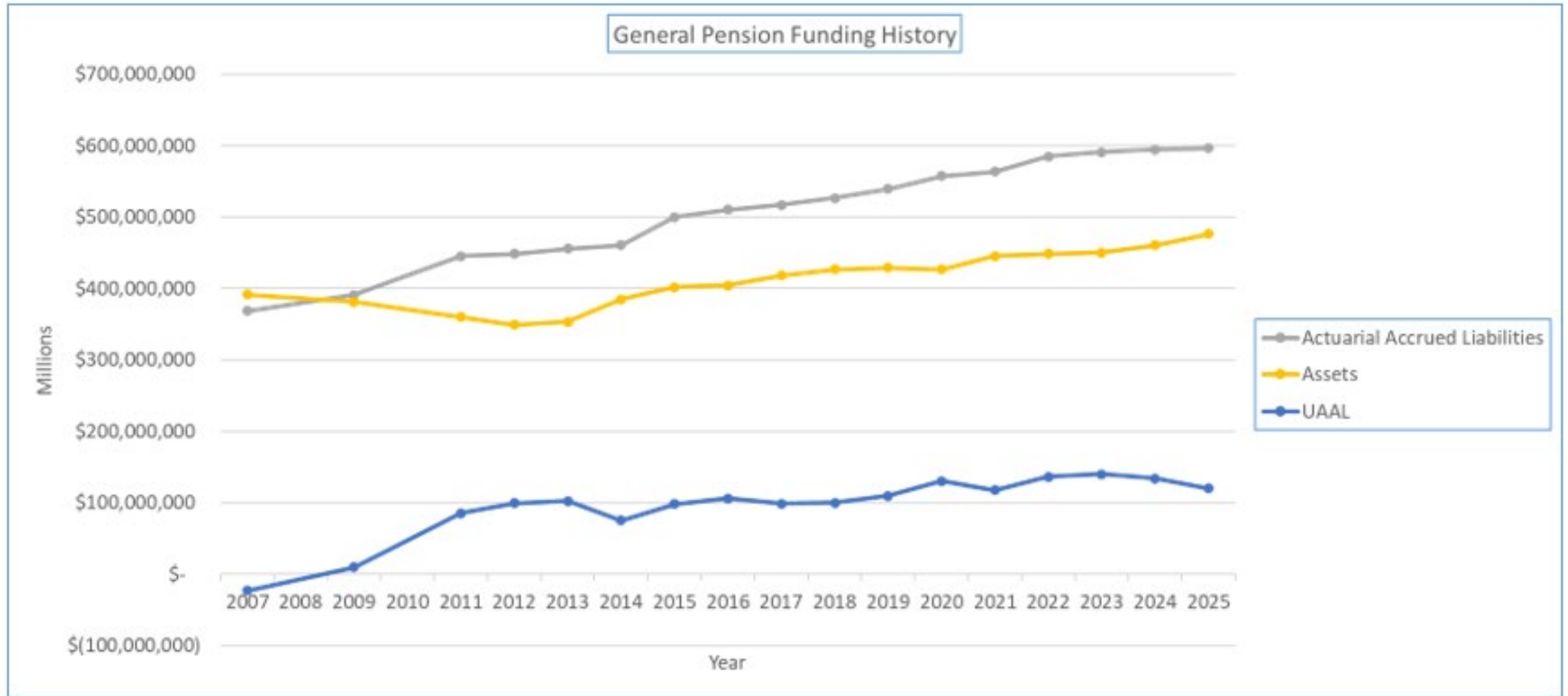


Public Safety Overtime

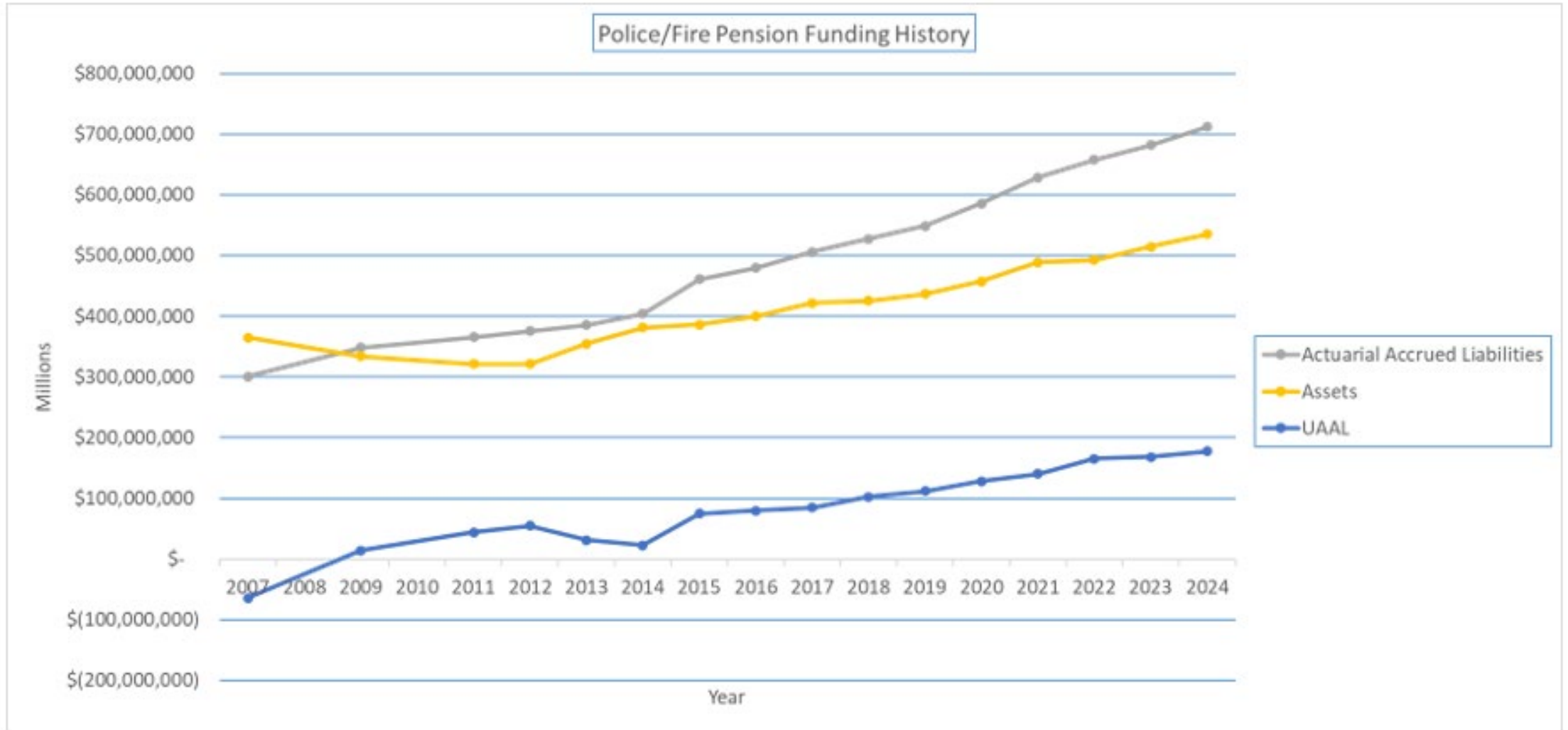
	Police	Fire
FY25 Adopted	\$4.1M	\$3.6M
FY25 Actual	\$7.9M	\$3.7M
Under/(Over)	(\$3.8M)	(\$0.1)
FY26 Adopted	\$4.1M	\$3.6M
FY26 Actual	\$8.5M	\$4.6M
Under/(Over)	(\$4.4M)	(\$1.0M)
BA		
F27 Adopted	\$4.3M	\$4.0M

- Total Gross OT Spend (Wages and Benefits)
- Staffing:
 - FY25
 - Fire: 10 Firefighters (January 2025)
 - FY26
 - Police : +8 Officers & 2 Sergeants (January 2026)
- Public Safety overtime study in progress Summer 2026

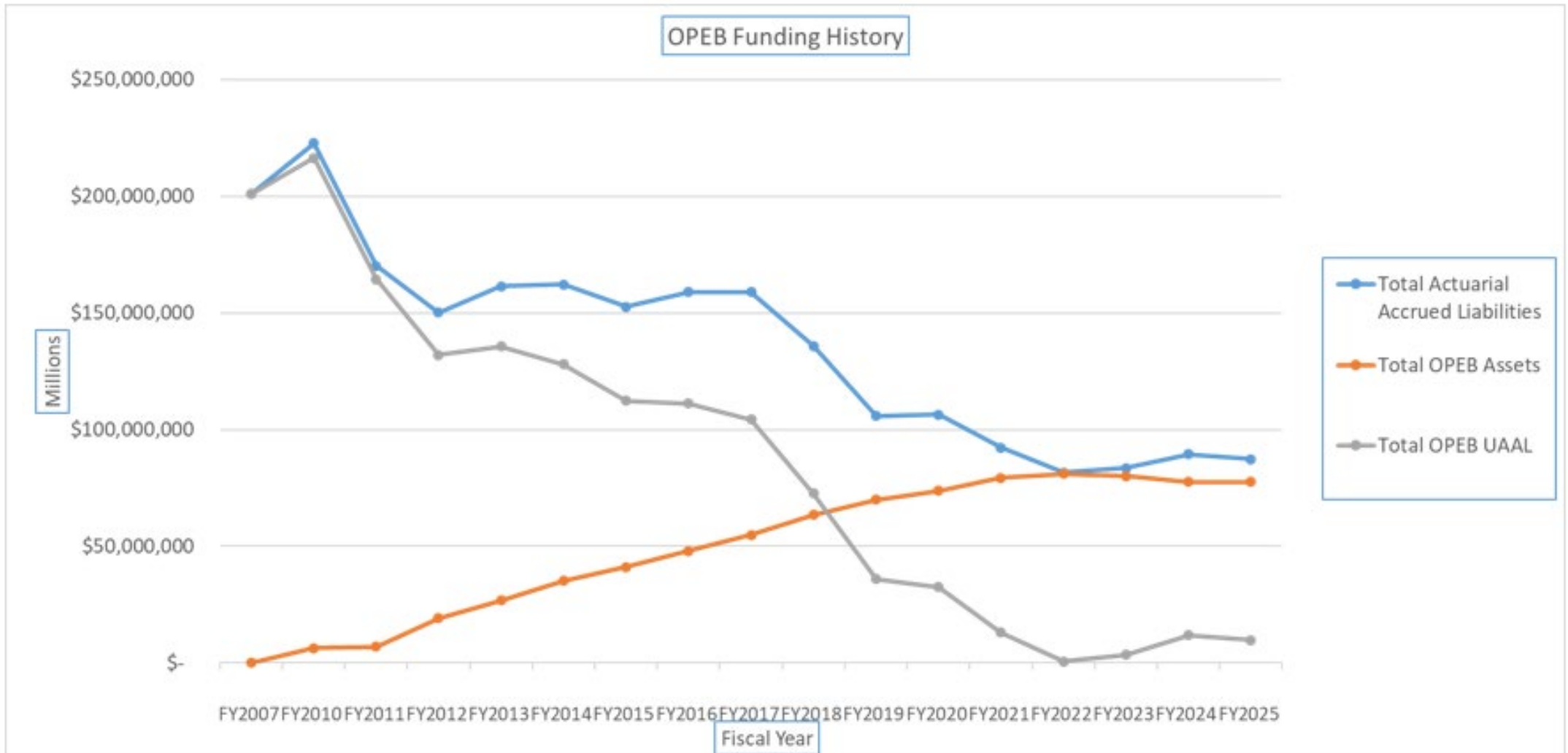
Legacy Costs - Pension



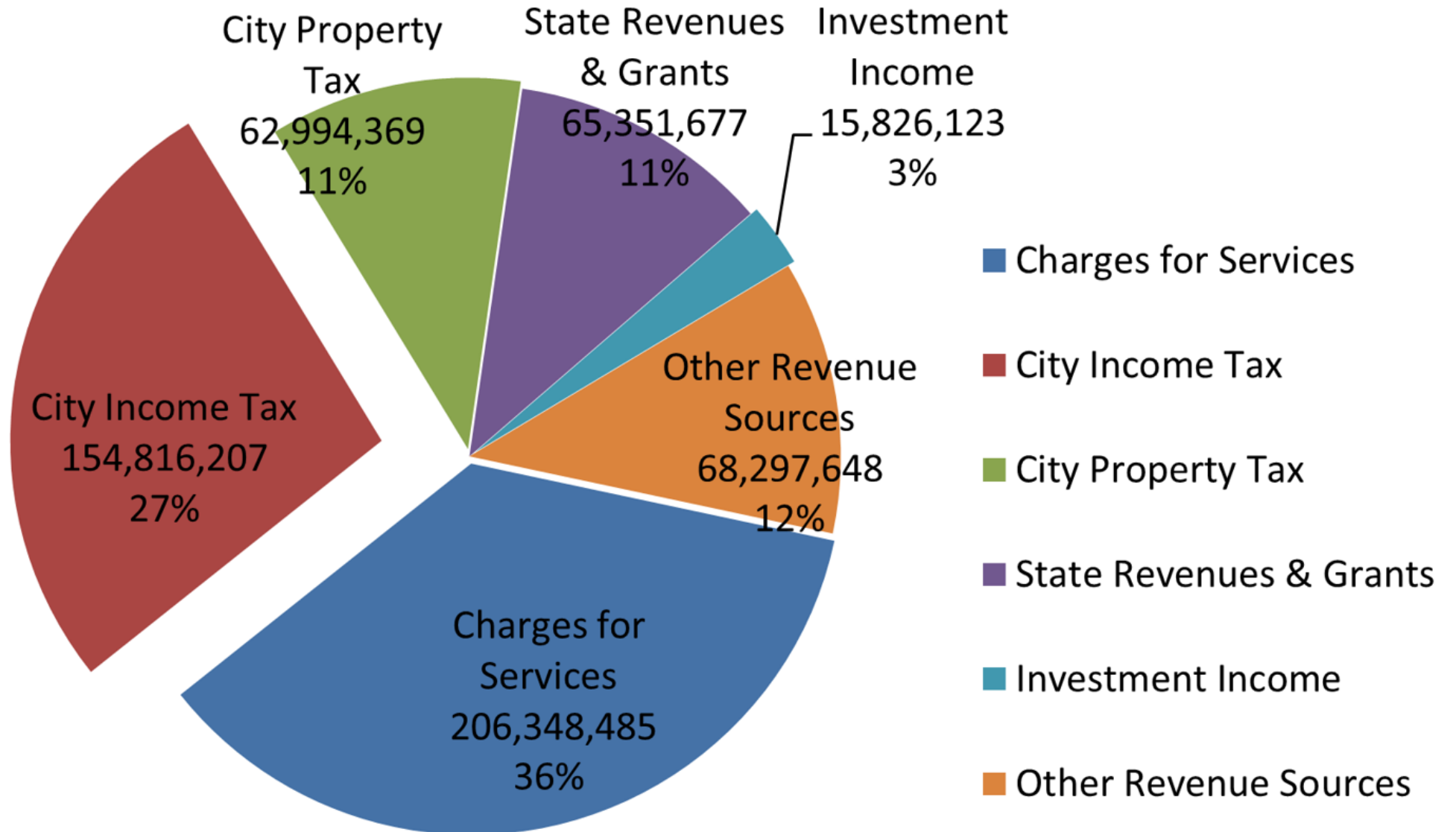
Legacy Costs - Pension



Legacy Cost – Healthcare (OPEB)

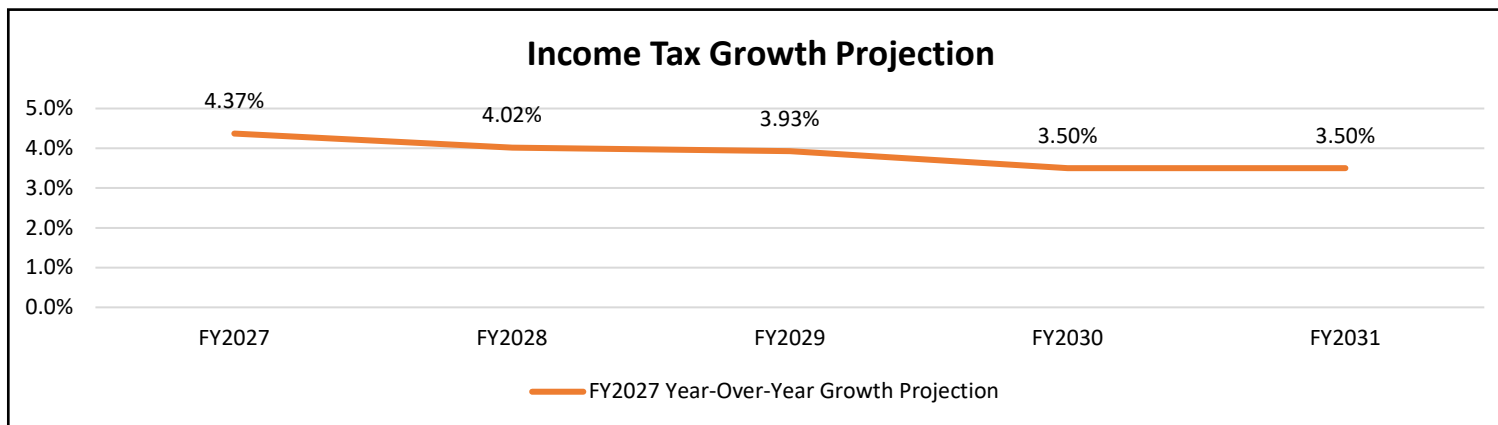
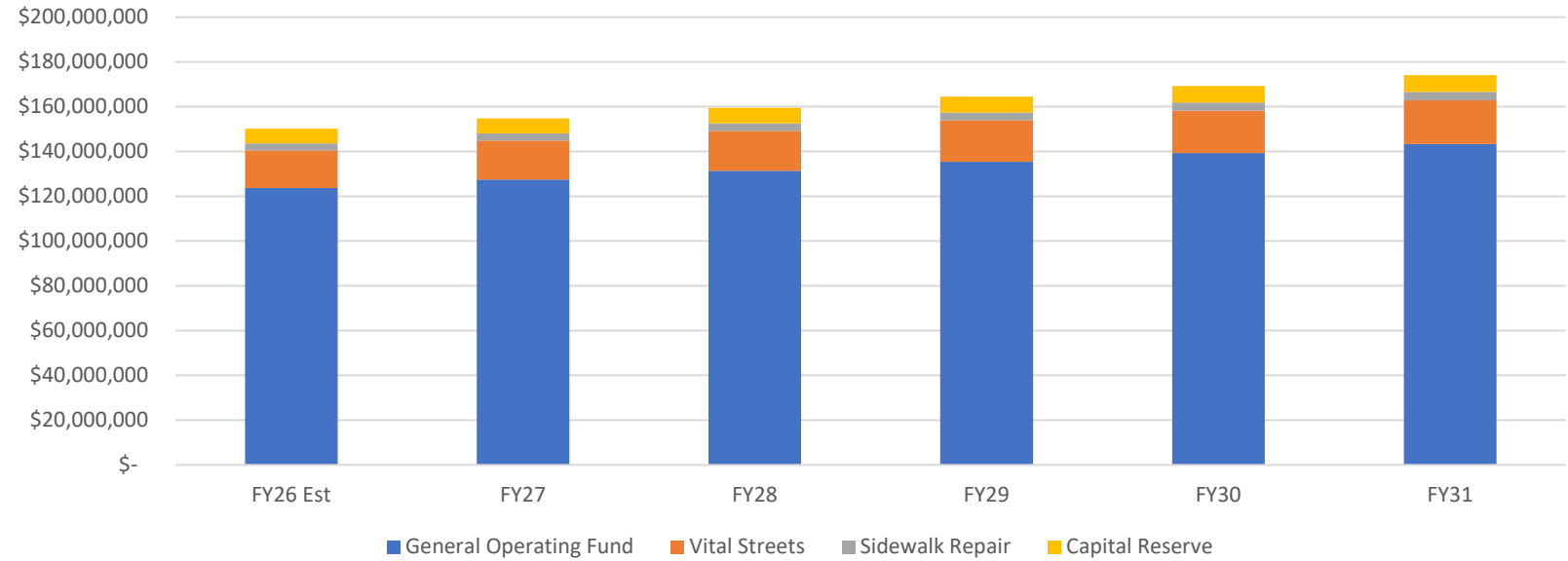


Revenues

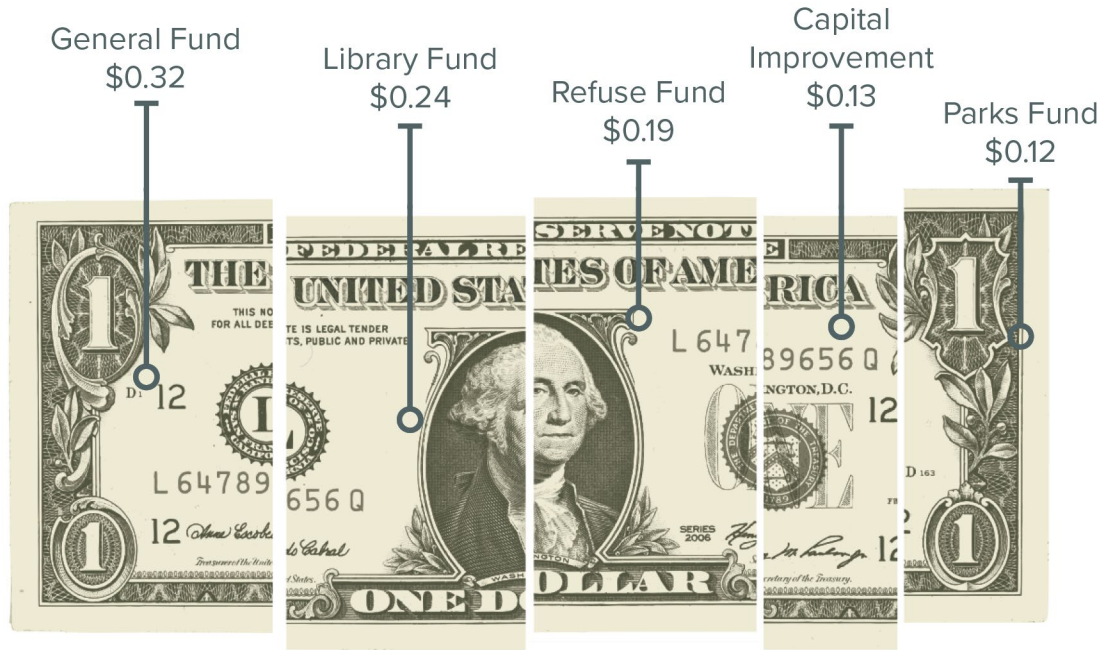


Income Tax Projection

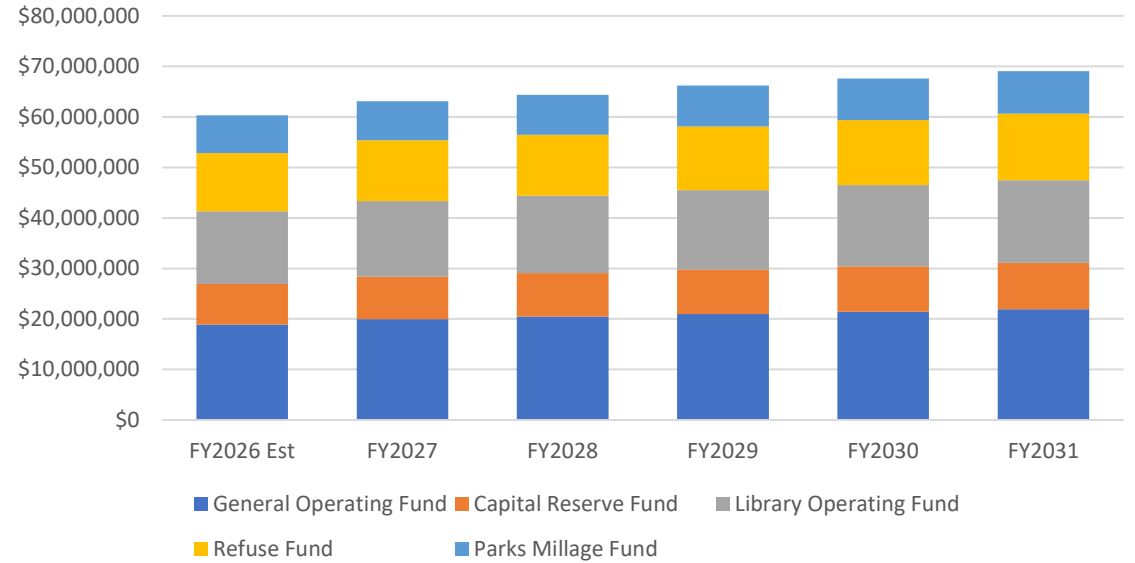
Income Tax Projections



Property Tax



Property Tax Projections



Estimated 2026(FY2027) Property Tax Millage Rate & Resident Impact

	Max Authorized Millage	2025 (FY2026)	2026 (FY2027)	Increase (Decrease)
City Operations	6.4100	5.5503	5.4659	(0.0844)
Library	0.3741	0.3413	0.3361	(0.0052)
Promotional	4.0000	0.0064	0.0063	(0.0001)
Refuse	3.0000	1.8000	1.8000	0.0000
Parks II	1.2500	1.1607	1.1430	(0.0177)
Total	15.0341	8.8587	8.7513	(0.1074)

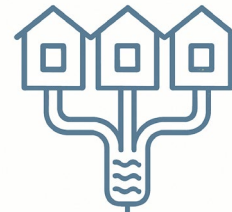
	GR Property Tax (City of Grand Rapids Millage Only)	Average Residential Taxable Value	Estimated Average Market Value
As of July 1, 2025	\$720.69	\$81,354	\$276,696
As of July 1, 2026	\$771.82	\$87,126	\$296,675
\$ Increase (Decrease)	\$51.13	\$5,772	\$19,979
	Annually		
% Increase (Decrease)	7.09%	7.09%	7.22%

Impact on Residents – Water & Sewer

Annual Water and Sewer Rates, FY 2025 - FY 2026			
	GR Water	GR Sewer	Annual Impact
July 1, 2024 - June 30, 2025	\$373.56	\$457.56	\$831.12
July 1, 2025 - June 30, 2026	\$394.14	\$457.92	\$852.06
\$ Incr/(Dec)	\$20.58	\$0.36	\$20.94
% Incr/(Dec)	5.51%	0.08%	2.52%
Annual Gallons	62,832	41,888	N/A



GR Water



GR Sewer

American Rescue Plan

Project Category	Obligated Amount	Expenses Thru 3/31/2026	Remaining
Medical Expenses	\$1,494,380.00	\$1,494,380.00	\$0.00
PPE/Workplace safety	\$128,234.32	\$128,234.32	\$0.00
Broadband Connectivity	\$224,339.91	\$224,339.91	\$0.00
HOT/Public Safety Response	\$3,089,801.13	\$3,089,801.13	\$0.00
Affordable Housing/Vulnerable Populations	\$8,380,081.00	\$8,139,179.70	\$240,901.30
Violence Reduction/Co-response	\$1,661,486.55	\$1,620,429.58	\$41,056.97
Special Events/Other Support	\$969,220.94	\$969,220.94	\$0.00
Provision of Government Services	\$33,642,952.64	\$30,736,954.33	\$2,905,647.86
Strong Healthy Communities	\$13,300,000.00	\$11,528,744.14	\$1,771,255.86
Software Upgrade (Fairfax)	\$382,650.00	\$239,780.00	\$142,870.00
ERP	\$9,400,000.00	\$9,400,000.00	\$0.00
ARPA Administration	\$400,000.00	\$266,304.00	\$133,696.00
Scribner	\$19,206,352.71	\$18,834,973.88	\$371,378.83
Total	\$92,279,500.00	\$86,672,342.93	\$5,606,858.07

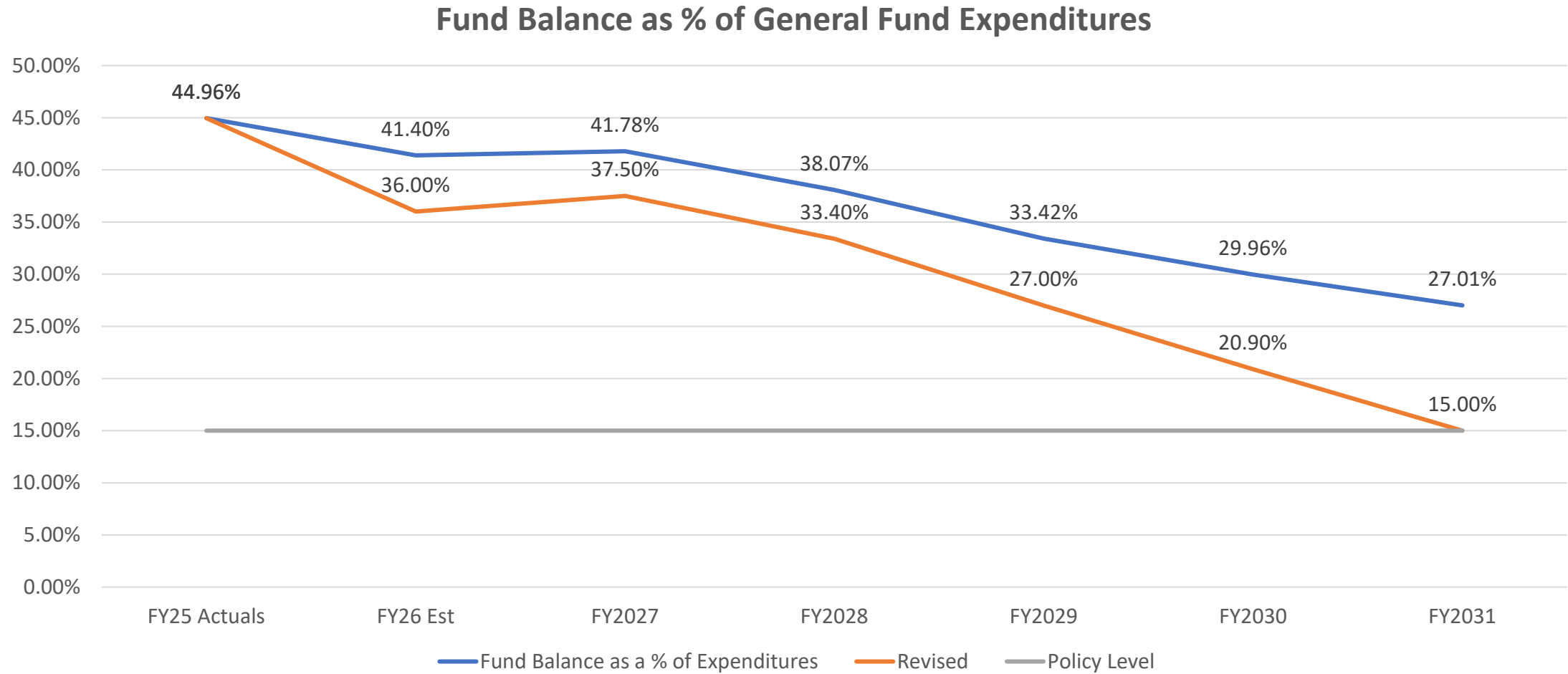
General Fund Forecast

General Operating Fund	2026 Estimate	Proposed 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031
Beginning Fund Balance	\$88,367,762	\$86,056,613	\$86,361,789	\$81,778,781	\$74,335,791	\$67,605,731
Revenue:						
Income Tax	123,650,101	127,466,376	131,315,778	135,444,357	139,313,303	143,368,824
Property Tax	19,317,337	19,790,869	20,306,870	20,804,636	21,267,681	21,741,275
ARPA	203,275	663,880	0	0	0	0
Other Revenue	62,384,076	59,074,356	58,592,485	58,753,322	58,338,054	59,068,770
Total Revenue	205,554,789	206,995,481	210,215,133	215,002,315	218,919,038	224,178,869
Total Expenditures	207,865,938	206,690,305	214,798,141	222,445,305	225,649,098	229,739,383
Net Revenue	(2,311,149)	305,176	(4,583,008)	(7,442,990)	(6,730,060)	(5,560,514)
Ending Fund Balance	86,056,613	86,361,789	81,778,781	74,335,791	67,605,731	62,045,217
FB as % of Expenditures	41.4%	41.78%	38.07%	33.42%	29.960%	27.01%

General Fund Revised Forecast

General Operating Fund	2026 Estimate	Proposed 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031
Beginning Fund Balance	\$88,367,762	\$77,356,613	\$77,611,789	\$72,028,781	\$61,101,593	\$48,465,496
Revenue:						
Income Tax	123,650,101	127,466,376	131,315,778	135,444,357	139,313,303	143,368,824
Property Tax	19,317,337	19,790,869	20,306,870	20,804,636	21,267,681	21,741,275
ARPA	203,275	663,880	0	0	0	0
Public Safety Rev Sharing Delay	(1,700,000)					
Other Revenue		59,074,356	58,592,485	58,753,322	58,338,054	59,068,770
Total Revenue	203,854,789	206,995,481	210,215,133	215,002,315	218,919,038	224,178,869
Contribution to Budget Stabilization Fund	7,000,000					
Labor Cost Increase				2,484,198	4,906,037	7,321,552
Disaster Relief Increased Contribution		50,000				
Total Expenditures	207,865,938	206,740,305	215,798,141	225,929,503	231,555,135	237,060,935
Net Revenue	(11,011,149)	255,176	(5,583,008)	(10,927,188)	(12,636,097)	(12,882,066)
Ending Fund Balance	77,356,613	77,611,789	72,028,781	61,101,593	48,465,496	35,583,430
FB as % of Expenditures	36.0%	37.5%	33.4%	27.0%	20.9%	15.0%

Impact of Revisions



Personnel Additions in FY2027 Proposed

Department	#	Position	Function	FY2027 Cost	Funding
Environmental Services	2	Utility Aides	Plant operations	\$156,749	Sewage Disposal Operations Fund
Environmental Services	2	Maintenance mechanic	Plant operations	\$189,806	Sewage Disposal Operations Fund
Environmental Services	1	Plant Assistant	Plant operations	\$29,204	Sewage Disposal Operations Fund
Water	3	Utility Aides	Plant Operations	\$235,123	Water Supply System Operating Fund
Mobile GR	1	Facilities Maintenance Technician	Right-Size Parking Facility Mgt.	\$134,702	Parking Operating Fund
Mobile GR	1	Parking Violations Checker I	Parking Enforcement	\$86,517	Parking Operating Fund
Mobile GR	1	Transportation Planner	Add capacity to planning team	\$113,247	Parking Operating Fund
Mobile GR	1	Information Systems Coordinator	Management of multiple parking software platforms and project software	\$151,441	Parking Operating Fund
Parks and Recreation	1	Groundskeeper	Park & Trail Maintenance	\$86,992	Parks & Rec Ops Fund
Fiscal Services	1	Budget Analyst A – Capital	Track capital budget and spending	\$133,453	Engineering Fund
Total Other Funds Proposed	14			\$1,317,234	

Unfunded Positions and Programs

Expiring Grant Positions* (Note City Commission Policy 700-02 below)

Department	#	Position	Function	FY2027 Cost	Funding
Equity & Engagement	1	Administrative Services Officer I	Program Coordinator	\$155,821	Grant to General Fund (Exp. 12/31/2026)
Executive Office	1	Administrative Analyst I	Energy & Carbon Specialist	\$63,000	Grant to General Fund (Exp. 12/31/2026)
Total Positions / Cost	2			\$218,821	
Other Programs					
Executive Office	1	Administrative Aide	City Commission enhanced admin support	\$100,485	General Fund
Communications	0	Contract Support	City Commission enhanced communications	\$108,000	General Fund
Equity & Engagement	1	Administrative Analyst I	Mediation coordinator	\$150,000	General Fund
Total Positions / Cost	2			\$358,485	
Grand Total Positions / Cost	4			\$577,306	

* Per City Commission Policy 700-02, positions with expiring grant funding must be approved by the City Commission for continued funding through the General Operating Fund.

Financial Outlook

- Navigating Uncertainty
 - Inflation, interest rates, & labor market shifts
 - Impact of Iran conflict and other geopolitical pressures (tariffs, supply chain disruption, etc.)
 - Slowing economic growth – 2.2%
- City Response:
 - Maintain current services and use of reserves to stay within financial targets
 - Mindful of affordability

FY2027 – Planned Investments for Key Revenues

- Revenue Sharing – Public Safety Trust Fund
 - Uses: At least 75% first law enforcement services/remaining use for other related like recruitment & retention efforts, training, emergency medical or fire service, crime prevention
 - Proposed Plan

Programs	Amount	Budgeted in FY27
Police Department (8 officers/2 sergeants)	\$1.3M	Yes
Other Programs:		
Internal (city departments) programs	\$200k	No
Community-based program (will include call for proposals through OPA)	\$200k	No

FY2027 – Planned Investments for Key Revenues

- Third Ward Equity Investments
 - Purpose: Continuation of long-standing City program for targeted investment in the Third Ward
 - Proposed Plan: \$1M budgeted in General Administration for following uses:

Programs	Amount	Budgeted in FY27
GRow1000	\$100k	Yes
Other Programs:		
Other youth-oriented and public health programming	\$200k	Yes
Traffic/Pedestrian Safety Projects	\$700k	Yes

FY2027 – Planned Investments for Key Revenues

- Affordable Housing Fund
 - Upcoming budget amendment to transfer sale proceeds from 201 Market into AHF, this will bring balance to over \$10M
- Opioid Settlement Funds – awarded through Neighborhood Investment Plan

	Amount
Anticipated FY2026 Balance	\$1.1M
FY2027 Neighborhood Investment Plan	(\$800k)
FY2027 Anticipated Revenue	\$500k
Total Anticipated for FY2028	\$800k

- Neighborhood Roads Fund – to be handled by budget amendment in FY2027

FY2027 Budget Summary

Total City-wide Appropriation: \$785,375,548

Total General Fund Appropriation: \$206,690,305



Service Provision Fees

FY2027 Proposed Service Provision Fees

- Commission Policy #700-10 (“the User Fee Policy”) established guidelines and best practices regarding the recovery of costs associated with City services provided in exchange for fees, fines, and other charges which are authorized by statute, ordinance, or City Charter.
- City departments were directed to recover 100% of service provision costs when updating fee schedules and/or creating new user fees. If achievement of 100% cost recovery would negatively impact Strategic Plan goals, departments were directed to recommend fees at less than full cost recovery along with justification for the lesser amount.

FY2027 Proposed Service Provision Fees

- In addition to the service provision costing methodology, the User Fee Policy requires the City's Fiscal Services Department to annually create a summary schedule listing fee names, service descriptions, rates, cost recovery shares, etc.
- The fee schedule includes proposed FY2027 fees for all departments, except the Water Supply System and the Sanitary Sewer System, which perform separate annual user fee rate studies.
- While fees for Parks and Recreation are listed, these fees are approved by the City Manager per City Commission Policy 1100-08, typically at the start of each calendar year.

FY2027 Proposed Service Provision Fees

- The majority of fees (approximately 87 percent) are either unchanged or adjusted at or below the cost of living, reflecting a measured approach to fee updates.
- As requested in prior years, the Fee Schedule is separated into six different categories as follows:

Fee Category	Number of Fees	Percentage of Total Fees
All Fees	1,272	100.0%
Fees with no recommended changes (Code A)	799	62.8%
Fees with cost of living adjustments (Code B)	309	24.3%
Fees with larger than cost of living adjustments (Code C)	143	11.2%
Fees achieving less than full cost recovery (Code D)	398	31.3%
New Fees	21	1.7%
*Note: Fees coded D are included in a separate category, therefore total exceeds 100%		



Investment Highlights by Strategic Plan Priority



Governmental Excellence

Governmental Excellence | Highlights

- Total personnel cost of \$236.5M
- \$442K for asset management projects that maintain infrastructure reliability and extend asset lifecycles (Facilities)
- \$280K to renovate restrooms across City facilities to improve accessibility and user experience (Facilities)
- \$222K for optimization and extension of Oracle Fusion ERP system capabilities (Fiscal Services)
- \$392K for five Utility Aide positions to support succession planning and workforce development. (Env. Services, Water)
- \$133K for capital budget analyst to support planning, analysis, and oversight of capital investments (Fiscal Services)
- \$100K for police, fire, and dispatch overtime analysis to determine cost-effective staffing and service delivery improvements.
- \$1.6M to support public safety recruit/cadet classes (Fire, Police)



Economic Prosperity & Affordability

Economic Prosperity & Affordability | Highlights

- \$4M Community Development Block Grant (CDBG) to support housing stability, neighborhood and improvements, and essential community services
- \$2.4M HOME Investment Partnerships program to support creation of affordable housing units for residents earning 80% AMI and below, and rent assistance for those at or below 60% AMI
- \$77k for MDHHS Benefits Specialist (Eviction Prevention Program) to support housing stability and family financial security
- \$150,000 to support continued implementation of the Community Master plan through zoning code updates
- \$1M for Third Ward Equity Fund to support youth anti-violence programs and neighborhood-based capital investments
- \$175k for OCC T2C Studio / Challenge Scholars Integration to strengthen coordinated college access and student success pathways
- \$36k for GRCC Public Works Academy to build a skilled workforce pipeline for infrastructure careers
- \$4.3M MEDC Talent Grant to support workforce development, economic growth, and placemaking through public space investments



Engaged & Connected Community

Engaged & Connected Community | Highlights

- \$1.05M to advance inclusion and community centered service delivery through programs that strengthen engagement and access for all residents (Equity & Engagement)
- \$323k to support community engagement initiatives and strengthen stakeholder relationships (Parks & Recreation)
- \$320k for neighborhood outreach, community organizing, and resident leadership education and activities (Community Development)
- \$101k for Spanish language services to improve access to City services and ensure equitable communication with Spanish-speaking residents (Code Compliance)
- \$50k to implement an elections communication plan to increase voter awareness, participation, and access to accurate information (City Clerk)
- \$75k to support “Development With Us,” an initiative to strengthen collaboration between residents, neighborhood associations, and developers (Planning)
- \$120k for expanded language interpretation services to ensure equitable application of laws and access to information (Court)



Health & Environment

Health & Environment | Highlights

- \$357K in investments supporting Commission's priorities in the Climate Action and Adaptation Plan (Enterprise)
- \$11M for mandated lead service line replacement in neighborhoods to ensure safe drinking water and protect public health (Water)
- \$2.4M for Lead Hazard Control Program to reduce exposure risks and support safe housing (Community Development)
- \$5M to replace UV wastewater disinfection systems to maintain water quality and meet regulatory standards (Env. Services)
- \$2.5M to expand renewable gas production capacity (Env. Services)
- \$4.2M for Godfrey Avenue sanitary sewer reconstruction to improve system reliability and service delivery (Env. Services)
- \$3.3M to expand low- and no-emission vehicles fleet (Fleet)
- \$3M to implement urban forestry initiatives that improve tree health and neighborhood environmental quality (Parks & Recreation)
- \$1.47M for Roosevelt Park Lodge reconstruction to enhance public space (Parks & Recreation)
- \$1M to enhance water quality and reduce flooding risks on Butterworth Street (Engineering)



Mobility

Mobility | Highlights

- \$48M for Vital Streets Program to redesign, repair, and maintain streets for safer, more accessible, and multimodal use
- \$10M for US-131 & Wealthy Interchange Study (MEDC-supported) to explore safety, mobility, and connectivity improvements
- \$4M for Sidewalk Improvements to improve safety, accessibility, and neighborhood connectivity
- \$500k for Mobility Blueprint (Mobile GR) to guide long-term transportation planning and investment
- \$250k for Pedestrian Safety Improvements (East Beltline & I-96) to improve safety and mobility at a high-risk corridor
- \$151k for Mobile GR Information Systems Coordinator to strengthen technology systems supporting mobility operations
- \$113k for Transportation Planner (Mobile GR) to advance citywide mobility planning



Safe Community

Safe Community | Highlights

- \$47.2M for Fire Training Center to improve firefighter readiness and emergency response capabilities
- \$12M for Division Fire Station Operations to maintain emergency response capacity
- \$2M for Fire Engine Replacement to ensure reliable emergency response coverage
- \$1.6M investment in recruit academies for the Police and Fire Departments
- \$852k for Victim Advocacy Services to support survivors and improve community safety outcomes
- \$746k for Mental Health Co-Response Team to provide alternatives to arrest and improve crisis response
- \$315k for neighborhood crime prevention education and organizing to enhance resident safety and quality of life
- \$300k for Neighborhood Traffic Calming to reduce speeding and improve safety for residents
- \$175k for Winter Alley Maintenance to ensure safe and accessible routes
- \$100k for Smoke Detector Program to reduce fire risk and improve resident safety
- \$75k for Community-Informed Training to strengthen trust and improve service delivery
- \$50k budgeted for Disaster Relief Fund
- Public Safety Trust Fund
 - \$1.3M Allocated for 8 Officers & 2 Sergeants
 - \$400k violence prevention



Capital Overview

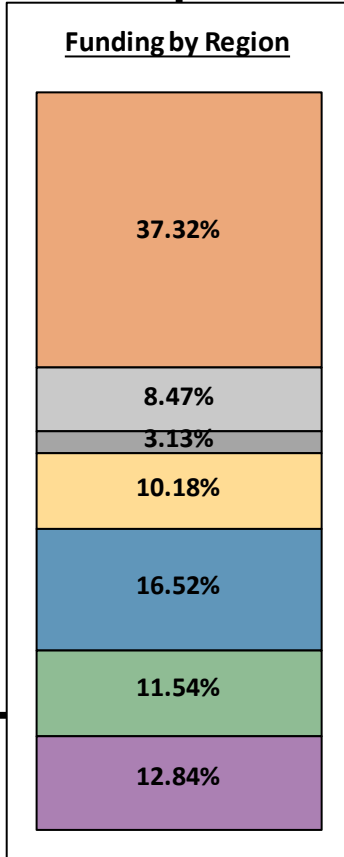
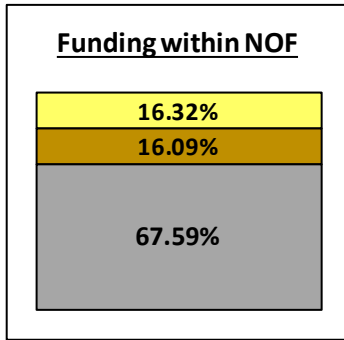


FY '27-'31

COMMUNICATIONS	\$972,742
ENGINEERING	\$23,890,749
ENVIRONMENTAL SERVICES	\$94,384,000
FACILITIES MANAGEMENT	\$24,512,529
FIRE	\$4,375,000
PARKING	\$25,802,736
PARKS & RECREATION	\$19,958,227
POLICE	\$5,555,750
SIDEWALKS	\$12,300,000
STORMWATER	\$7,292,000
STREET LIGHTING	\$2,939,185
STREETS	\$140,563,132
TRAFFIC SAFETY	\$14,825,000
WATER	\$181,645,000

Total FY '27 - FY '31: \$559,016,050

- Citywide and Regional projects not displayed
- Cemetery projects included in Parks & Recreation

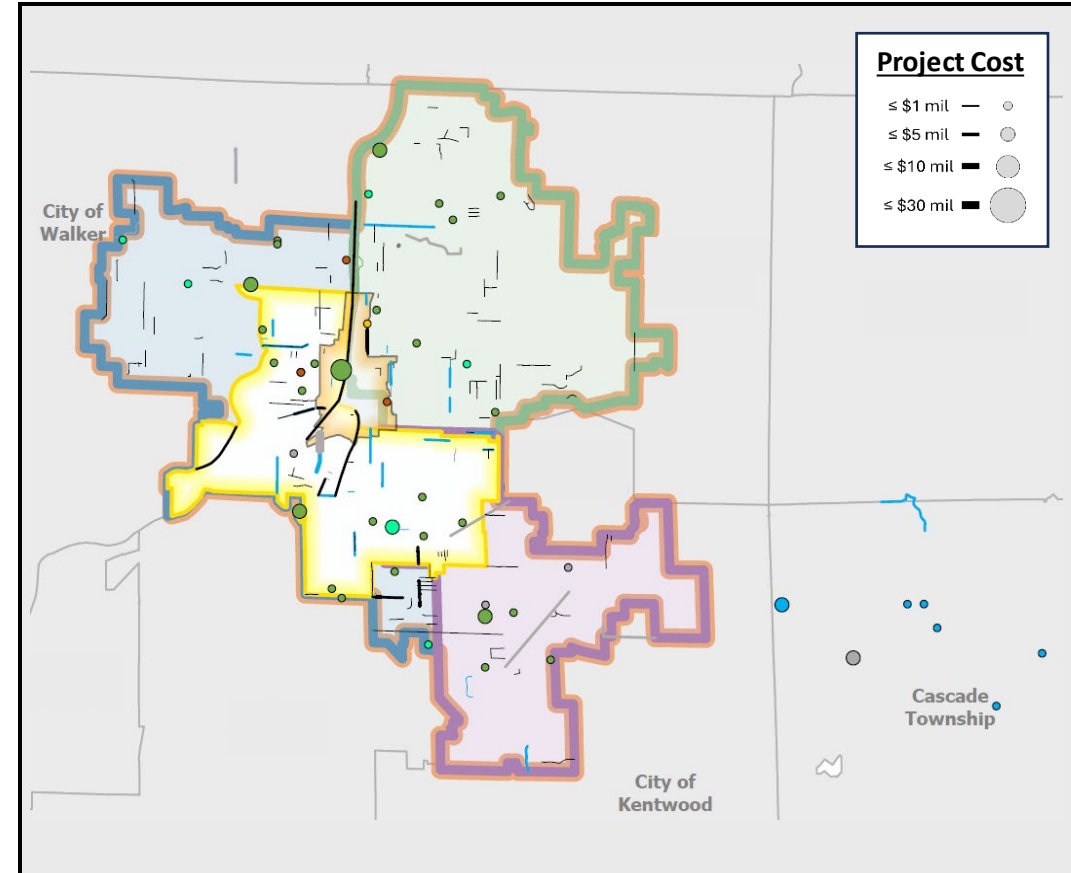


Neighborhood of Focus (NOF)

Yes	No	N/A
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Geographic Region by Project Location

Ward 1	Citywide	Regional
Ward 2	Downtown	Regional - Customer Community (CC)
Ward 3		



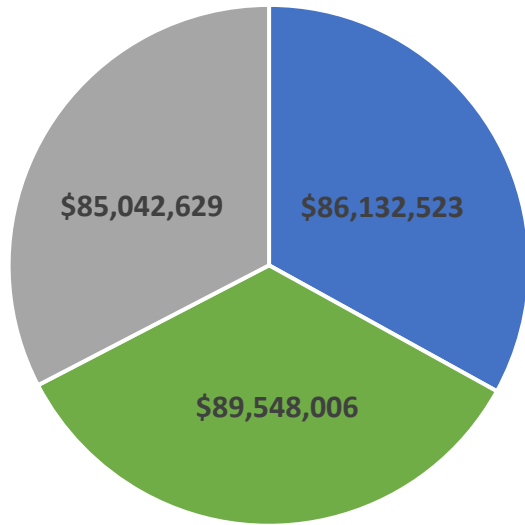
Funding by Strategic Plan Priority

Governmental Excellence - 7.33%	Mobility - 35.49%
Economic Prosperity & Affordability - 0.69%	Safe Community - 1.78%
Health & Environment - 54.54%	Engaged & Connected Community - 0.17%

Vital Streets Investment by Ward

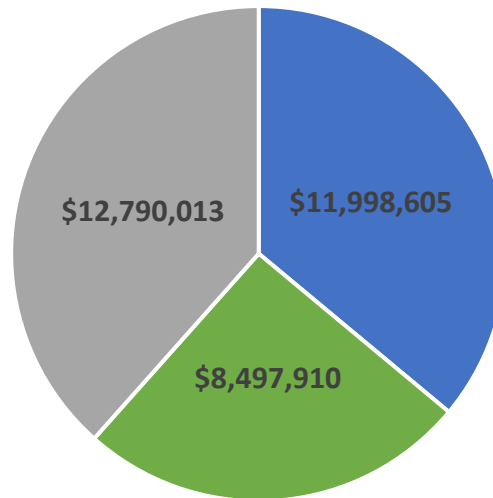


FY2016 - 2026



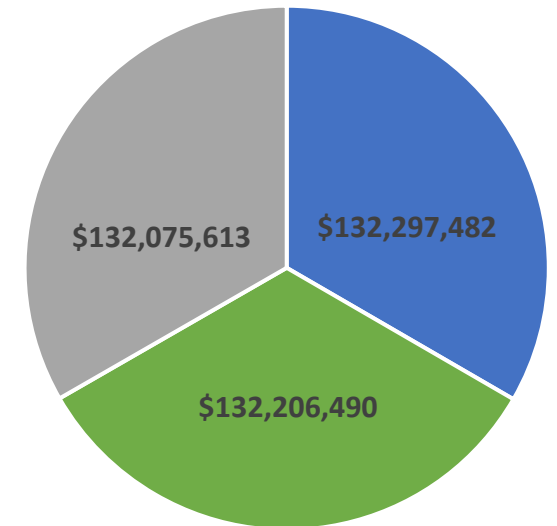
■ 1st Ward ■ 2nd Ward ■ 3rd Ward

FY2027



■ 1st Ward ■ 2nd Ward ■ 3rd Ward

ALL YEARS
Through FY2031



■ 1st Ward ■ 2nd Ward ■ 3rd Ward

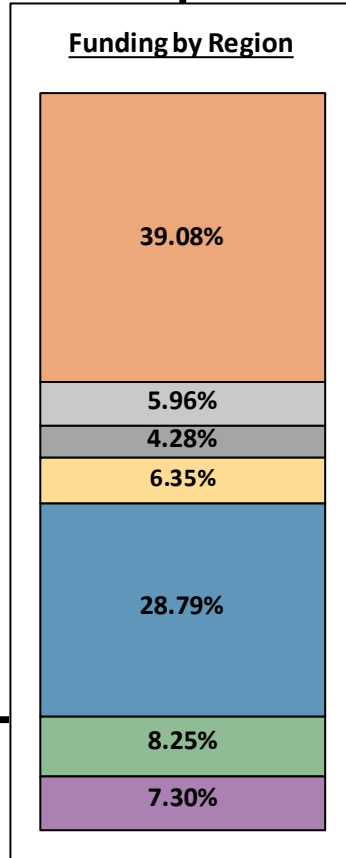
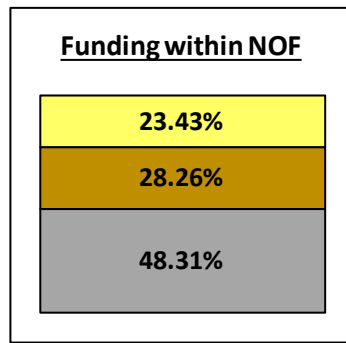


FY '27

COMMUNICATIONS	\$215,000
ENGINEERING	\$6,579,743
ENVIRONMENTAL SERVICES	\$16,120,000
FACILITIES MANAGEMENT	\$4,545,734
FIRE	\$875,000
PARKING	\$6,417,030
PARKS & RECREATION	\$5,976,411
POLICE	\$515,750
SIDEWALKS	\$2,260,000
STORMWATER	\$1,477,000
STREET LIGHTING	\$2,245,522
STREETS	\$35,168,232
TRAFFIC SAFETY	\$2,500,000
WATER	\$49,430,000

Total FY '27: \$134,325,422

- Citywide and Regional projects not displayed
- Cemetery projects included in Parks & Recreation

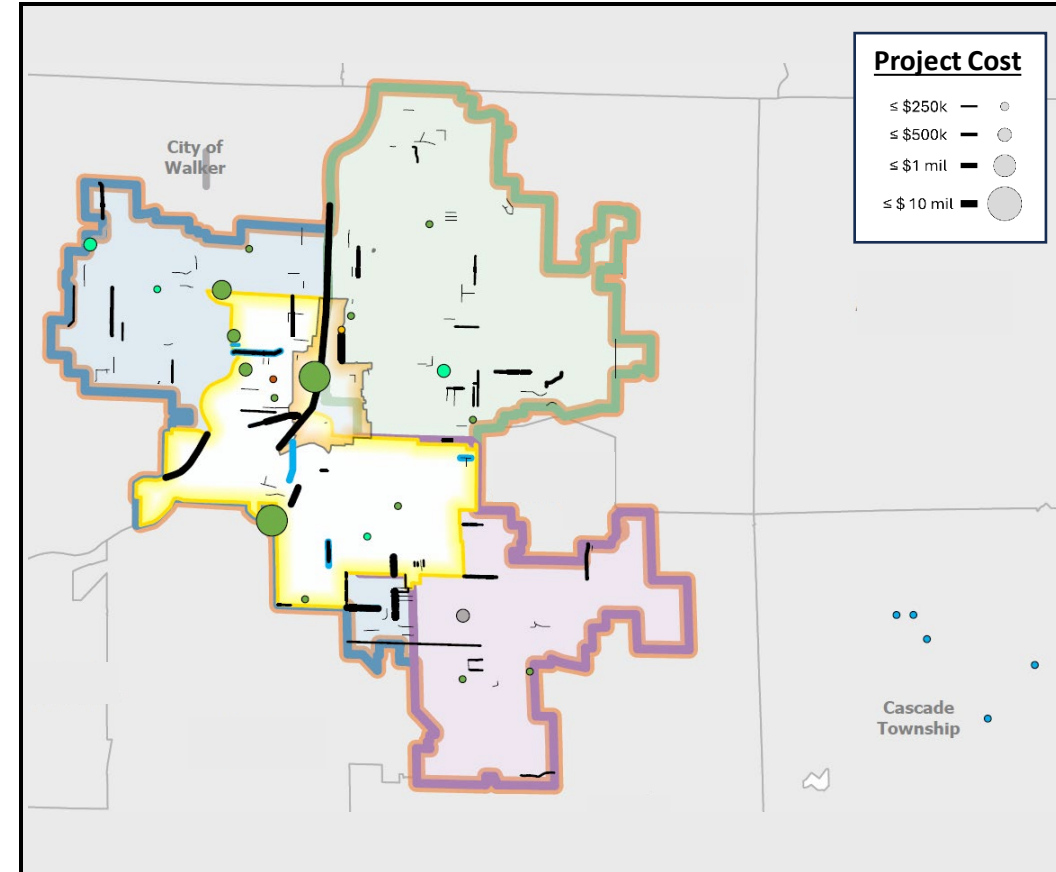


Neighborhood of Focus (NOF)

Yes	No	N/A
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Geographic Region by Project Location

Ward 1	Citywide	Regional
Ward 2	Downtown	Regional - Customer Community (CC)
Ward 3		



Funding by Strategic Plan Priority

Governmental Excellence - 7.02%	Mobility - 36.39%
Economic Prosperity & Affordability - 0.79%	Safe Community - 1.04%
Health & Environment - 54.61%	Engaged & Connected Community - 0.16%

FY 2027 WARD 1 - Top Projects

Department	Project Name	Amount
1 Water	Godfrey - Market to Oxford	\$6,100,000
2 Water	4588 - Alger - Division to Madison	\$2,530,000
3 Streets	Butterworth Street - WCL to O'Brien Road	\$2,400,000
4 Water	8464 - Buchanan - Corinne to Stewart	\$2,090,000
5 Streets	Union Avenue - Mulford Street to Hoyt Street and Burton Street to Griggs Street	\$1,791,642
6 Streets	Butterworth Street - Hogadone Avenue to 150' East of Gold Avenue and Gelock Place to Front Avenue	\$1,700,062
7 Streets	Alger Street - Division Avenue to Madison Avenue	\$1,519,918
8 Parks and Recreation	Roosevelt Lodge Improvements	\$1,470,000
9 Water	4647-2nd Street - Valley Avenue to Stocking Avenue	\$1,430,000
10 Streets	Cesar E. Chavez Avenue - Hall Street to TenHaaf Court	\$1,038,735
11 Streets	Butterworth Avenue - Lane Avenue to Hogadone Avenue	\$902,880
12 Streets	Seward Avenue - 6th Street to Leonard Street	\$890,000
13 Water	8328-Butterworth - Marion to Lane (Hogadone)	\$880,000
14 Water	7963 - Butterworth - Lane to Hogadone	\$880,000
15 Streets	Elmridge Avenue - Richmond Street to NCL	\$820,000
16 Streets	Buchanan Avenue - Stewart Street to Corrine Street	\$817,096
17 Streets	Butterworth Avenue - Marion Avenue to Lane Avenue	\$725,433
18 Water	3rd and 4th - Valley to Garfield	\$700,000
19 Streets	Carpenter Avenue - Woodpath Drive to Leonard Street	\$544,896
20 Streets	2nd Street - Valley Avenue to Stocking Avenue	\$507,332
		\$29,737,994

FY 2027 WARD 2 - Top Projects

Department	Project Name	Amount
1 Streets	Ionia/Division Avenues - I-196 WB On-Ramp to Mason Street	\$2,400,000
2 Cemetery	Greenwood Cemetery Improvements	\$800,000
3 Streets	Michigan Street - Plymouth Avenue to Worcester Drive	\$790,000
4 Streets	Coit Avenue - Quimby Street to Ann Street	\$660,000
5 Streets	Fletcher Drive - Maryland Avenue to Michigan Street and Maryland Avenue - Kent Boulevard to Fletcher Drive	\$541,728
6 Stormwater	3693 - Coldbrook Drain Rehabilitation - Michigan and Fuller	\$431,000
7 Streets	Edith Avenue - Spencer Street to Wakely Street	\$331,056
8 Streets	Alten Avenue - Fulton Street to Michigan Street and E. Terrace Street - West End to Alten Avenue	\$327,430
9 Streets	Baynton Avenue - Fulton Street to Lyon Street	\$290,296
10 Streets	Foster Avenue - 3 Mile Road to Cheney Avenue	\$279,576
11 Streets	Matilda Street - Benjamin Avenue to Ball Avenue	\$270,072
12 Streets	Lyon Street - Auburn Avenue to Lowell Avenue	\$253,487
13 Engineering	Pedestrian Enhancements and ACT 51 share on East Beltline at I-96	\$250,000
14 Streets	Lamberton Street - Cheney Avenue to Plainfield Avenue	\$243,936
15 Streets	Arthur Avenue - Fulton Street to Lyon Street	\$237,178
16 Streets	Baraga Street-Houseman Ave to Diamond Ave, Harvey Street-Diamond Ave to Spring Ave and Spring Ave-Harvey St to North End	\$228,888
17 Streets	Meadowglen Drive - Bent Tree Drive to Aberdeen Street	\$220,176
18 Streets	Center Avenue - Ann Street to Knapp Street	\$198,792
19 Streets	Shetland Drive - Thistledowne Drive to Meadowglen Drive and Shetland Court - Shetland Drive to East end	\$169,488
20 Streets	Auburn Avenue - Evangeline Street to Lyon Street	\$156,631
		\$9,079,734

FY 2027 WARD 3 - Top Projects

	Department	Project Name	Amount
1	Water	4304-Sherman St Giddings Ave to Norwood Ave	\$1,430,000
2	Water	Adams Area TWM Lining - Area TBD	\$1,000,000
3	Streets	Burton Street - Giddings Avenue to Plymouth Avenue	\$925,848
4	Streets	Wealthy Street - Fuller Avenue to Benjamin Avenue	\$626,953
5	Streets	Sherwood Drive - Burton Street to North City Limit	\$505,112
6	Environmental Services	Woodlawn Cemetary Sanitary Sewer CIPP	\$500,000
7	Engineering	28th St (M-11) from Division to Kalamazoo	\$350,000
8	Streets	Ruby Avenue - Elliott Street to North end, Ruby Avenue - Elliott St to N end and Berkey Ave - Elliott St to Griggs St	\$340,000
9	Streets	43rd Street - Eastcastle Drive to Breton Avenue	\$320,364
10	Streets	Adams Street - Colorado Avenue to Gladstone Avenue	\$280,000
11	Streets	Shangrai La Drive - Giddings Avenue to Kalamazoo Avenue	\$267,877
12	Streets	Berkshire Drive - Giddings Avenue to Kalamazoo Avenue	\$257,372
13	Streets	Delange Drive - West End to Breton Avenue	\$231,995
14	Streets	Giddings Avenue - Berkshire Street to Shangrai La Drive	\$186,463
15	Cemetery	Oakhill Cemetery Improvements	\$172,000
16	Streets	Dawes Avenue - South End to 32nd Street	\$160,380
17	Streets	Heath Drive - Birchcrest Drive to Delange Drive	\$127,116
18	Streets	Ethel Avenue - Thomas Street to Sherman Street	\$114,485
19	Stormwater	Silver Creek - Plaster Creek Daylighting and Trail Enhancements	\$100,000
20	Streets	Thelma Avenue - Ardmore Street to Griggs Street	\$99,418
			\$7,995,383

FY 2027 - Top Projects within Neighborhoods of Focus (NOFs) by Ward

	Department	Ward	Project Name	Amount
1	Water	Ward 1	Godfrey - Market to Oxford	\$6,100,000
2	Streets	Ward 1	Butterworth Street - WCL to O'Brien Road	\$2,400,000
3	Water	Ward 1	8464 - Buchanan - Corinne to Stewart	\$2,090,000
4	Parks and Recreation	Downtown	Ah Nab Awen Improvements	\$2,000,000
5	Streets	Ward 1	Butterworth Street - Hogadone Avenue to 150' East of Gold Avenue and Gelock Place to Front Avenue	\$1,700,062
6	Parks and Recreation	Ward 1	Roosevelt Lodge Improvements	\$1,470,000
7	Water	Ward 1	4647-2nd Street - Valley Avenue to Stocking Avenue	\$1,430,000
8	Water	Ward 3	4304-Sherman St Giddings Ave to Norwood Ave	\$1,430,000
9	Streets	Ward 1	Cesar E. Chavez Avenue - Hall Street to TenHaaf Court	\$1,038,735
10	Streets	Ward 1	Butterworth Avenue - Lane Avenue to Hogadone Avenue	\$902,880
11	Streets	Ward 1	Seward Avenue - 6th Street to Leonard Street	\$890,000
12	Water	Ward 1	7963 - Butterworth - Lane to Hogadone	\$880,000
13	Water	Ward 1	8328-Butterworth - Marion to Lane (Hogadone)	\$880,000
14	Street Lighting	Downtown	Reconstruction of Butterworth Gelock to Front (Duct Bank)	\$834,200
15	Streets	Ward 1	Buchanan Avenue - Stewart Street to Corrine Street	\$817,096
16	Streets	Ward 1	Butterworth Avenue - Marion Avenue to Lane Avenue	\$725,433
17	Water	Ward 1	3rd and 4th - Valley to Garfield	\$700,000
18	Streets	Ward 1	2nd Street - Valley Avenue to Stocking Avenue	\$507,332
19	Parks and Recreation	Ward 1	Sullivan Field Improvements	\$500,000
20	Parks and Recreation	Ward 1	Lincoln Park Improvements	\$350,000
				\$27,645,738

Process for Budget Questions

- All questions should be sent to the City Manager and Chief Financial Officer
- Questions asked during the work sessions that require follow-up will be compiled and distributed by the next work session
- All questions asked by the Commission and Public will be answered and posted to the City's budget website prior to the Commission final deliberation on May 19 at Committee of the Whole
- Residents Guide anticipated to be available by May 5



Questions?

Budget Process

November 13, 2025	City Commission Prioritization Workshop
February 24, 2026	FY2026 Mid-Year Update
April 28, 2026	City Manager presents FY2027 Preliminary Fiscal Plan/Budget
May 5, 2026	Budget Work Session – Special Meeting, 9 a.m. <i>Governmental Excellence</i> <i>Safe Community</i> <i>Mobility / Vital Streets Oversight Commission</i> <i>Engaged and Connected Community</i>
May 12, 2026	Budget Work Session – Committee of the Whole, 10 a.m. <i>Economic Prosperity and Affordability</i> <i>Health and Environment / Stormwater Oversight Commission</i> Public Hearing on FY2027 Budget, Revenue Omnibus, and Tax Rates – City Commission, 7 p.m.
May 19, 2026	Commission adopts FY2027 Final Fiscal Plan/Budget
July 1, 2026	FY2027 Begins
September 2026	FY2026 Annual Performance Presentation



Thank you