

FY 2027 / PRELIMINARY FISCAL PLAN

BUDGET WORKSHOP #1 / MAY 5, 2026

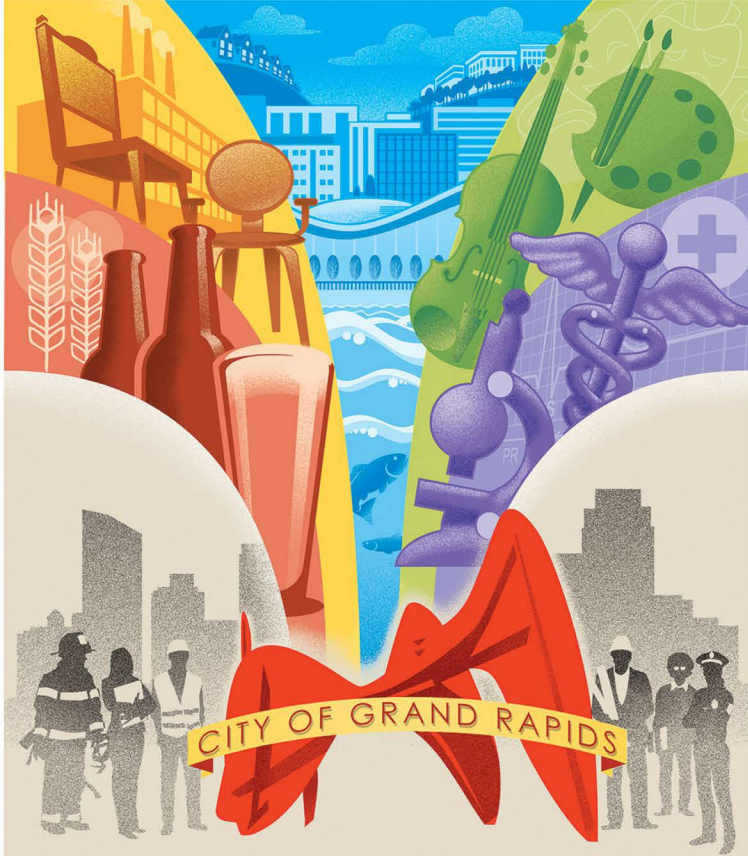


Budget Process

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>Safe Community</i> <i>Mobility / Vital Streets Oversight Commission</i> <i>Engaged and Connected Community</i> <i>Governmental Excellence</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

Work Session Overview

- Safe Community
- Mobility
 - Vital Streets Oversight Commission
- Engaged & Connected Community
- Governmental Excellence



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

Values

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.

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.

Equity

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

Mission

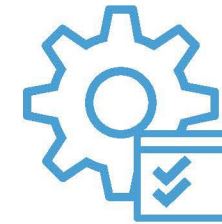
To elevate the quality of life through excellent City services.

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.

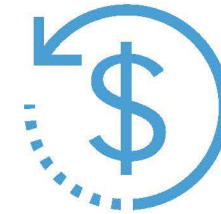
Governmental Excellence

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.

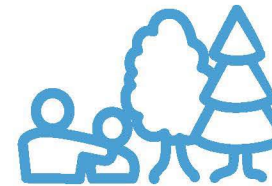


Engaged and Connected Community

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



Priorities



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.



Safe Community
\$156.6 million



Safe Community | Police Department

- \$852k for the Police Department to support victim advocacy services to assist survivors and improve community safety outcomes
- \$746k for Police Department to support a mental health co-response team to provide alternatives to arrest and improve crisis response outcomes
- \$147.7k for the Police Department to provide ongoing maintenance, new protective equipment and storage to enhance officer readiness and public safety
- \$80k for the Police Department to invest in special response team equipment to strengthen emergency response capabilities
- \$25k for Data Informed Community Engagement (DICE) analytics software to improve data-driven public safety strategies
- \$7.4k for the Police Department to support the Coalition, Leadership, Education, Advice, Rehabilitation (CLEAR) program to reduce recidivism and improve re-entry outcomes

Safe Community | Fire Department

- \$47.2M for the Fire Department to complete a fire training center to improve firefighter readiness and emergency response capabilities
- \$12M for the Fire Department to support construction at the new Division Ave. Fire Station to maintain emergency response capacity
- \$2M for the Fire Department to replace fire engines to ensure reliable emergency response coverage across the city
- \$100k for the Fire Department to continue to provide and install smoke detectors for residents to reduce fire risk and improve resident safety
- \$50k for the Fire Department to fund disaster relief efforts to support community recovery for events that do not meet state or federal thresholds for assistance

Safe Community | Oversight & Public Accountability

- \$75k to deliver community informed training to strengthen trust and improve service delivery
- \$15k to support clean slate expungement to improve economic opportunity for residents
- \$15k to deliver know your rights education to empower residents and increase access to justice

Safe Community | Other Highlights

- \$2.4M funds for the Community Development Department to continue lead hazard control efforts to reduce exposure risks and support safe housing
- \$5.2M for Code Compliance to ensure healthy, safe housing, and eliminate blight and preserve quality neighborhoods, while supporting vulnerable residents with compliance
- \$315K for neighborhood associations to enhance resident safety and quality of life through crime prevention education and organizing and other health and safety activities
- \$2M for Engineering to support an EDA-funded fire training center to strengthen emergency response and workforce development.
- \$300k for Mobile GR to continue neighborhood traffic calming programs to reduce speeding and improve safety for residents
- \$175k for Public Works Department to deliver winter alley maintenance to ensure safe and accessible routes
- \$159k for ELC to replace secondary lighting systems to improve safety, visibility, and reliability
- \$150k for General Administration to support North Quarter economic recovery and public safety initiatives that strengthen neighborhood stability

Safe Community | Capital Investments

- \$ 516k for the Police Department to upgrade radio encryption to ensure secure communications
- \$450k for the Fire Department to maintain radio equipment through a sinking fund to ensure reliable emergency communications
- \$425k for the Fire Department to maintain SCBA equipment through a sinking fund to ensure firefighter safety
- \$150k for Engineering to plan for flood protection accreditation to strengthen long-term resilience
- \$20k for Engineering to provide emergency flood protection equipment to improve response readiness and protect infrastructure



Safe Community:
Police \$75.4 million



FY2027 Safe Community GRPD Financial Overview

Operating budget: \$75.4M

- Personnel: \$60.9M (81%)
- Non-personnel: \$14.5M (19%)

Capital budget: \$516K

- Advanced radio encryption software updates

Dispatch budget: \$8.0M

- Personnel: \$7.3M (91%)
- Non-personnel: \$700K (9%)



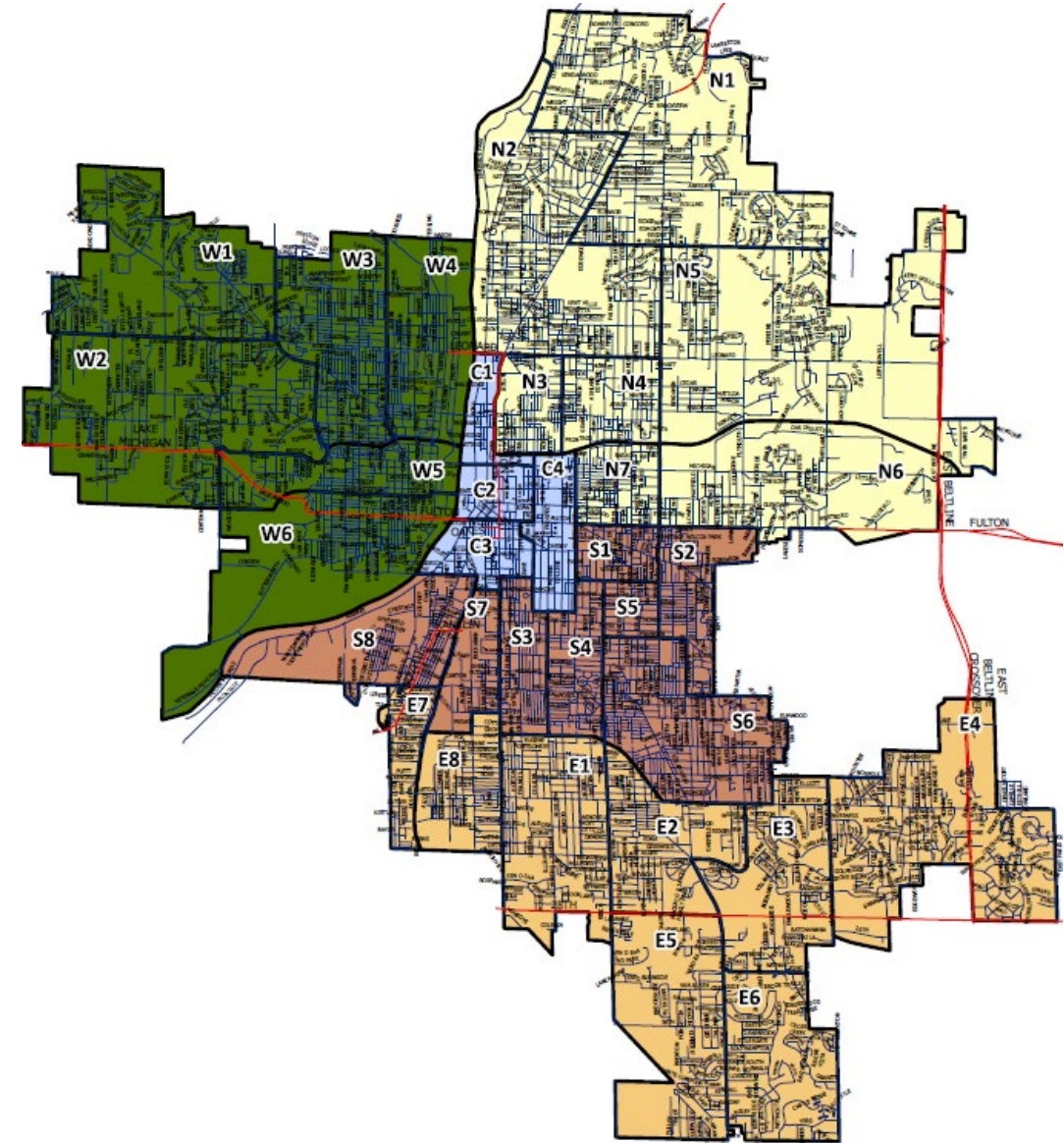
FY2027 Safe Community GRPD Operational Overview

Personnel

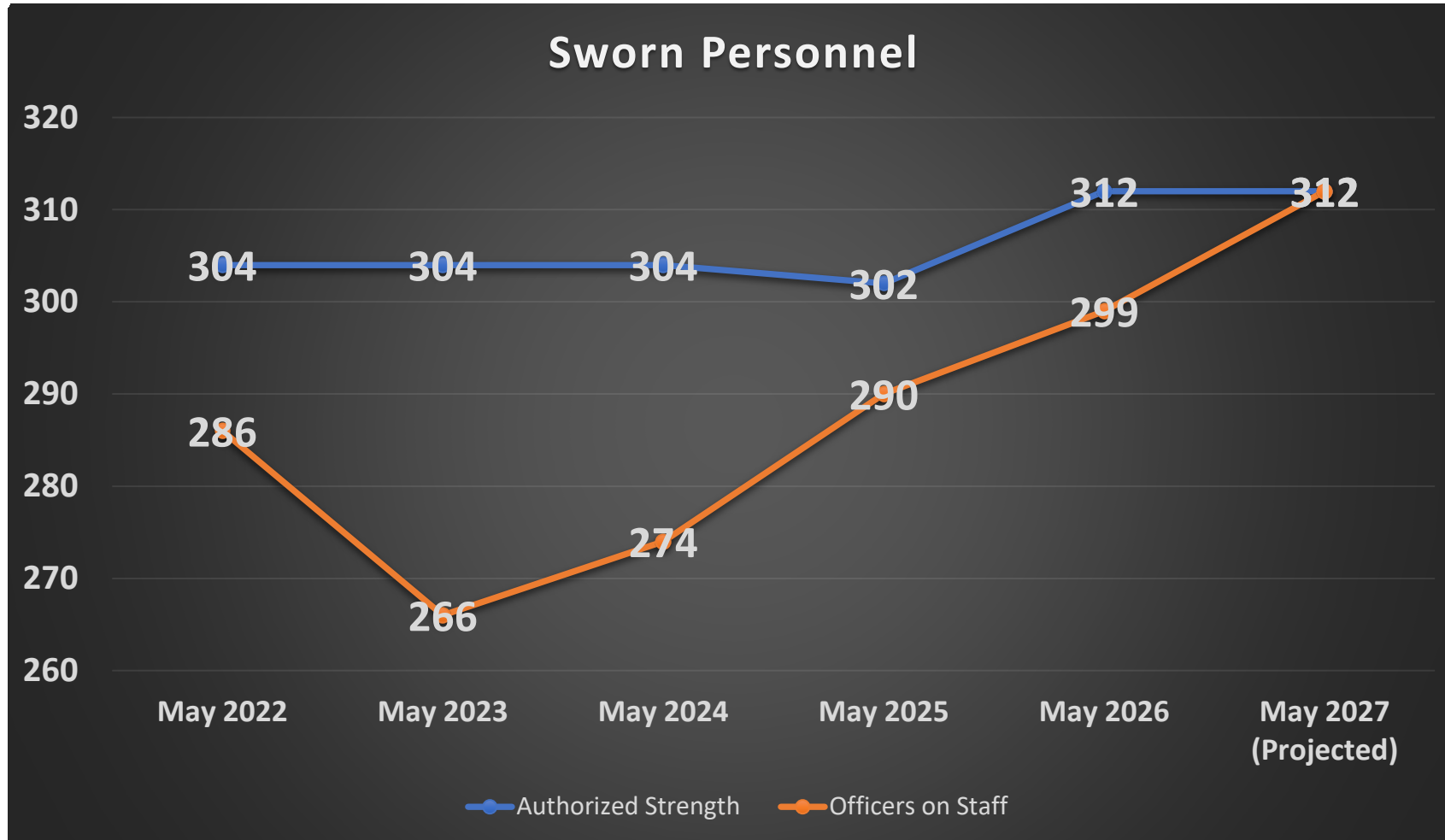
- 299 of 312 authorized sworn officers, plus 7 recruits in-house training
- 100% of city beats are covered 24/7/365
- 5 community officers
- 40 of 40 authorized non-sworn staff
- 54 of 56 authorized staff in Dispatch

GRPD responds to an average of 285 calls for service each day and more than 100,000 each year.

Police Beats and Service Areas



FY2027 Safe Community GRPD Personnel



FY2027 Safe Community GRPD Recruiting Efforts



- \$1.2M for two Police Academy classes, which includes tuition, salary, and benefits
- \$719K for cadet/intern program, which hosts up to 32 interns
- Grow Your Own programs:
 - Police Explorers
 - Youth Police Academy



FY2027 Safe Community GRPD Overtime



OT Categories

- Mandatory OT shift to fill vacancy gap
- Voluntary OT shift to back-fill for light duty, leave, training, etc.
- Court
- Special events (concerts, sports, races, festivals)
 - Amphitheater not expected to be a major driver of OT; ten events in FY26 with maximum PD staffing of 20-24 officers/event could add 1,000 hours of OT
- Community events
- Critical incidents
- Detective Unit callouts
- Dignitary protection
- Holdovers
- OT analysis to help assess the main drivers of OT

FY	Hours
2022	99,654
2023	97,346
2024	99,143
2025	108,364
2026	93,767*
2027	TBD

**Through April 26, 2026*

FY2027 Safe Community GRPD Training



- \$204K for third-party training and professional development
- \$217K available through December 2026 for MCOLES continuing professional education (CPE) pilot program
- Minimum of 38 hours of mandatory in-house training per officer each year
- Focus on Brazilian Jiu-Jitsu and grappling for safer outcomes and less use of force



FY2027 Safe Community Mental Health Co-Response



Kent County Crisis Stabilization Unit (CSU)

- Since May of 2024, GRPD personnel have transported 368 of the 463 patients (80%) taken by law enforcement agencies to the CSU. Previously, all patients would have gone to local emergency departments first and then potentially to jail.



GRPD/Network 180 Co-Response Team

- Responded to more than 2,750 calls in CY 2025
- Three full-time clinicians





FY2027 Safe Community Police Horizon Topics

- **Staffing:** Reach and maintain authorized strength; increase the size of the department as the city grows
- **Radio Replacement:** \$4.5 million over three years
- **Community Officers:** Increase the number of community officers without harming patrol operations
- **Traffic Unit night shift:** additional traffic enforcement



Safe Community:
Fire \$48.3 million





2025 Annual Impact Summary

OPERATIONAL VOLUME

25,301

Total incidents

35,068

Apparatus responses

February 12, 2025

Department Break-Even Date

Date GRFD's saved property value surpassed the annual budget.



Fleet & Maintenance Facility

PROPERTY — SAVED vs. LOST

\$117,300,035

Property Saved

91.67%

\$6,789,872

Property Lost

8.33%



Station 12 Ribbon-Cutting

CASUALTIES

17

Civilian injuries

2

Civilian deaths

12

Firefighter injuries

0

Firefighter deaths



2025 Incidents by District

Fire, EMS, and Other call volumes — January–December 2025

25,301

Total incidents

La Grave

Highest volume

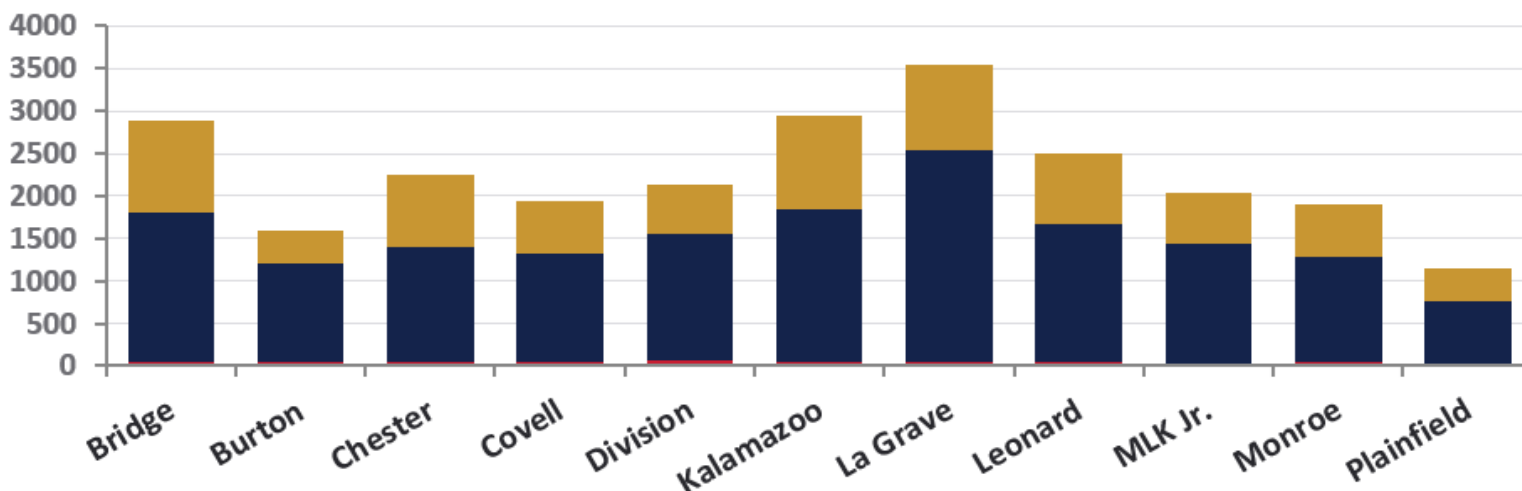
Plainfield

Lowest volume

EMS

Dominant call type

■ Fire ■ EMS ■ Other



Key Observations

La Grave: Priority District

3,545 incidents — highest demand citywide.

EMS Dominates

Primary call type in every district.

Leonard: Single-Ladder Pressure

2,496 incidents; missed alarms ripple to neighboring districts.



Emergency Management — 2025

Office of Emergency Management — Highlights & FY27 New Initiative

2025 Highlights

- Onboarded new Emergency Manager Benjamin Rance — 10+ years' experience
- Finalized Community Preparedness Report (CPR), THIRA, and SPR
- Updated City of Grand Rapids Emergency Operations Plan (EOP)
- EOC activated 4 times: severe weather, Schurr trial, No Kings Rally
- Active shooter exercise with Calvin University, Kent County & regional partners
- Supported 10+ regional jurisdiction exercises as participant and evaluator
- CERT: 42 new volunteers; 79 total contributing 230+ hours
- Emergency alert registrations grew 13,597 → 14,392 (+6%)



NEW INITIATIVE

Disaster Relief Fund

Establishing a local disaster relief fund in partnership with United Way of West Michigan to support residents and rapid response after major incidents.

FY27 INVESTMENT

\$50,000 in budget

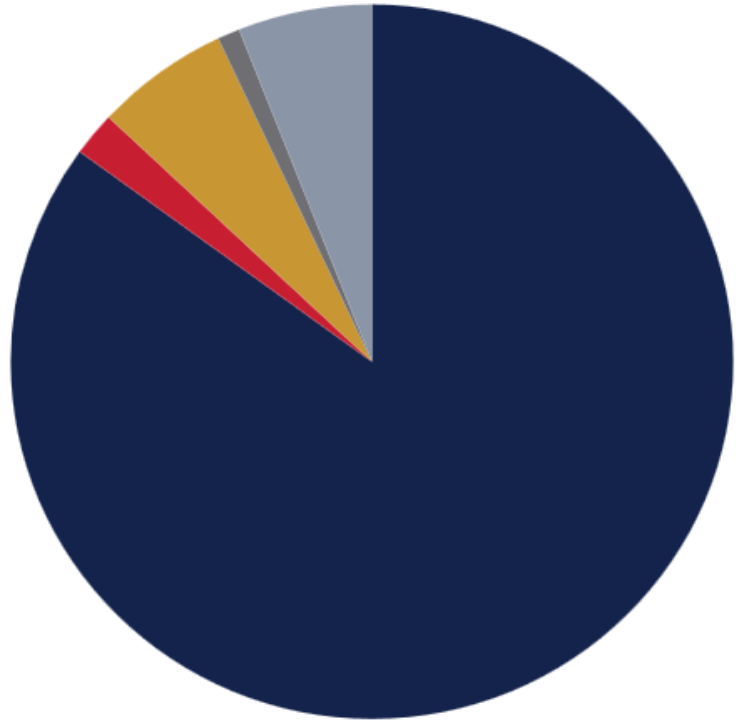
+ \$50,000 recommended

\$100,000 TOTAL

Partner: United Way of West Michigan



FY27 Budget Overview



■ Payroll	85%
■ Supplies & Equipment	2%
■ Fleet & Facilities	6%
■ Maintenance	1%
■ Other	6%

Total FY27 Budget **\$48,300,000**

85% of every dollar funds personnel



FY27 Projects

RSP Program	\$100,000
Portable Radios	\$450,000
SCBA Equipment	\$425,000
Engine 6 and Engine 8	\$2,050,000
Facility Master Plan	\$1,000,000
Disaster Relief Fund	\$100,000

Total FY27 Projects **\$4,125,000**



Engine 2



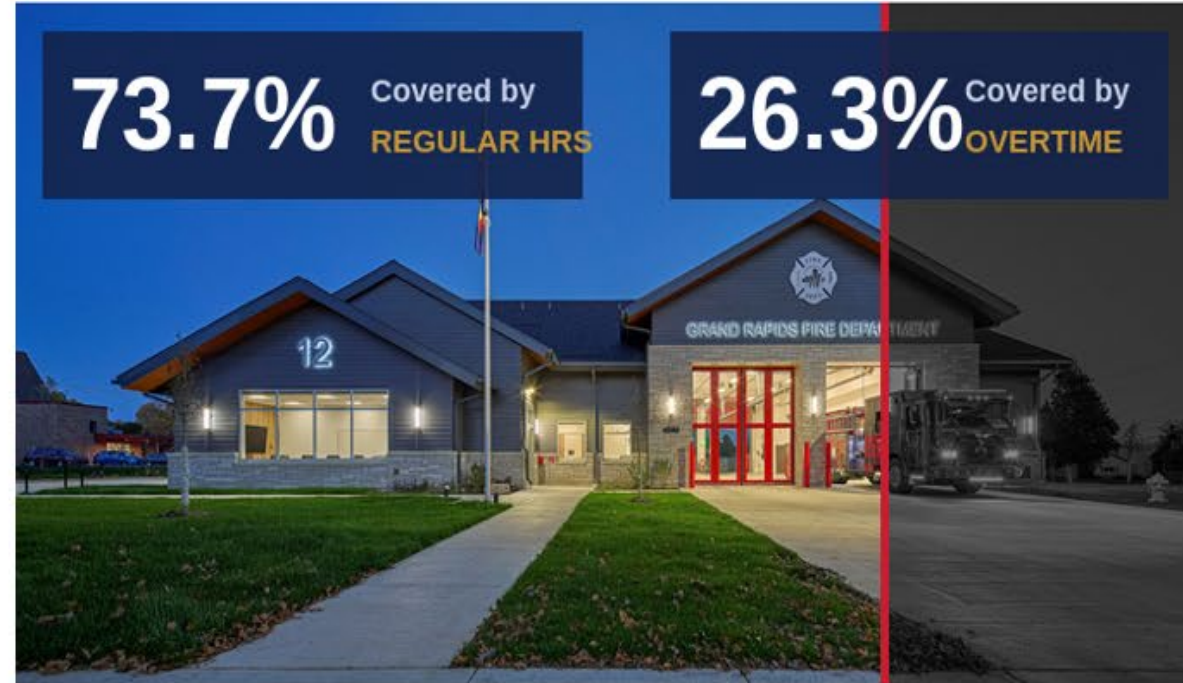
FY27 Staffing Reality

Hours Needed	446,760
Hours Available	405,350
Annual Gap (filled by OT)	-41,410

Total Hours Backfilled by OT 41,410 hrs

Types of Leave (the 26.3%)

- L-Days
- Training Leave
- Military Leave
- Funeral Leave
- Hazard Leave
- Vacation
- Worker's Comp
- Parental Leave
- Unpaid Leave
- Sick Leave
- Light Duty
- Union Leave
- Administrative Leave



Station 12 — only 74% of required hours covered by regular working hours.



FY27 Fire Horizon Topics

Safe Community priorities shaping the next horizon

Staffing

Thin margins drive frequent overtime; schedule and risk changes will require additional adjustments.

** Internal study underway*

Facilities

New assets are strong additions; remaining facilities average more than 62 years old.

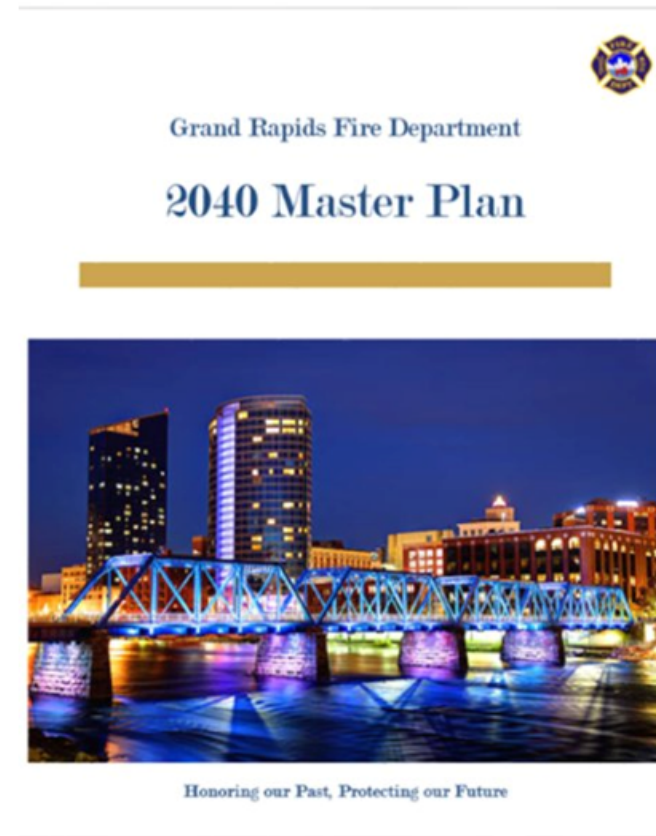
** 3rd-party Asset Management Plan underway*

Fleet

Maintenance changes ahead, with continued focus on the annual fleet purchasing plan.

Growth

These priorities — and more — are being assembled into the GRFD 2040 Master Plan.



GRFD 2040 Master Plan

Honoring our Past, Protecting our Future



Safe Community:
Oversight and Public Accountability
\$2.9 million



FY2027 Safe Community Oversight and Public Accountability



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

Values: T.R.U.E. Justice



Transparency



Responsibility



Unity



Equity



Justice

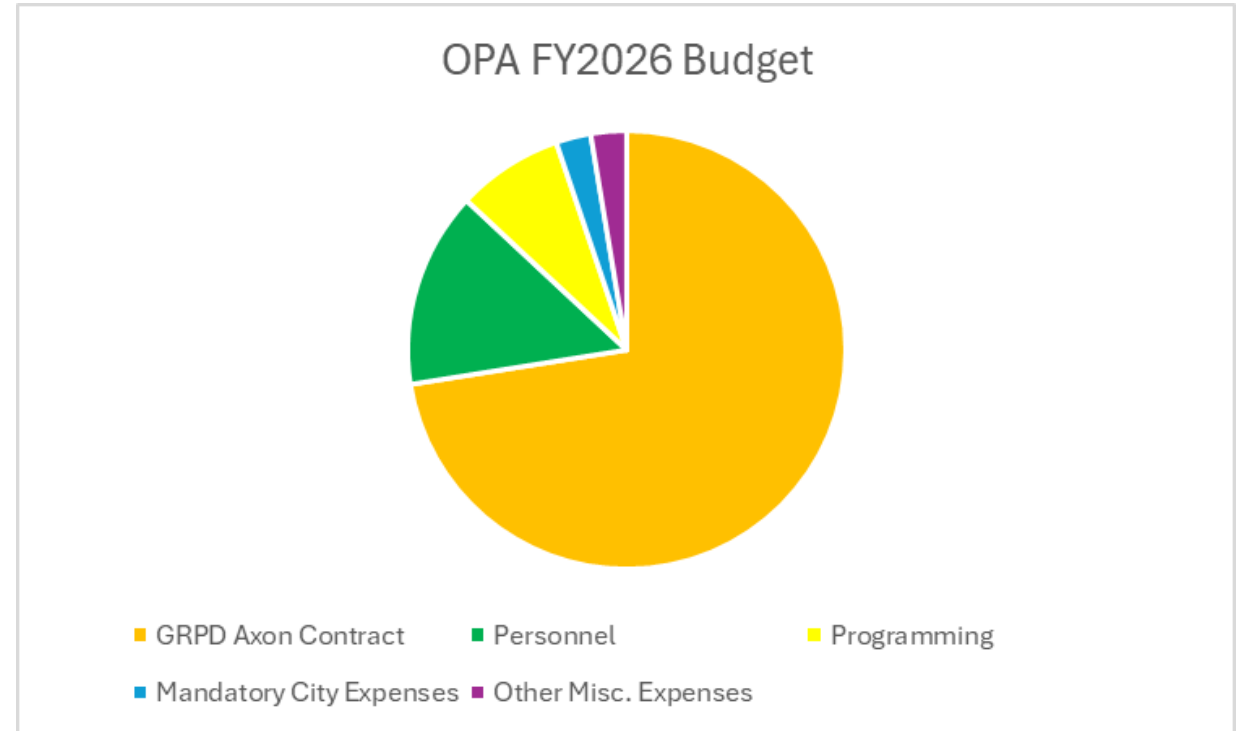


FY2027 Safe Community OPA Financial Overview

FY2027 Budget: **\$2,964,868**

Highlights:

- Axon Procurement Products and Services accounts for 55% of OPA's budget at **\$1,635,280.00**.
- Axon Procurement Products and Services costs increased by **\$92,385.30** during FY26 to provide equipment for 10 additional officers.
- Clean Slate Expungement Program: **\$15,000**. (Serves approximately 600 people)
- Know Your Rights Program: **\$15,000**. (Supports approximately 40 workshops)
- Community Informed Training: **\$75,000**. (Supports the development and implementation of over 15 workshops)



FY2027 Safe Community OPA Financial Overview



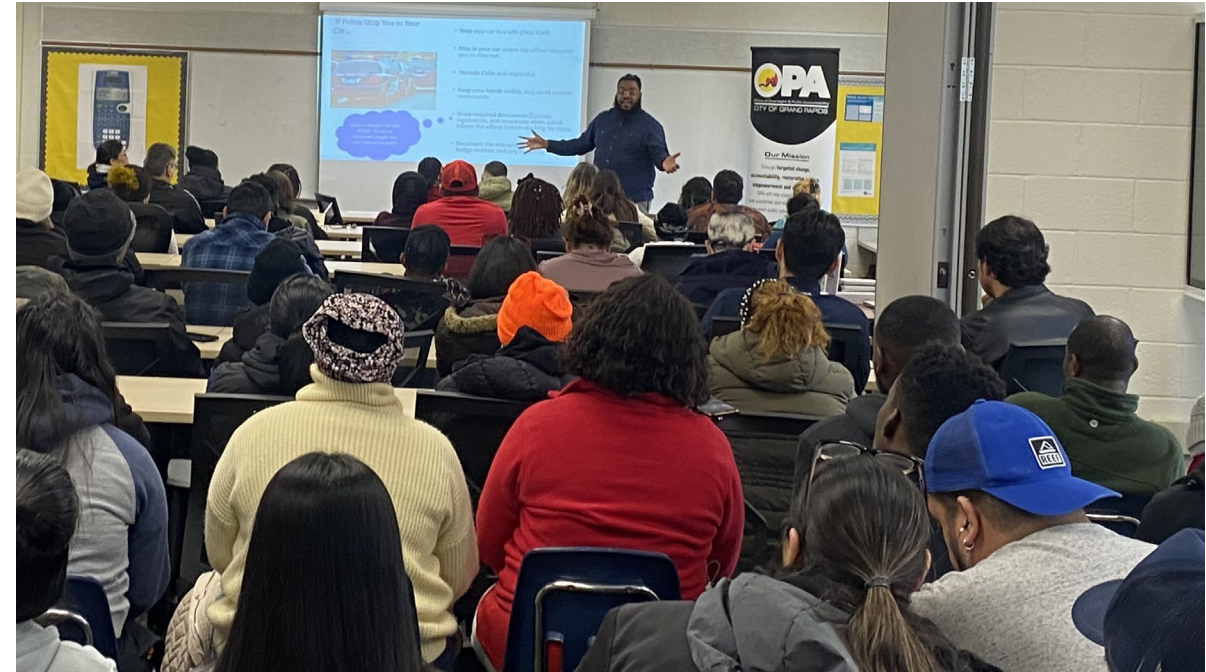
OPA Budget Highlights

\$10,000 for the I am the Dream: Civil Rights Youth Academy.

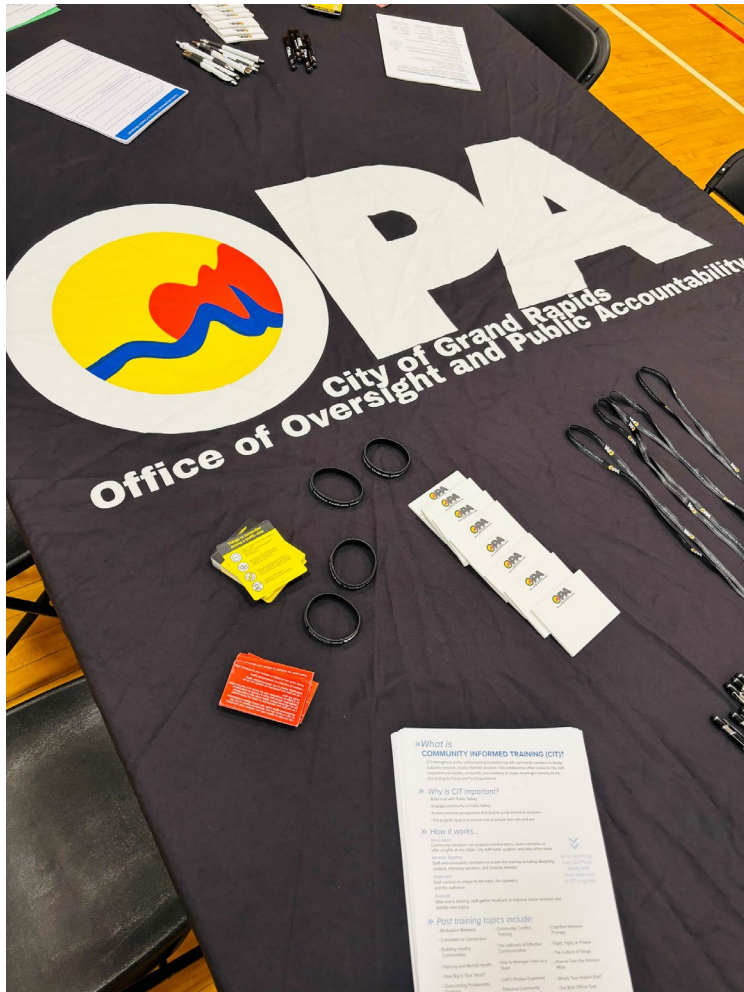
- This 8-week civic engagement program equips middle school scholars with the knowledge and skills to become civic leaders in their communities and promote social justice.

\$25,000 to support Immigrants and Refugees in Grand Rapids.

- OPA has forged partnerships with more than 30 immigrant and refugee-led organizations to remove barriers and expand economic opportunities by supporting existing programs or co-creating new ones.



FY2027 Safe Community OPA Civilian Violence Intervention and Prevention (CVIP)



- OPA received grant funding to help support Civilian Violence Reduction and Interruption Efforts:
 - **\$2,000,000** BJA Federal Grant (1.5 years remaining).
 - Hired Violence Reduction Manager to create a city-wide **violence reduction strategy**.
 - **\$500,000**: WK Kellogg Grant (2-years)
 - To support the hiring of an administrative analyst that will work with community to design and implement violence intervention efforts.
- OPA leads several civilian violence prevention and intervention efforts including the following:
 - **\$750,000**: Cure Violence Grand Rapids
 - **\$125,000**: Cure Violence Global
 - **\$35,000**: It Takes a Village: Summer Youth Violence Prevention

FY2027 Safe Community OPA - Safe Alliances For Everyone (SAFE)

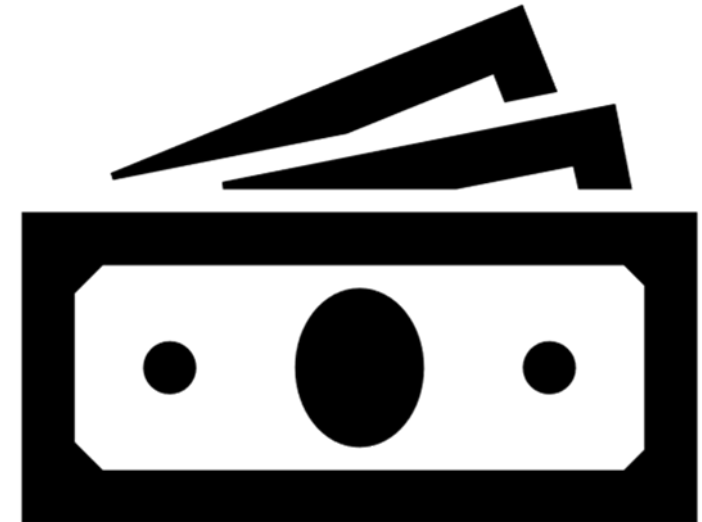


- The **SAFE Taskforce City Liaison** role is executed out of the OPA office.
 - SAFE (Safe Alliances For Everyone) task force is an anti-violence initiative that works to lower violence in our communities.
 - In partnership with community organizations and businesses we work collaboratively to help support this goal and to solve issues 15- to 24-year-old residents are facing.
 - Investments include the following:
 - **\$50,000**: SAFE Pitch Night Competition
 - **\$20,000**: Gun Violence Memorial Art Installation RFP
 - **\$23,380**: SIDE Strategies Contract – Capacity Building Services to Emerging Violence Prevention Non-Profits (Contracted in FY26, completed in FY27).



FY2027 Safe Community OPA – Public Safety Trust Fund

- The State of Michigan is expected to allocate approximately \$1,740,353 to the City of Grand Rapids through the Public Safety Revenue Sharing Grants program.
- These funds are designated to support public safety-related activities, with specific requirements for how they are distributed.
- State guidelines require that:
 - At least **75%** of the funds support law enforcement
 - Up to **25%** may be used for broader public safety purposes
- These slides outline how the City will distribute the 25% allocation, totaling approximately \$400,000, to support city and community-based public safety initiatives.





FY2027 Safe Community OPA

Funding Allocation for NEW Community Grants Program

- The **\$400,000** available for non-law enforcement public safety investments is recommended to be distributed as follows:
 - **\$200,000** – Internal City Projects like the SAFE Taskforce and OPA's Civilian Violence Intervention & Prevention Programs.
 - **\$200,000** – External Community Grant Programs



FY2027 Safe Community OPA



Grant Parameters

- Minimum award: **\$10,000**
- Examples of eligible uses include
 - Violence prevention and intervention programs
 - Community-based safety initiatives
 - Training and workforce development programs
 - Community-based diversion or alternative response programs
- All funded activities must align with State requirements and demonstrate a clear connection to improving public safety outcomes.

FY2027 Safe Community OPA



Eligibility

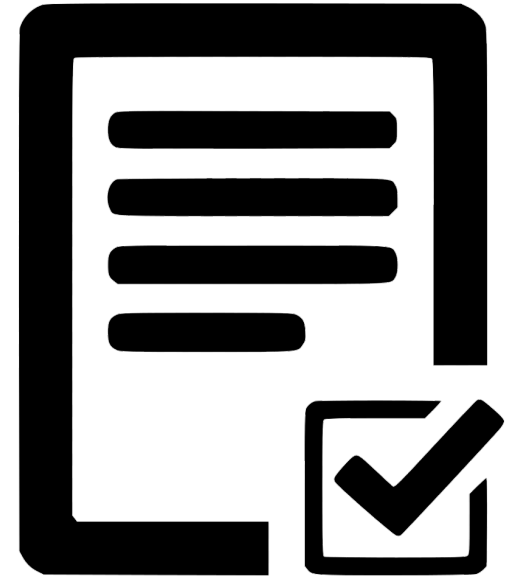
- Eligible applicants include community-based organizations and groups serving Grand Rapids residents, such as:
 - Registered nonprofit organizations (e.g., 501(c)(3))
 - Neighborhood associations or resident-led groups
 - Faith-based organizations
 - Schools or educational institutions
 - Informal community groups (with an identified fiduciary or sponsor organization, if required)
- Applicants must demonstrate a clear connection to the Grand Rapids community and the ability to successfully implement the proposed project.

FY2027 Safe Community OPA



Application and Review Process

- The City will implement a transparent, community-focused application process modeled on established neighborhood grantmaking approaches.
- Applications will be reviewed by a cross-departmental committee with representation from: Office of Oversight and Public Accountability (OPA), Office of Equity and Engagement, Community Development Department, GRPD, and GRFD.
- Proposals will be evaluated based on:
 - Alignment with public safety goals
 - Demonstrated community impact
 - Feasibility and organizational capacity
 - Focus on prevention and risk reduction

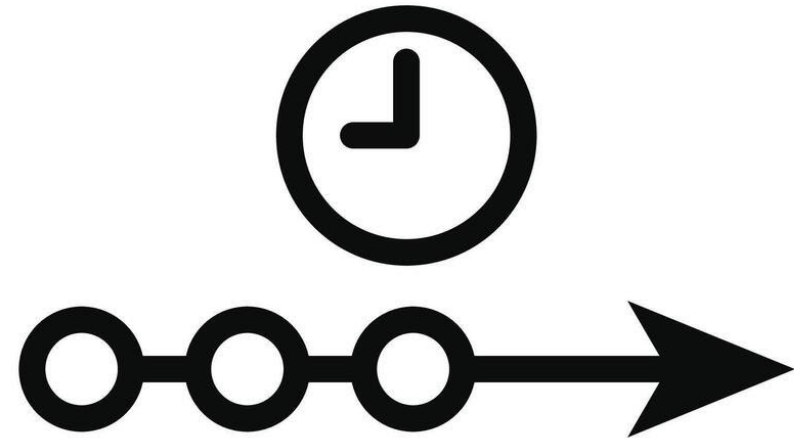


FY2027 Safe Community OPA



Potential Timeline and Next Steps

- **July 2026** – Program launch, webpage goes live, and community engagement begins
- **August 2026** – Grant application period opens and proposals are accepted
- **September 2026** – Staff review and development of funding recommendations
- **September 22, 2026** – Public Safety Committee reviews staff recommendations
- **September 22, 2026 (Evening)** – City Commission considers Committee recommendation
- **On or before October 1, 2026** – Grant recipients are notified





FY2027 Safe Community OPA Horizon Topics

- OPA's violence prevention functions are largely supported through both federal and private grants. While this funding should fully support OPA's FY27 commitments, several grant awards decrease or end in FY28.
- OPA continues to work with GRPD to gain access to information in order to fulfill its charge of increasing transparency and accountability in public safety operations.



61st District Court



61st DISTRICT COURT

GRAND RAPIDS, MI

61st District Court Overview

THE FRONT DOOR TO JUSTICE IN GRAND RAPIDS

Every felony begins here. Every misdemeanor, traffic case, landlord-tenant matter, and small claim is resolved here.

Staffing (FTE)

- 68.5 court employees
- Plus 6 elected District Court judges
- Plus 4 grant-funded positions

Problem-Solving Courts

- Three substance-use recovery courts (two Sobriety + one Drug Court)
- Domestic Violence Court
- Community Outreach Court
- Operation Drive

Jurisdiction

- Misdemeanor criminal and traffic cases
- Initiation of all felony cases
- General civil up to \$25,000
- Landlord-tenant cases & civil infractions
- Small claims up to \$7,000
- Expungements, jury service, weddings

Grants - \$1,522,601 Active Grant Funds

- SAMHSA: \$400,000
- Michigan Drug Court Grant Program: \$309,072
- Office of Highway Safety Planning: \$180,000
- Office of Community Corrections: \$188,718
- Domestic Violence Action Network: \$389,811
- SCAO Operation Drive: \$55,000

Financial Overview

The operating request is steady while the building bond transfer drops out.

FY26 Adopted Budget

\$13,831,004

FY27 Budget Request

\$13,522,003

Budget Change

-2.23%

Budget Reduction

-\$309,001

\$ Expenditure Cost Categories

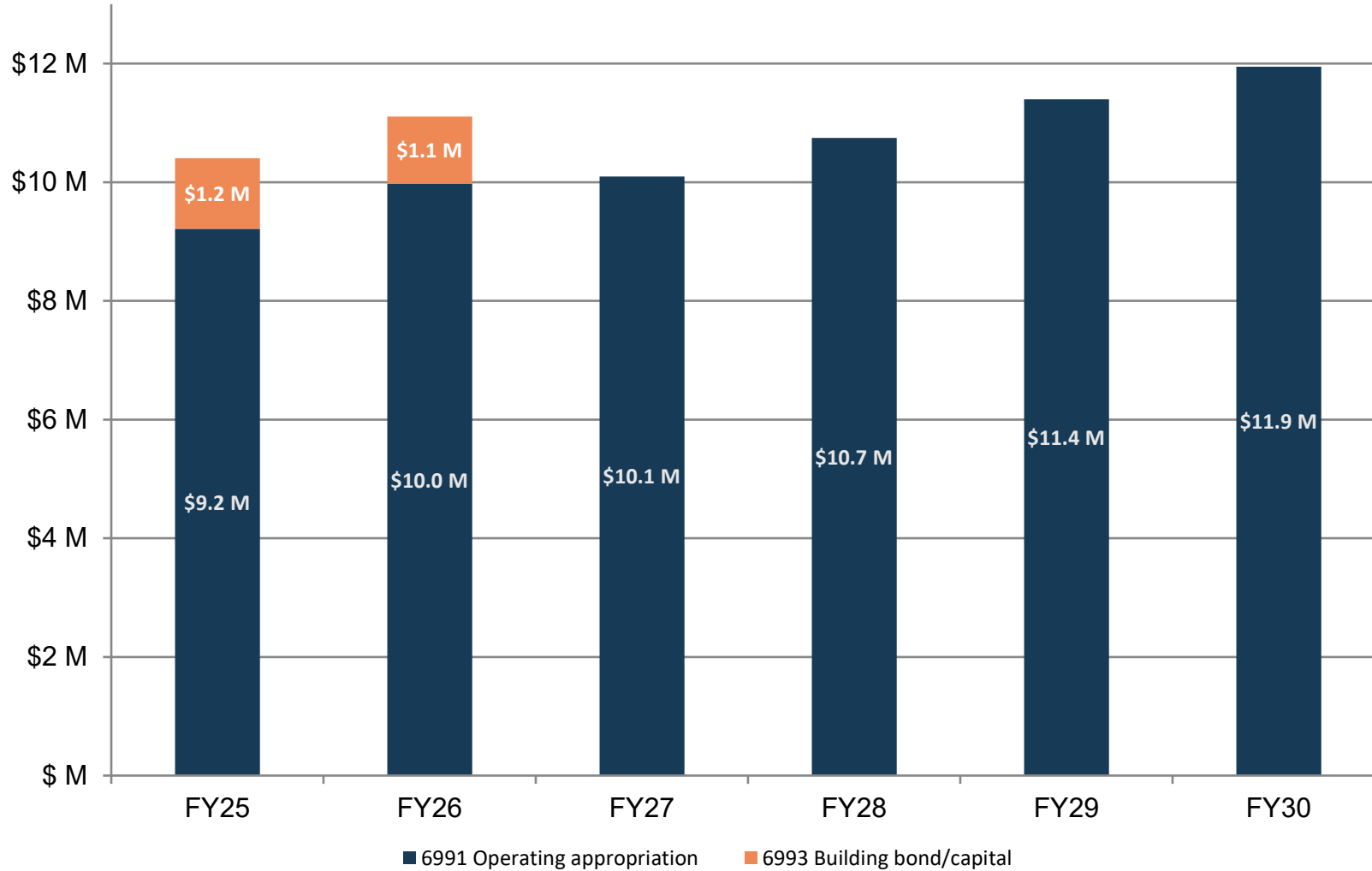
Personnel & Benefits	\$8,971,821	64.3%
Building Lease, Operation and Overhead	\$2,366,846	17.0%
Transmittals, Fees and Services	\$1,845,273	13.2%
Software & IT	\$594,167	4.3%
Training, Supplies, Subscriptions	\$165,700	1.2%

Receivables Forecast

- Projected **8%** increase in court collections
- Projected **13%** increase in drug lab revenue
- **Reduced requested city contributions by 9.1%**

History of City Appropriations

FY 2025 – FY2030



FY27 combined transfer
\$10,095,413

Change from FY26
-\$1.01M

The reduction is primarily the removal of the building bond transfer after the final June 2026 payment.

Cost Savings & Checks Taken Since 2019

FY19	Eliminated 2 positions \$213,059 in personnel savings	FY25	State CMS migration started Projected \$120,000 in annual savings
FY20	Laid off 6 positions \$640,709 in savings; comptroller audit (Aug 2020) recommended 79.5 FTE - we operate at 74.5	FY25	Discontinued Work Crew \$140,000 reduction in operational expenses
FY20	Workshare program Only City entity to participate during the pandemic	FY25	Trial Court Funding Act partnership Partnered with State and City on Trial Court Funding Act data request
FY22	Reduced courthouse footprint 31.35% to 26.16% - saving \$210,000+ annually	FY26	Expanded grant programs \$1,522,601 offsetting general fund expenses
FY22	DART positions sunset 5 grant-funded Domestic Assault Response Team positions - \$88,560 in GF relief	FY26	Building bonds paid off Final bond payment retired

Cumulative impact: a leaner footprint, lower operating cost, and expanded grant-funded programming - all while maintaining service levels.

Court Performance & Caseload Trends

Five performance measures are established and tracked by the State Court Administrative Office (SCAO).

Case Clearance Rates

Jury Management

Collections Compliance

ADA Compliance

PSC Recidivism Rates

FILING TRENDS, CASE AGE & CLEARANCE RATES

Four-year view (2022 - 2025)

Case Type	Metric	2022	2023	2024	2025
Felony Cases	Filing Trend	1,796	1,843	2,187	2,491
	Case Age (within 28 days)	76%	75%	75%	80%
	Clearance Rate	103%	100%	104%	101%
Misdemeanor Cases	Filing Trend	4,617	5,740	6,716	7,543
	Case Age (within 126 days)	90%	80%	74%	83%
	Clearance Rate	115%	98%	104%	103%
Civil Infractions	Filing Trend	5,630	7,023	7,450	7,963
	Case Age (within 84 days)	86%	78%	72%	75%
	Clearance Rate	97%	95%	103%	94%
General Civil	Filing Trend	3,281	3,477	5,272	6,664
	Case Age (within 455 days)	94%	93%	92%	95%
	Clearance Rate	121%	100%	84%	74%
Summary Civil	Filing Trend	4,616	5,177	5,087	4,035
	Case Age (within 126 days)	90%	94%	92%	93%
	Clearance Rate	98%	96%	97%	95%

Problem-Solving Court Effectiveness

24-month recidivism outcomes for participants admitted on or after January 1, 2023.



Since 2023

Best-Practice Reset

outcomes reflect the period after the court strengthened adherence to evidence-based treatment court standards

89%

No New Drug/Alcohol Conviction

did not receive a new drug or alcohol related conviction during the same period

77%

Avoided New Conviction

of participants did not receive a new conviction within 24 months of program entry

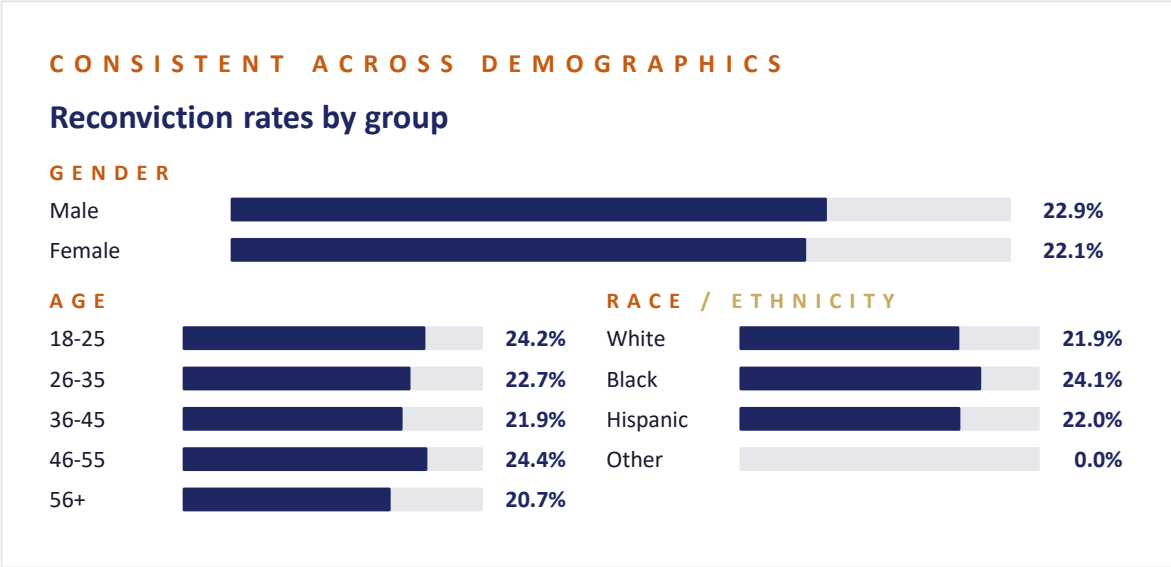
WHY THESE RESULTS MATTER

Stronger Outcomes Through Stronger Practice

Beginning in 2023, the court strengthened adherence to nationally recognized treatment court best practices, restructured its multidisciplinary team, and enhanced accountability standards.

Participants enter these programs with substantial behavioral health needs, including substance use disorder and related life instability. Avoiding reconviction reflects meaningful recovery and stabilization across employment, housing, and community supports.

Results are consistent with the range observed across Michigan treatment courts in SCAO's annual reports.



Horizon Issues

Issues that may materially affect the 61st District Court's funding and operations beyond FY27.



Trial Court Funding Commission

State-level recommendations to restructure how district courts are funded - implementation timeline uncertain.



Specialty Court Funding

Continued state grant support is essential to sustain Drug, Sobriety, and DV Court programming.



Federal Funding Stability

Federal grant streams supporting specialty courts face annual reauthorization uncertainty.



Kent County DV Court Support

Continued county contribution is needed to maintain the Domestic Violence Court program at current scale.

Alternative Funding for Trial Courts

Local funding units (e.g., City of Grand Rapids) have borne rising costs of courts, with minimal state contribution.

State Court Budgets:

- Michigan courts cost **\$1.2 Billion** to run each year.
- State grants make up at most **15%** of court funding in Michigan.
- Just **34%** of assessments collected in Michigan each year are fines or restitution.
- **Half** of the assessments in Michigan are collected within a year of being imposed.

**Increasing costs, limited revenue.*

Current Trial Court Funding Status:

The Michigan Judicial Council is working with the State Budget Office and the Legislature to fund courts according to operational need and share responsibilities between state and local governments.



Thank you



61st DISTRICT COURT
GRAND RAPIDS, MI



Questions?



Mobility: \$178.3 million

City's Overall Mobility Outcome:

Innovative, efficient, low-carbon and equitable mobility solutions are safe, affordable and convenient to the community:



Safety: Ensure a safe transportation network for people using all modes of travel through use of data to inform infrastructure design and maintenance, and enforcement, education and engagement initiatives

Mobility Choices: Increase access to connected, accessible, multimodal travel options

Transp. Asset Management: Develop a well-maintained and coordinated transp. network through planning, partnership, effective asset management, and efficient project delivery that strengthens Grand Rapids' economy

Parking & Curb Management: Adapt parking and curbside policies to support local economic development, improve access, and balance the needs of all users and modes

Mobility | Enhanced Safety for All

- \$4M to maintain and enhance sidewalks to improve safety, accessibility and neighborhood connectivity;
- \$650,000 in matching capital investments for 3 bikeways to improve safety (Note: multi-year projects)
- \$300,000 for the neighborhood traffic calming program
- \$250,000 for delivery of pedestrian safety enhancements and infrastructure at the East Beltline and I-96 to improve mobility
- \$5000 local matching funds for road safety audits



Mobility | Mobility Choices

- \$30,000 DART EV Carshare program through FY2027
- \$500,000 for Mobility Blueprint
- \$250,000 for Mobility Implementation & Engagement
- \$113,000 for a Transportation Planner
- Continued contracts with micro-mobility vendors

Mobility | DASH

Cost Drivers

- Rising Operator Wages
- Aging Fleet
- Operator Shortages & Overtime
- Higher Cleaning & Maintenance Needs

Engagement Strategy

- Conducted inform-level engagement meetings with community during DASH pilot rollout
- Collected and documented feedback across emails, social media comments, and phone calls
- Dedicated a full Mobile GR Commission session to DASH pilot discussion and input
- Established a Mobile GR Commission working group to conduct regular review of pilot data

Next Steps:

- Facilitate collaboration engagement sessions to gather deeper input on transit needs
- Engage community in shaping the future of DASH service and investment priorities
- Launch digital surveys to broaden participation and capture additional feedback
- Staff will conduct regular operational data reviews with the Rapid



Mobility | Parking Rates and Fees (highlights)



No
Change

- On-street hourly rates
- Parking Violation Fines

Minor
Increase

- Monthly Parking Rates (2%)

Fee
Structure
Change

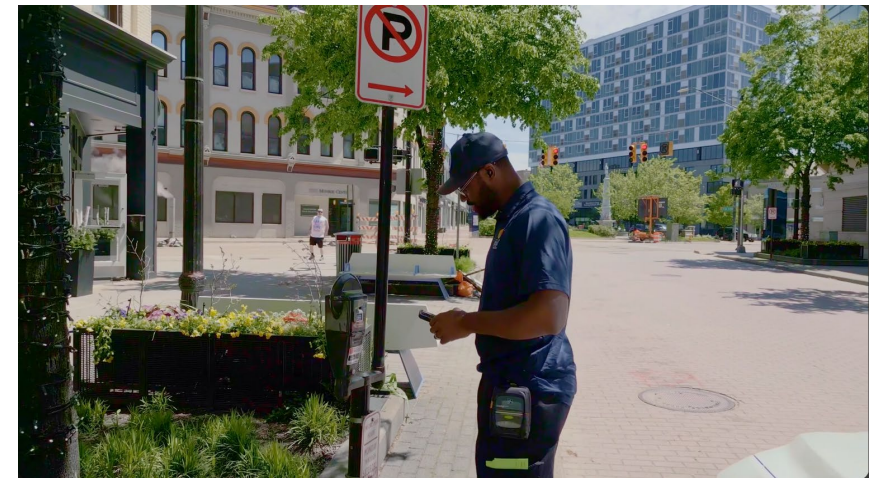
- Market Avenue-surface lot from flat fee to hourly
- All EV Charging stations from hourly parking to per kWh fee
- Change maximum event rates at certain downtown ramps, within \$25 max rate





Mobility | Parking System Investments

- \$3.8M in asset management projects, including elevator replacements, in existing ramps
- \$805,000 invested in access, communication and security equipment
- \$286,143 for 2 positions supporting parking system and facilities
- \$86,517 for an additional parking violations checker
- \$50,000 to continue data collection to expand the parking system assessment outside of downtown portfolio



Mobility | Horizon Issues

Certain fees do not achieve full cost recovery:

- Block party fee (\$30/event now; ~\$225 is full cost recovery)
- Neighborhood meter violations fines are half downtown fines; increasing fines in commercial areas may better support curbside accessibility for local businesses

Impact of new venues may drive costs and staffing demands in ways not yet predicted

Several parking management agreements expiring – cost recovery philosophy vs. economic development or other strategic outcomes

Preparation for Vital Streets Income Tax renewal (2030)

Full adaptation to changes in State supporting revenues, including additional staff to design and deliver projects

DART Carshare pilot ends FY2027, extension \$125-\$200k annually



Vital Streets Oversight Commission

Vital Streets Supports the City's Overall Mobility Objectives

Innovative, efficient, low-carbon mobility solutions are safe, affordable, and convenient to the community.

Highlighting Connectivity

Michigan Street Maryland to Leffingwell **sidewalk gap (0.5 mile)** closed.

Completed the sidewalk from the East Beltline to Downtown.



11 Miles of Gaps
Closed since
2015



Vital Streets Investment Factors



- 2013 Sustainable Streets Task Force Report Funding Recommendations
- Neighborhoods of Focus
- Vital Streets Plan
- Investment by others
- Current Condition
- Asset Management Principles



Leonard Street from Powers to Alpine

Vital Streets Asset Management

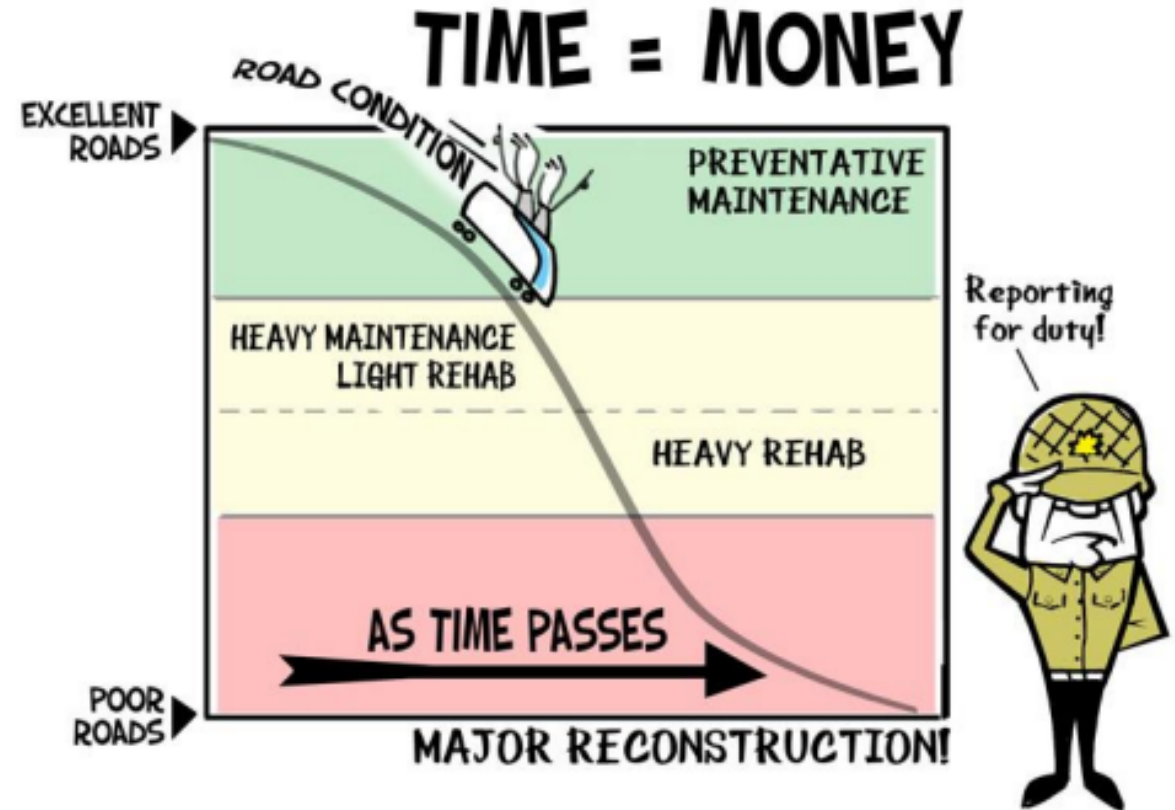
Sustainable Streets Plan set a vision to manage the streets following asset management principles. Streets are evaluated annually using Pavement Surface Evaluation Rating (PASER)

- Reconstruction
- Rehabilitation
- Preventative Maintenance

Green = Good = PASER 8, 9, 10 – No work

Yellow = Fair = PASER 5, 6, 7 – Crack Sealing

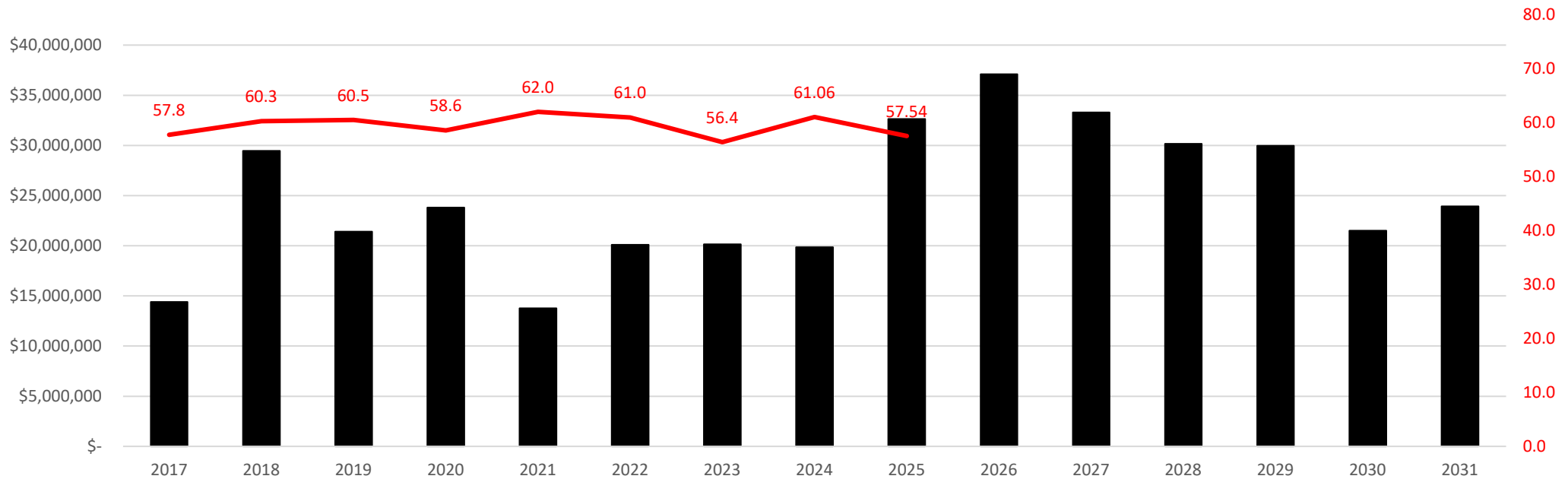
Red = Poor = PASER 1, 2, 3, 4 – Scheduled Projects



Balance and Distribution

FY2027												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	29.0	10.634	\$4,486,665	19.0	8.577	\$1,847,148	10.0	5.807	\$5,379,886	58.0	25.019	\$11,713,698
Rehabilitation	6.0	2.156	\$1,371,667	4.0	0.807	\$586,595	5.0	1.577	\$2,500,971	15.0	4.539	\$4,459,233
Reconstruction	1.0	0.123	\$100,000	0.0	0.000	\$0	0.0	0	\$0	1.0	0.123	\$100,000
LOCAL TOTAL	36.0	12.913	\$5,958,332	23.0	9.384	\$2,433,743	15.0	7.384	\$7,880,857	74.0	29.681	\$16,272,932
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	0.0	0.000	\$0	0.0	0.000	\$0	1.0	0.154	\$356,733	1.0	0.154	\$356,733
Rehabilitation	0.0	0.000	\$0	0.0	0.000	\$0	0.0	0.000	\$0	0.0	0.000	\$0
Reconstruction	0.0	0.000	\$0	0.0	0.000	\$0	0.0	0.000	\$0	0.0	0.000	\$0
MAJOR NON-FAU TOTAL	0.0	0.000	\$0	0.0	0.000	\$0	1.0	0.154	\$356,733	1.0	0.154	\$356,733
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	3.0	1.331	\$1,646,882	3.0	1.472	\$2,793,492	1.0	0.501	\$918,886	7.0	3.304	\$5,359,260
Rehabilitation	1.0	0.686	\$821,666	0.0	0	\$41,667	0.0	0	\$41,667	1.0	0.686	\$905,000
Reconstruction	6.0	2.492	\$3,571,725	1.0	0.057	\$3,229,008	3.0	0.314	\$3,591,871	10.0	2.862	\$10,392,604
FAU TOTAL	10.0	4.509	\$6,040,274	4.0	1.529	\$6,064,167	4	0.815	\$4,552,423	18.0	6.852	\$16,656,864
TOTAL LOCAL, MAJOR NON-FAU and FAU	46.0	17.422	\$11,998,605	27.0	10.913	\$8,497,910	20.0	8.352	\$12,790,013	93	36.687	\$33,286,529
			\$98,131,128			\$98,045,916			\$97,832,642			

Annual Investment and Percent Good + Fair





Street Results

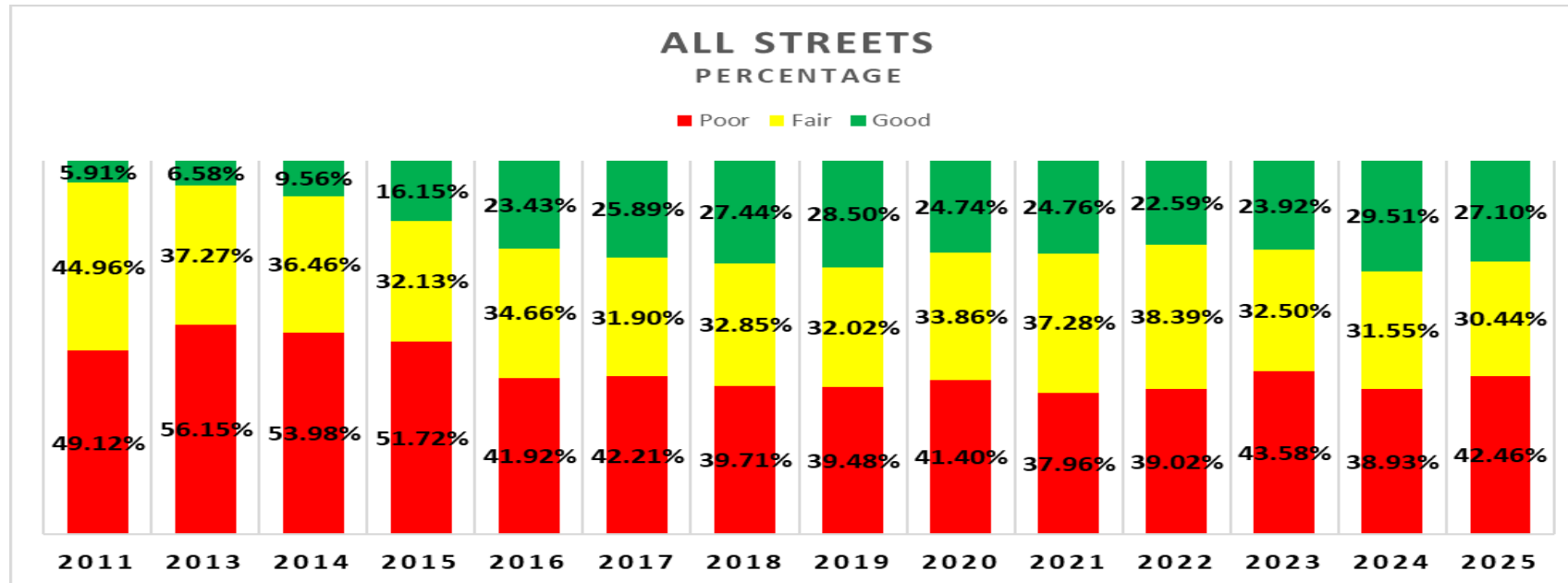
FY2015 – FY2026:

- 57.5% good and fair (as of September 2025)
- 2,296 projects
- 696 miles of streets
- \$256 million in Vital Streets dollars

FY2027:

- 93 projects
- 36.7 miles of streets
- \$33.3 million in Vital Streets dollars

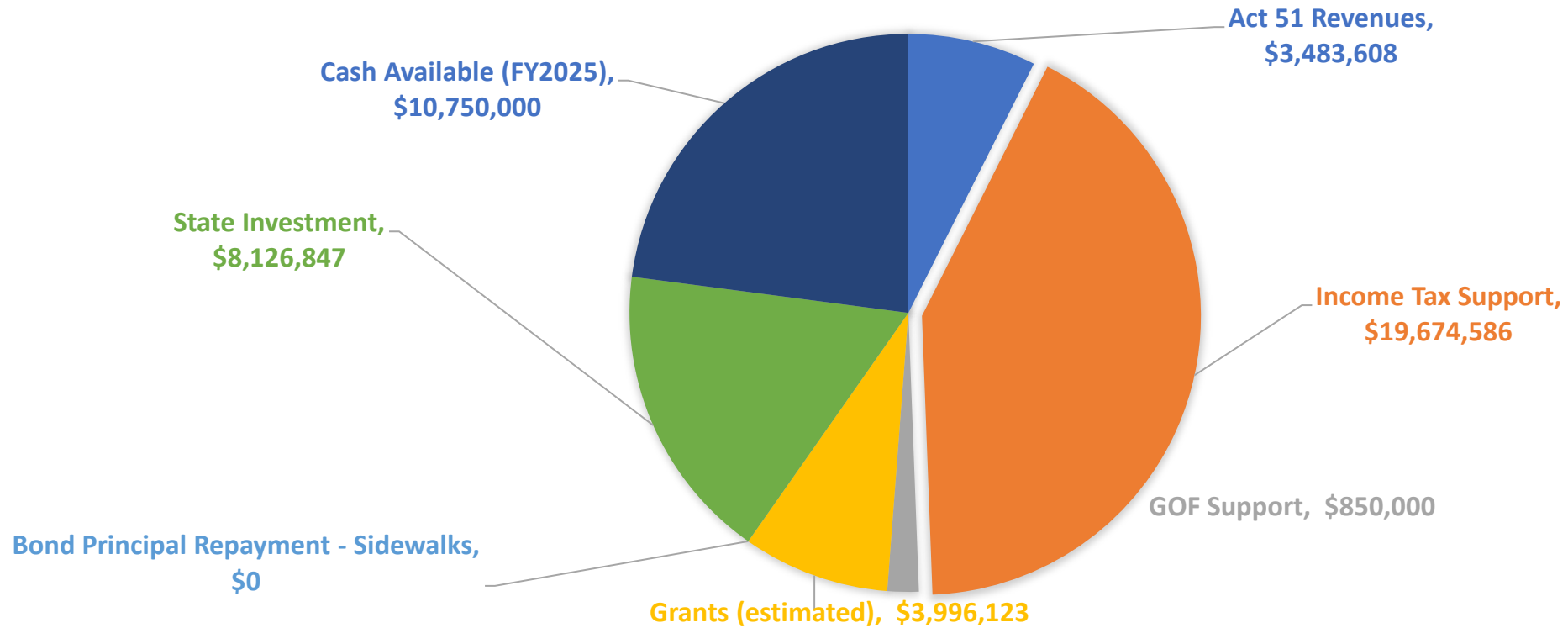
GOAL: 70% Good and Fair by July 2030



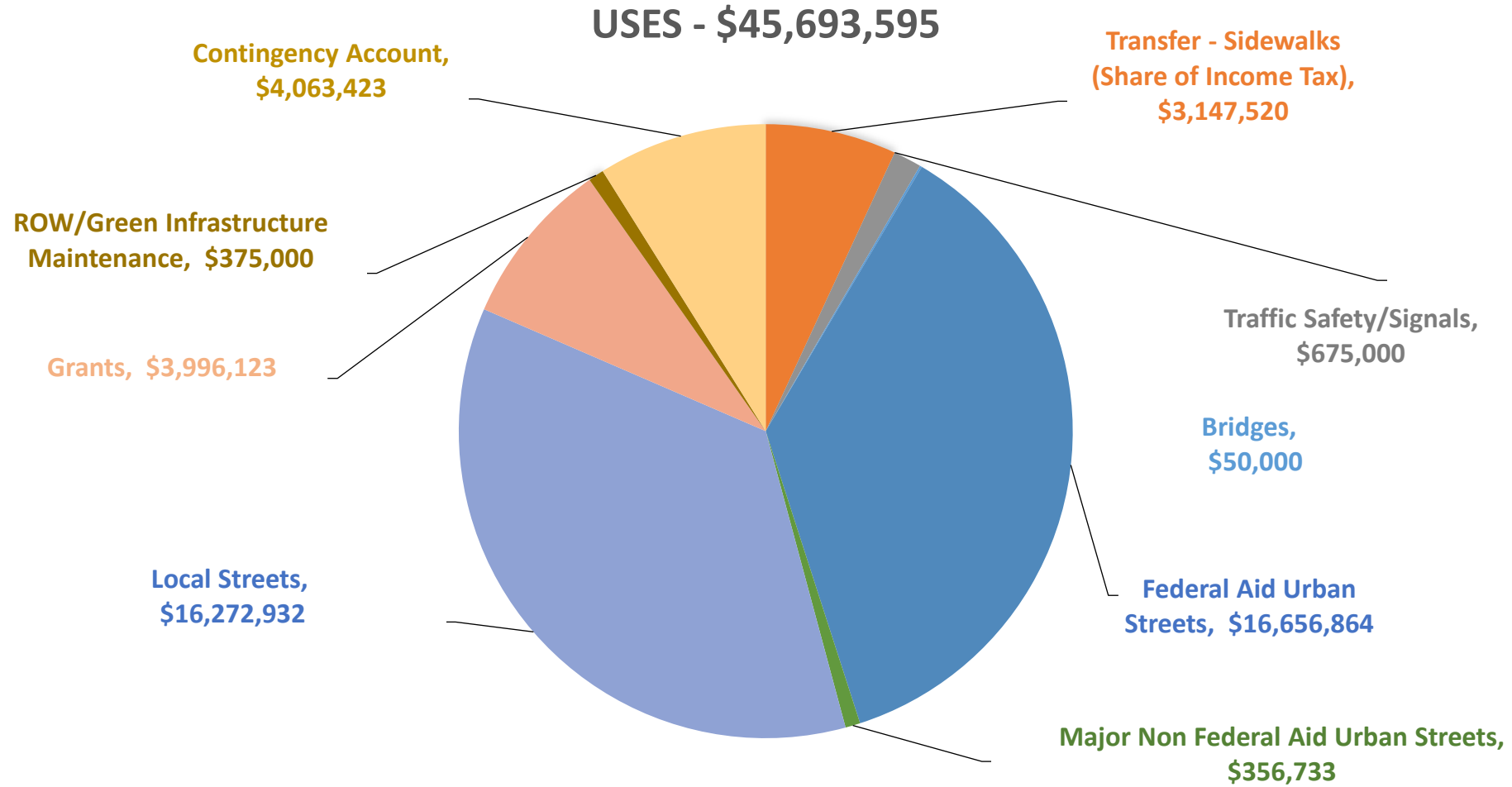
Vital Streets FY2027 Sources



SOURCES - \$46,881,164



Vital Streets FY2027 Uses





Vital Streets Completed in FY2026

Fuller Avenue from Kalamazoo to Adams





Vital Streets Completed in FY2026

Valley Avenue from Fulton to Bridge





Vital Streets Completed in FY2026

Leonard Street from Powers to Alpine





Vital Streets Completed in FY2026

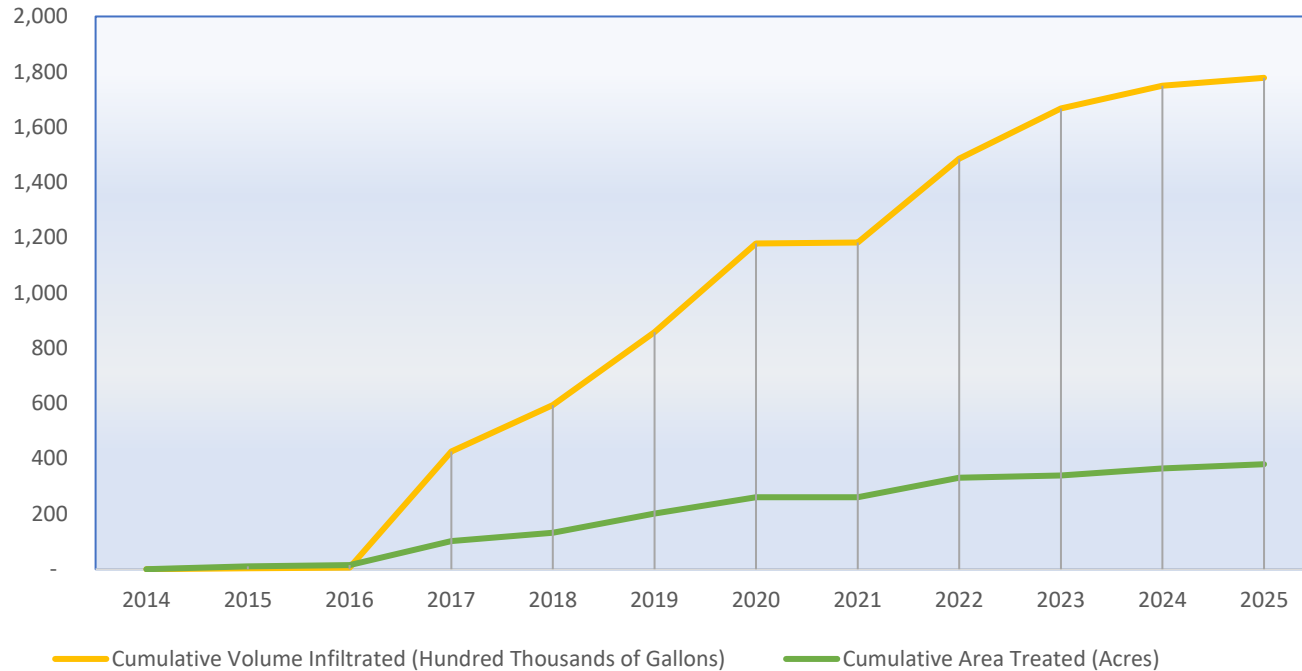
Leonard Street from Powers to Alpine



Vital Streets Green Infrastructure Goals



Vital Streets Stormwater Progress



2025 Vital Street Stormwater Stats
505 Net Tree Increase
47 Infiltration Basins Installed
14.90 Acres of Treatment Area



Trees



Leaching Basins Prior to Installation



Vital Streets Engagement Update

- Hosted 19 community meetings
- Attended 26 meetings with businesses, community members, and organizations
- Sent more than 27,605 postcards and mailers to community members
- Responded to more than 260 cases from 311 from people asking questions about road construction
- Provided postcards and mailers in Spanish for community



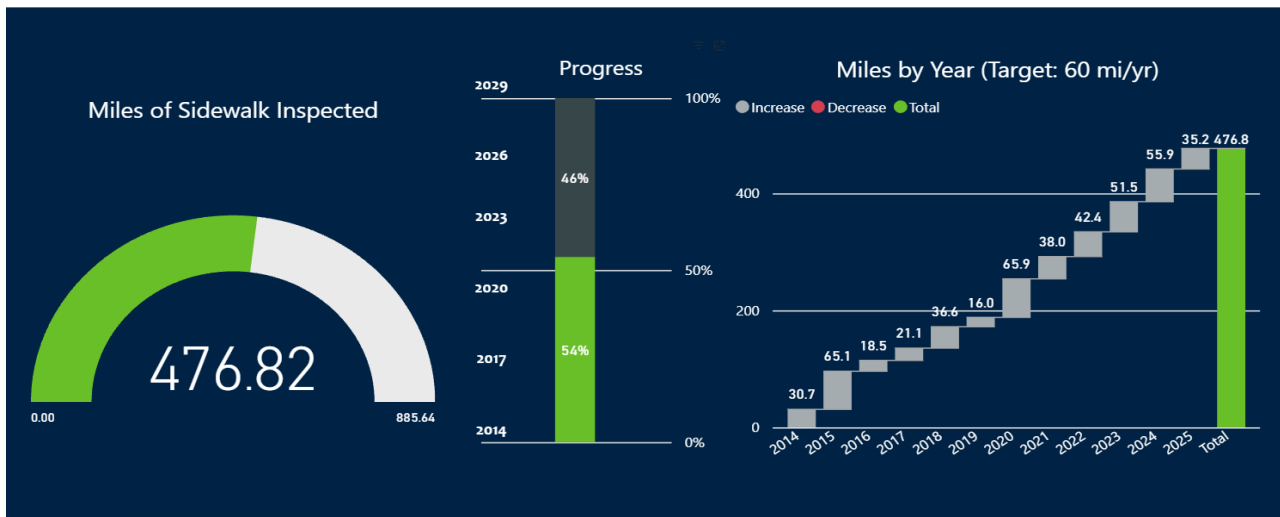
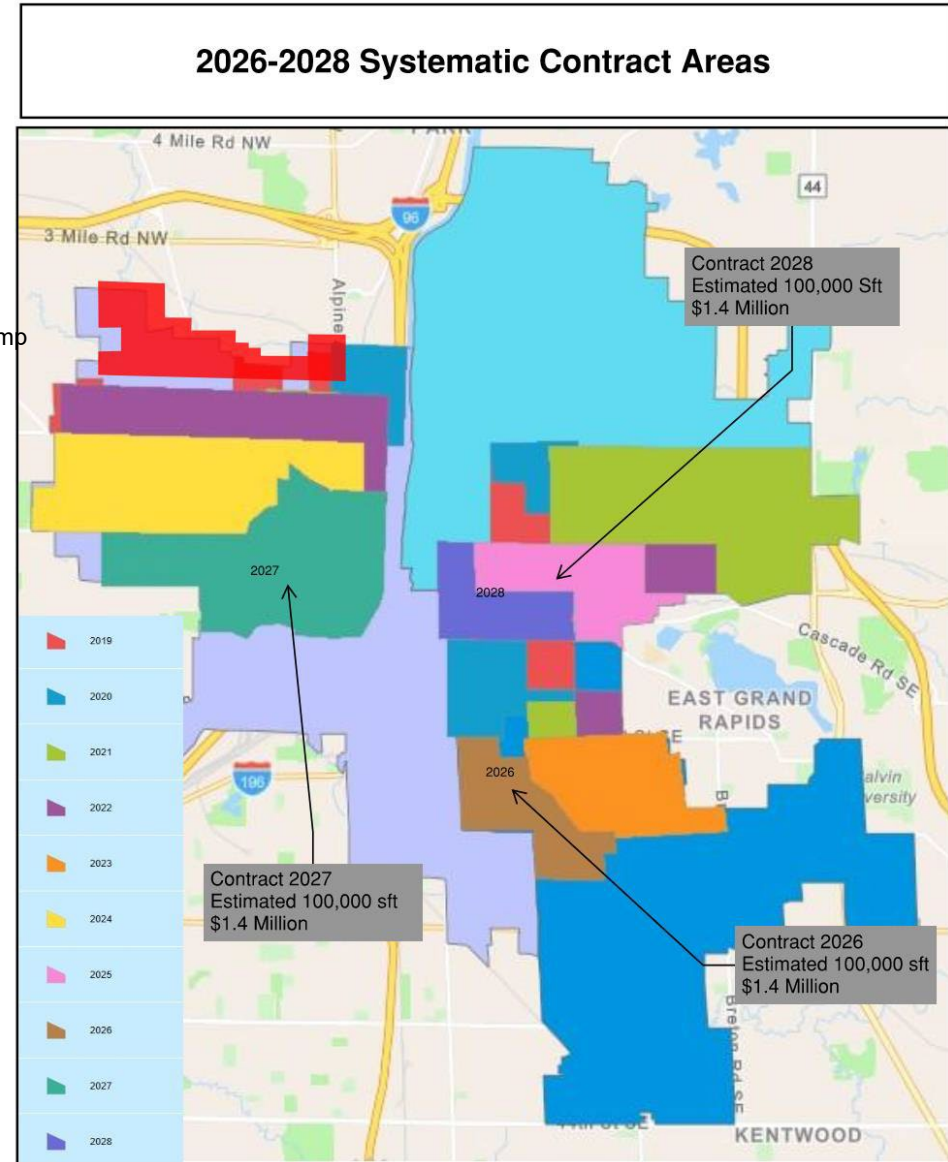
Vital Streets Sidewalk Work FY2027



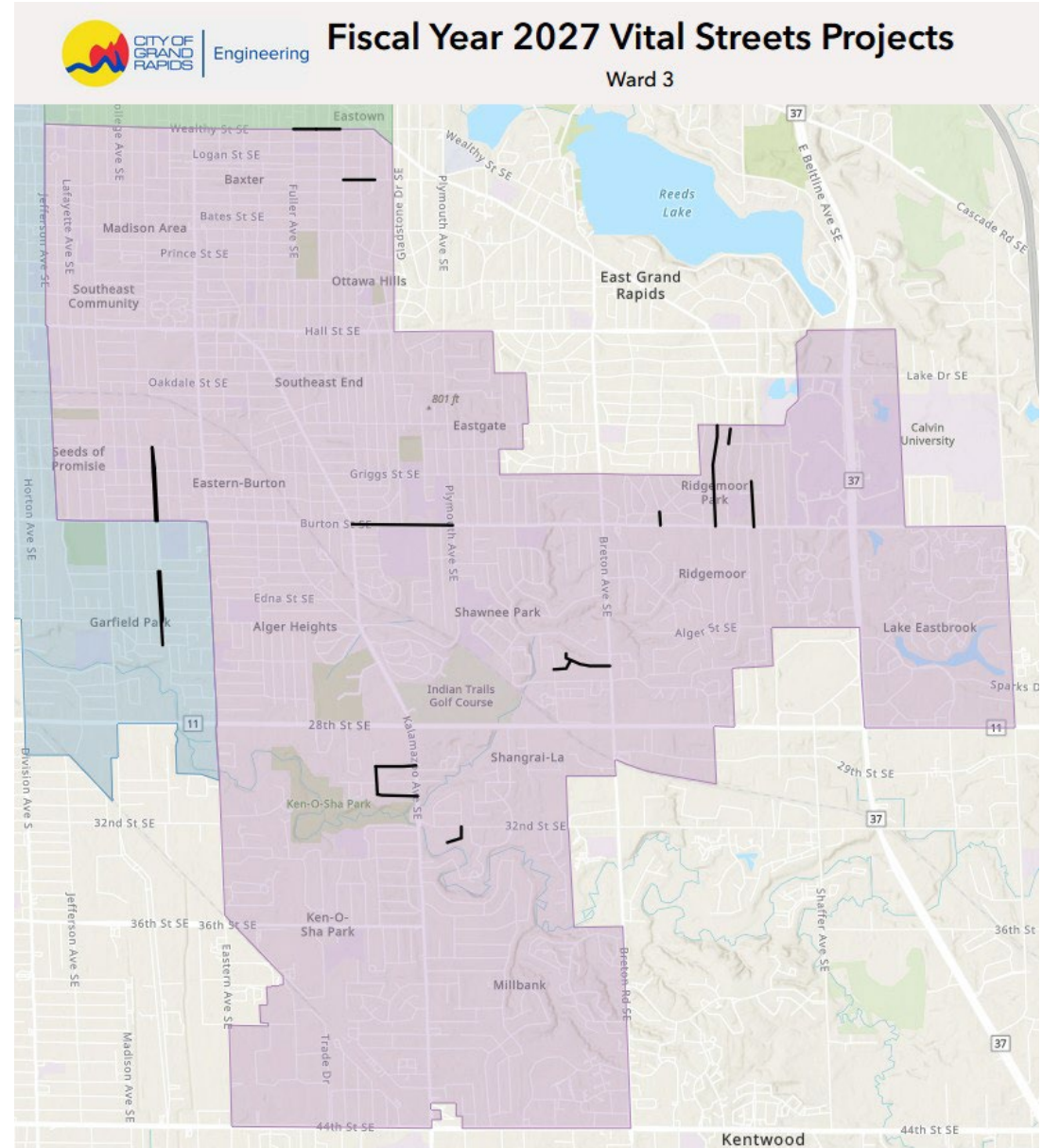
FY2027 Proposed Work (Construction Year 2026)

- Systematic Contract 3rd Ward \$1,600,000
- Public Request Contract (City Wide) \$ 660,000 *includes ADA Ramp Repairs (\$200K)
- Connectivity Project \$ 250,000 *Lakeside (Michigan to Fulton)

FY27 Planned Expenditure \$2,510,000



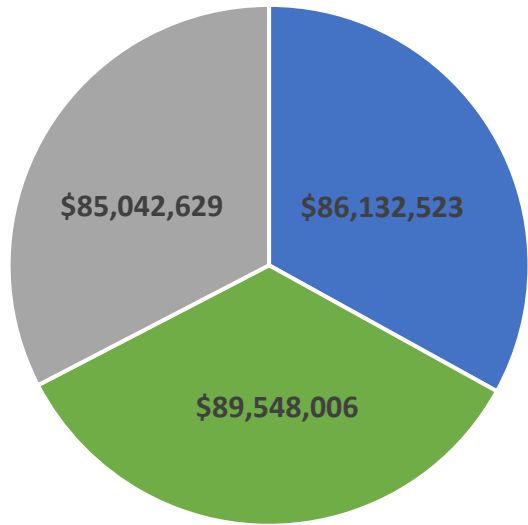
Vital Streets Ward 3 Project Map



Vital Streets Investment by Ward

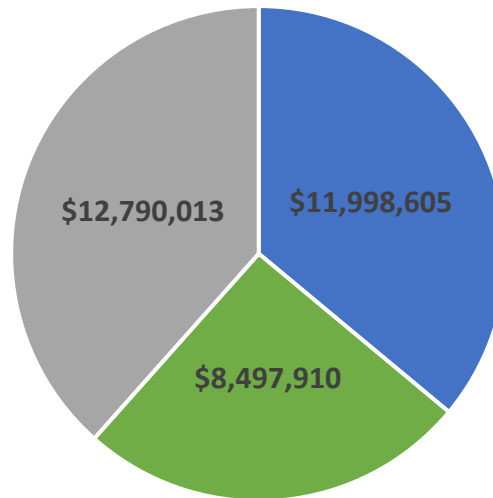


FY2016 - 2026



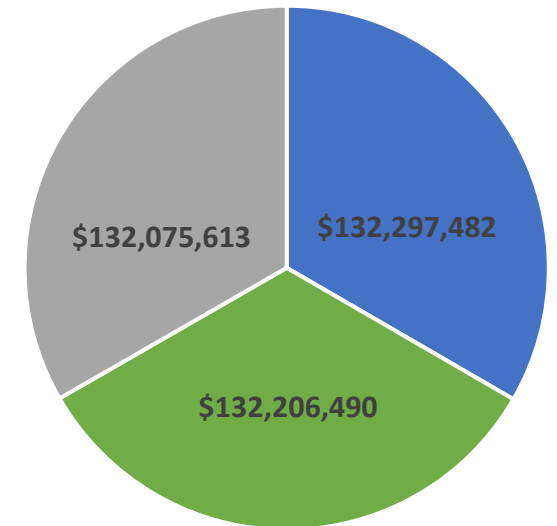
■ 1st Ward ■ 2nd Ward ■ 3rd Ward

FY2027



■ 1st Ward ■ 2nd Ward ■ 3rd Ward

ALL YEARS
Through FY2031



■ 1st Ward ■ 2nd Ward ■ 3rd Ward

Mobility & Vital Streets | State Funding Changes

State legislature adjusted state funding:

- Michigan Transportation Fund (“Act 51”) – changed sources of funds to replace certain sources with a tax on cannabis operations in the state
 - Intended to be generally neutral to cities in terms of share of revenues
 - These funds can be on capital projects, maintenance and operations
- Neighborhood Roads Funding – a new source of state level funding
 - Estimated to provide anywhere from \$8-\$10M annually to Grand Rapids in state forecasts
 - For capital projects on local streets

Mobility & Vital Streets | State Road Funding Changes

At the local level, we braid together:

- Act 51 dollars,
- Vital Streets income tax dollars and
- Neighborhood Roads Fund dollars to build, maintain, and operate the city rights of way

Recommend additional investments in:

- Add 200 miles of sidewalk snowplowing with seasonal green infrastructure maintenance (approx. \$550,000 annually + approx. \$990,000 1 time cost for equipment)
- Fund City's contribution to regional deer management (approx. \$235,000 over first 3-years of the program)
- Enhance investment in certain traffic safety improvements (\$4.3M)
- Additional funds in project budgets for added construction period support (varies: \$150,000-\$300,000)

Remainder braided with other funding to pursue existing Vital Streets priorities

Mobility & Vital Streets | State Road Funding Changes

Next Steps:

- Commission confirm investment priorities
- City expects to receive state funds in September
- Budget amendments in line with Commission priorities
- Revisit braided funds as part of Vital Streets income tax planning (current authorization expires 2030)



Questions?



Engaged & Connected Community
\$29.0 million



Engaged & Connected | Inclusive Engagement



- \$10.4K for bilingual election workers and materials to expand voter access and reduce language barriers (Clerk)
- \$120K for expanded language interpretation services to ensure equitable application of laws and access to information (Court)
- \$25K for immigrant and refugee services that support integration, access to services, and community inclusion (OPA)
- \$101K for Spanish language services to improve access to City services and ensure equitable communication with Spanish-speaking residents (Code)
- \$1.05M to advance inclusion and community-centered service delivery through programs that strengthen engagement and access for all residents (Equity & Engagement)

Engaged & Connected | Neighborhood Connection

- \$50K for communications to increase voter awareness, participation and access to accurate information (Clerk)
- \$79K to lead an education and engagement campaign that increases awareness of and participation in the City's sustainability initiatives (Executive)
- \$36K for "We Are GR" to increase communication opportunities with residents (Communications)
- \$323K to support community engagement initiatives to increase resident participation and strengthen stakeholder relationships (Parks & Recreation)
- \$75K to support "Development With Us" to strengthen collaboration between residents, neighborhood associations and developers (Planning)

Engaged & Connected | Neighborhood Connection

- \$3.5K to provide property tax education to improve financial literacy and support homeowners (Assessor)
- \$40K for Neighborhood Summit to connect neighbors to resources and opportunities for belonging (Equity & Engagement)
- \$168K to continue Neighborhood Match Fund, investing in community-led projects to foster feelings of belonging and inclusion
- \$5K to implement new customer engagement tools and technologies to give residents more convenient ways to interact with City services in (311/Customer Service)



Engaged & Connected | Youth Engagement



- \$10K for Mayor's Youth Council to support youth leadership development and civic engagement opportunities (OCC)
- \$10K for ELO Network to strengthen out-of-school time systems and expand opportunities for youth development (OCC)
- \$10K for a Civil Rights Youth Academy to educate and empower youth on civil rights and community leadership (OPA)
- \$22K for Water Career Program educational outreach to increase awareness of career pathways in water and environmental fields (Water, Env. Services)



Engaged & Connected | Engagement Framework

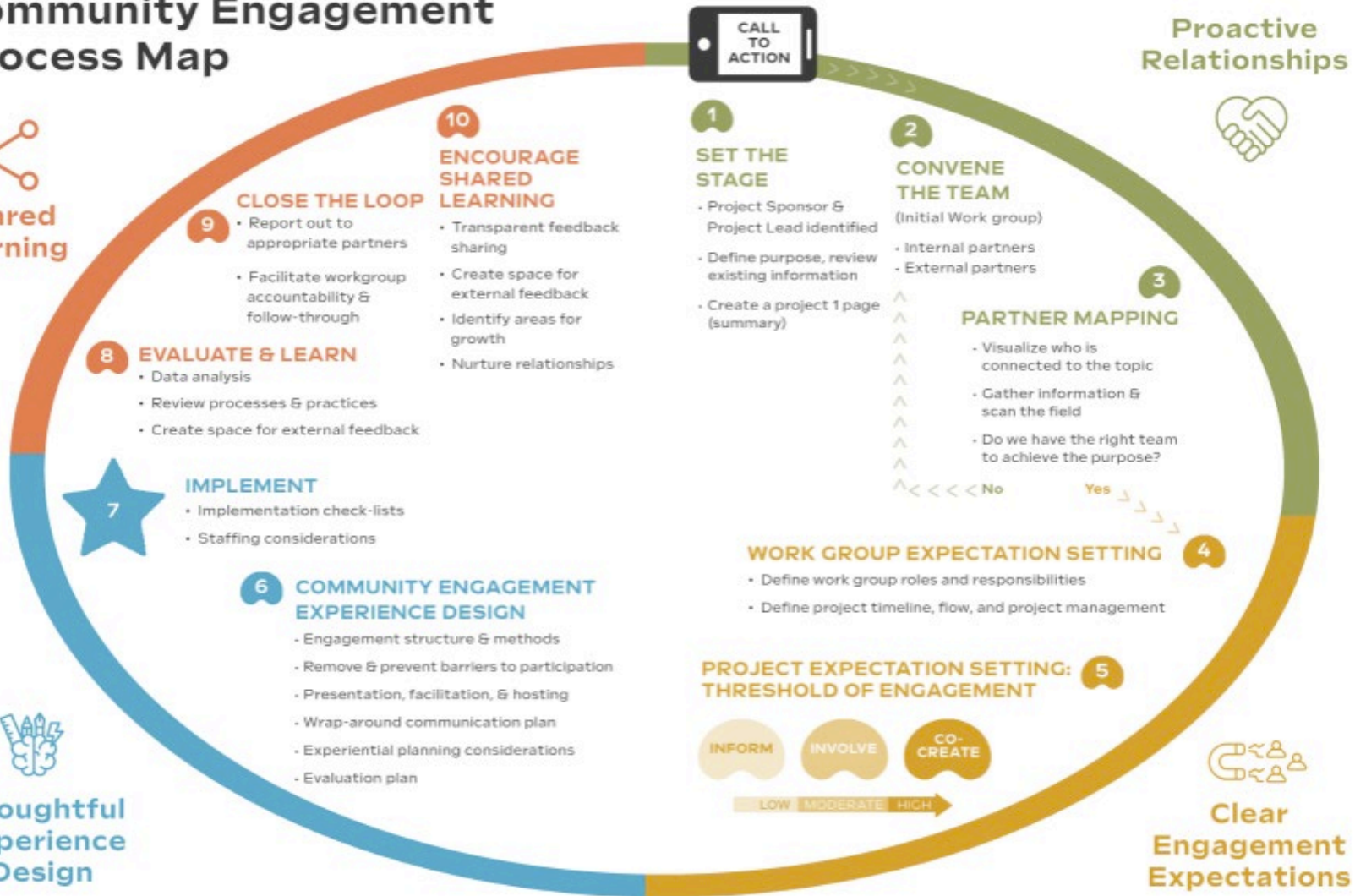
Community Engagement Process Map



Shared Learning



Thoughtful Experience Design



Engaged & Connected | Engagement Framework

- In FY27 we will continue our investment of time, training and facilitation for implementation of Community Engagement Framework.
 - Staff training and facilitated guidance launched in Q3 of FY26 and continues through Q2 of FY27 – anticipated to be offered on a continuous rolling basis
 - Focused testing of the framework will center around project engagement, public safety engagement, and mobility planning and execution in FY27



Engaged & Connected | Arts & Culture



- The City partnered with Kent County, the Grand Rapids Arts and Culture Collective, and K-Connect to contract with Lord Consulting for the development of a city-county Arts & Culture Strategy in FY26.
 - Initial meetings and site visits took place in April of 2026
 - Community survey is currently ongoing
 - Interviews and sector-based focus groups planned through the summer
 - Final strategy recommendations are expected in early CY2027.

Greater Grand Rapids



ARTS & CULTURE STRATEGY

Engaged & Connected | Commission Support



- Launched Commission Support Pilot in FY26, consisting of both staff support and contracted communications support. This consisted of “Ward Wednesday” newsletters and short-form social videos.
 - ~9,500 subscribers
 - 12% click-through rate (4x industry average)
 - 32,470 social media video views
 - Low (.15%) unsubscribe rate
- Continuation is not currently budgeted, pending Commission discussion during budget deliberations.



Engaged & Connected | Commission Vacancy



- A First Ward Commissioner seat was vacated on March 6, 2026
- A Commissioner's fully loaded annual cost to the City is approximately \$66,293 in FY2027
- Cost of a Commissioner for half of FY2027 (7/1/26 to 12/31/26) is \$33,146



Governmental Excellence: \$133.7 million

Governmental Excellence | Asset Management

- \$232K for replacement of overhead primary systems to improve infrastructure reliability and service continuity of electrical systems (Env. Services)
- \$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)
- \$35K to continue fleet monitoring and analytics to improve efficiency, safety, and cost management (Fleet)
- \$843K for duct bank installation to support future solar, distribution and fiber infrastructure (Env. Services)
- \$36K for Cybersecurity training to protect City systems and safeguard sensitive data (IT)
- \$229K for electricity increases from Consumers and additional electrical demand from Scribner (Enterprise)

Governmental Excellence | Financial Stewardship

- \$50K to implement PCI compliance that protects payment systems and ensures secure financial transactions (Treasurer)
- \$50K for temporary staffing to support high-quality service delivery and organizational effectiveness (Fiscal Services)
- \$70K for professional services supporting budgeting, financial reporting, and audit functions (Fiscal Services)
- \$133K for capital budget analyst to support planning, analysis, and oversight of capital investments (Fiscal Services)
- \$222K for optimization and extension of Oracle Fusion ERP system capabilities (Fiscal Services)
- \$75K to enhance cash flow forecasting and strengthen long-term financial planning (Treasurer)

Governmental Excellence | Workforce Investment

- \$50K for Executive Internship Program with GVSU to build public sector career pathways and talent pipelines (Executive)
- \$36K for GRCC Public Works Academy to strengthen workforce development and infrastructure career pathways (Public Works)
- \$392K for five Utility Aide positions to support plant operations, succession planning and workforce development. (Env. Services, Water)
- \$1.75K to enhance awareness and expand access to workforce opportunities (Fleet)
- \$219K for two maintenance mechanic positions and one plant assistant to support succession planning and operational continuity (Env. Services)
- \$1.6M to support public safety recruit/cadet classes (Fire, Police)
- \$89K to facilitate cultural competency, equity methodologies, and heritage celebrations to staff (Equity & Engagement)

Governmental Excellence | Service Efficiency

- \$67K to continue enterprise fleet programs that improve vehicle utilization and operational efficiency (Fleet)
- \$58K for Office of Innovation initiatives that drive process improvement and enhance service delivery to customers (Executive)
- \$100K for police, fire, and dispatch overtime analysis to determine cost-effective staffing and service delivery improvements.



Governmental Excellence | Legislative Affairs

- We continue a proactive approach toward shifting dynamics at the state and federal levels in close consultation with our contracted state and federal advocacy firms. While challenging, we have continued to see success on key projects.
- Earmark requests for state funding, federal Congressionally Directed Spending (Peters, Slotkin), and Community Project Funding (Scholten) have been submitted by the Government & Legislative Affairs Officer for various projects including:
 - Butterworth Landfill Workforce Parking (\$3M)
 - Emergency Communication Equipment Replacement (\$8M)
 - Biodigestion and RNG Expansion (\$1.25M)
 - Plaster Creek Greenway Connector (\$800K)
 - Griff's Icehouse Renovation & Expansion (\$3M)
 - Acrisure to GVSU Grand River Pedestrian Bridge (\$2M)
 - Pedestrian Crossing Safety (\$500K)
 - Business Corridor Revitalization & Micro-Enterprise Revolving Loan Fund (\$1M)

Governmental Excellence | Horizon Topics

- Compensation & classification study evaluation and implementation strategy
- Ongoing talent attraction and retention strategies, particularly in the skilled trades
- American Rescue Plan (ARPA) spend down & closeout
- Continued refinement of Oracle ERP and integration of HR components
- Tactical and responsible deployment of AI tools
- Key facilities/investment planning
 - 1120 Monroe
 - Coldbrook
 - City Hall
 - WRRF/Oak Industrial
 - 509 Wealthy
- Renewal of Public Museum/John Ball Zoo Millage (fall 2026)

Governmental Excellence | Artificial Intelligence

- Established AI Acquisition and Use Policy in 2024
- Developed and launched AI Council in 2026 in partnership with GVSU and Ferris State University, consisting of four working subcommittees: Policy & Ethics, Data Governance, Sustainability, and Education. Meeting regularly to establish framework(s) and guidance for FY2027.
- Some current tools (MS Copilot, Security tools, GIS, Adobe, Axon) have deployed use-specific AI embedded in their systems. Expect to see more of this kind of integration in FY2027.
- Expect rollout of 311/Customer Service AI chatbot pilot in FY2027
- Currently exploring solutions in Planning (Dev Center) and FOIA as priorities
- Sustainability Office (and subcommittee) working in collaboration with Planning on potential zoning amendments & IT on impact guidance

Governmental Excellence | Artificial Intelligence



EXAMPLE: Microsoft Copilot Testing (in progress)

- Pilot group with limited opt-in users
- Real-world testing of capabilities and potential risks w/feedback loops
- Insights on productivity contributions and workflow transformation
- Use feedback to inform future adoption/deployment scope, data governance and responsible use guided by policies in development from AI Council

Governmental Excellence | Zoo/Museum Millage

- 10-year millage established in 2016 at .44 mills with 50/50 split of revenues to Grand Rapids Public Museum (GRPM) and John Ball Zoo (JBZ)
 - Millage is intended for operational support & maintenance/care for exhibits
 - Millage is not intended for capital improvement projects
- Kent County established renewal committee in fall 2025
- GRPM/JBZ have publicly advocated for 50/50 continuation at rollback rate



Governmental Excellence | Zoo/Museum Millage

- Committee considering multiple options to shift proportion toward JBZ
 - ~\$40M deferred maintenance
 - JBZ contemplates ~\$117M in capital investments toward 2024 Master Plan
 - Delta in funding scenarios varies from \$1.9M to \$3.1M less annually to GRPM
- City/GRPM offered compromise of 52/48 (\$400K annual reduction)
- Any reduction in current split has the potential to shift additional facility maintenance/capital investment costs to GOF
- Decision expected by County in May





Questions?

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

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>Safe Community</i> <i>Mobility / Vital Streets Oversight Commission</i> <i>Engaged and Connected Community</i> <i>Governmental Excellence</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