Approach to the FY2022 Preliminary Fiscal Plan

- Recognizing the volatility, uncertainty and complexity in the environment
- Continued use of Strategic Plan as roadmap
- Managing through the pandemic while maintaining our services
- Declining income tax revenue projections
- Use of Federal relief funding
- Focus on near-term priorities
Values, Vision and Mission

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

Mission
To elevate quality of life through excellent City services.

Six Strategic Plan Priorities

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

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

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

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

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

Safe Community
All people feel safe and are safe at all times throughout our community.
Commission’s Six Near-Term Focus Areas

• Housing and Homelessness
• COVID Relief / Economic Recovery including Health Impacts
• Third Ward or Neighborhoods of Focus Equity Funding
• Public Safety Reform
• Crime Prevention / Violence Reduction
• Fiscal Sustainability and Discipline

Note: the Commission identified these six near-term focus areas for the remainder of FY2021 and FY2022 during the October 2020 Commission Prioritization Workshop

Today’s Objectives

• Outline process for budget workshops and adoption of a “continuation budget”
• Provide highlights of proposed budget, federal relief funding and potential investments in near-term focus areas
• Highlight examples of investments that help advance our racial equity values
• Summarize select FY2021 accomplishments and examples of some FY2022 investments by Strategic Plan priority
FY 2022 Budget Journey

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuesday, September 29</td>
<td>Performance Management Report</td>
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<tr>
<td>Friday, October 30</td>
<td>City Commission Prioritization Workshop</td>
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<tr>
<td>Tuesday, December 15</td>
<td>CFO Financial Update and Budget Adjustment</td>
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<td>Tuesday, February 9</td>
<td>Mid-Year Financial Update</td>
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<td>Tuesday, February 23</td>
<td>Mid-Year Performance Management Update</td>
</tr>
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<td>Tuesday, April 27</td>
<td>Introduction of the FY 2022 Preliminary Fiscal Plan (10am)</td>
</tr>
<tr>
<td>Tuesday, May 4*</td>
<td>Budget Review Workshop (9am – Noon)</td>
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<td>Thursday, May 6</td>
<td>Budget Town Hall (6pm)</td>
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<tr>
<td>Tuesday, May 11*</td>
<td>Budget Review Workshop (1 – 4pm)</td>
</tr>
<tr>
<td>Tuesday, May 18</td>
<td>Committee of the Whole Discussion and Deliberation (10am)</td>
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<td></td>
<td>Public Hearing at City Commission (7pm)</td>
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<tr>
<td>Thursday, May 20*</td>
<td>City Commission Adoption (9 – 11am)</td>
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</table>

*Special meeting scheduled

Overview of Budget Topics Schedule

- April 27 Introduction of the FY 2022 Preliminary Fiscal Plan
  - Financial Overview (Fiscal Sustainability and Discipline)
  - Equity Investments
  - Summary of proposed work by Strategic Plan priority

- May 4 Budget Review Workshop
  - Public Safety Reform and Crime Prevention / Violence Reduction
  - Third Ward / Neighborhood of Focus Equity Funding

- May 11 COW: Infrastructure Overview (Vital Streets and Stormwater Oversight Commissions)
- May 11 Budget Review Workshop
  - Housing and Homelessness
  - COVID Relief / Economic Recovery including Health Impacts
  - Capital

- May 18 Discussion and Deliberation at COW and Public Hearing at the evening meeting
- May 20 Budget Adoption
Thank you to the Team

- Public for input received through boards and commissions
- Executive Team
  - Eric DeLong, Deputy City Manager
  - Doug Matthews, Assistant City Manager
  - Lou Canfield, Chief of Staff
  - Alison Sutter, Sustainability/Performance Manager
  - Stacy Stout, Director of Equity and Engagement
- Department Directors and Department Fiscal Leads

- Fiscal Services
  - Molly Clarin, Chief Financial Officer
  - Scott Saindon, Deputy Chief Financial Officer
  - Keith Heyboer, Budget Analyst
  - Nick Salazar, Budget Analyst
  - Karen Mendez, Budget Specialist
  - Jenessa Carter, Utility Financial Officer
- Design by Michael Moore

FINANCIAL OVERVIEW
Economic Overview

• Unemployment
  • April 2020: 22.3%
  • February 2021: 4.8%, outperforming the State at 5.7%

• Federal officials see GDP growth this year around 6.5% (fastest increase since 1984)

• Inflation 2.26%, up from 1.3% last August
  • Markets have been pricing in higher growth and inflation, with government bond yields rising to their highest levels since before the pandemic.
  • The economic reopening and unprecedented levels of government support are contributing to the inflationary environment.
  • Gasoline is up 22.5% from a year ago, part of a 13.2% increase in energy prices.

Economic Overview (Continued)

• The 2020–2021 coronavirus pandemic caused severe economic disruptions last year as households, governments, and businesses adopted a variety of mandatory and voluntary measures.

• The impact was focused on sectors like travel and hospitality, and job losses were concentrated among lower-wage workers.

• In the coming year, vaccination is expected to greatly reduce the number of new cases of COVID-19 and the extent of social distancing is expected to decline.

• Congressional Budget Office (CBO) new economic forecast, which covers the period from 2021 to 2031, projects that the economic expansion that began in mid-2020 will continue.

• Real (inflation-adjusted) gross domestic product (GDP) is projected to return to its pre-pandemic level in mid-2021 and to surpass its potential (that is, its maximum sustainable) level in early 2025.

• In CBO’s projections, the unemployment rate gradually declines through 2026, and the number of people employed returns to its pre-pandemic level in 2024.
Economic Overview (Continued)

- CBO currently projects a stronger economy than it did in July 2020, in large part because the downturn was not as severe as expected and because the first stage of the recovery took place sooner and was stronger than expected.
- GDP and employment are projected to be higher and to be accompanied by modestly higher inflation and higher interest rates than they were in CBO’s July 2020 projections.
- The fact that the downturn was less severe and the recovery stronger than previously projected also changed the projected pattern of growth: CBO’s current projections of GDP growth are stronger, on average, for the 2021–2025 period than they were in July but weaker for the 2026–2031 period.

Uncertainties in the Economic Outlook

- CBO’s projections are subject to an unusually high degree of uncertainty, and that uncertainty stems from many sources, including:
  - The course of the pandemic
  - The effectiveness of monetary and fiscal policies
  - The response of global financial markets to substantial increases in public deficits and debt
- The economy could expand substantially more quickly or more slowly than CBO projects. Labor market conditions could likewise improve more quickly or slowly than projected, and inflation and interest rates could rise more rapidly or slowly as well.
- Also uncertain is the impact of the pandemic on the economy over the longer term, including its effects on productivity, the labor force, and technological innovation.
Fiscal Plan – Process and Public Engagement

- Commission Prioritization Workshop October 2020

- Departments, Committees, and the Public
  - From December through April, City departments, committees, commissions, boards and authorities meet to compile research, analyze data and discuss the budget priorities for their five-year budget plan.
  - The public is invited to provide feedback, concerns and ideas at scheduled meetings for the departments and committees.

- Budget Office
  - The Budget Office reviews each department’s budget requests for mathematical accuracy and compliance with policy.

Fiscal Plan – Process and Public Engagement (Continued)

- City Manager
  - The City Manager, Budget Office and Executive Review Team meet with each department to discuss and evaluate their proposed budget.
  - The Offices of Equity and Engagement and Performance Management review and analyze each department’s budget submission.
  - The Budget Office Staff then incorporates agreed-upon modifications based on direction from the City Manager and the Executive Review Team culminating in the City Manager’s Preliminary Fiscal Plan.

- City Commission
  - The Preliminary Fiscal Plan is submitted for review to the City Commission. The City Commission holds discussions and gathers information regarding department requests.
  - The City Commission also holds a public hearing at which the public is invited to comment on the proposed budget.
Fiscal Plan – Process and Public Engagement (Continued)

• Public Engagement
  • We encourage you to participate in the City's budgeting process and express how you would like your tax dollars spent.
  • We ensure that all meeting agendas, backup materials and deliberations are as transparent as possible.
  • All meeting agendas are posted on our website (www.grandrapidsmi.gov/Government/City-Commission/Meeting-Schedules-and-Agendas).
  • You can follow our City Commission workshops, town halls and meetings virtually as we broadcast and stream them live on Comcast Channel 26, Facebook and YouTube.
  • A list of boards, commissions, committees and authorities that offer the opportunity for public engagement in the budget process and the approximate meeting where budget discussions will take place is available on the City's website (grandrapidsmi.gov/Government/Boards-and-Commissions) as well as the meeting schedule and times for each body.

Information and Resources

• Strategic Plan (English, Spanish)
• Strategic Plan website with all past performance management presentations, reports and meeting videos: grandrapidsmi.gov/strategicplan
• Open Performance website (data.grandrapidsmi.gov) with quantitative metrics information including the Key Metrics Dashboard, Police Metric Dashboard and our Demographics Statement
• FY2022 Preliminary Fiscal Plan / Budget
• FY2021 (current year; adopted last May 2020) Final Fiscal Plan / Budget
• Information on how to watch Commission meetings in English or Spanish
Fiscal Plan Layout

The FY2022 Preliminary Fiscal Plan is presented by Fund Type, including departmental summaries.

FY2021 Financial Highlights

- **COVID-19 impact on revenues**
  - Income Tax – unemployment & nonresident withholding
  - GR Mobile/Parking
  - Fines and fees
- **COVID-19 Relief**
  - Over $21M in FY21 thru CARES and other sources
  - $94M expected to be awarded thru American Rescue Plan (will be two $47M annual payments)
- **General and Police & Fire Pension funding** is approximately 77% and 80%, respectively
- **OPEB funding** is approximately 69%
Fiscal Plan Guidelines

- Cash for conducting financial transactions
- Liability settlements
- Contingencies
- Advance fund reimbursement grants
- Investment income
- Financial Cushion / Economic Downturns
- Self-Insured

General Fund Contingent Appropriation - $1.5 million

Unassigned Fund Balance FY2022 Estimate

Guidelines: Budgeting Standards

- 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
- 4.25% Capital Reserve Income Tax set-aside

Parks Maintenance of Effort (MOE)

GCM Vital Streets Contribution - $13 Million / 15 Years
Guidelines: Budgeting Standards (Continued)

- **GOF: 15% Unassigned Fund Balance to Expenditures**
  - Policy Level
  - GOF w/ARPA
  - GOF w/out ARPA

- **Budget Stabilization Fund: 10% of GOF Expenditures**
  - Policy Level
  - GOF w/ARPA

- **Police Department Minimum GOF Support**
  - 2020 Appropriation (Adopted)
  - 2021 Appropriation (Amended)
  - 2022 Appropriation (Proposed)

- **Specific Police Department Budget Changes in FY2022:**
  - 3 radio technicians moved to Dispatch
  - 3 nonsworn positions reallocated to Housing Development/Lead, Communications, and Neighborhoods
  - Efficiency reductions in technology & maintenance
  - Insurance and claims costs down

Legacy Cost: OPEB Funding History

- The City's Other Post-Employment Benefits (OPEB) consists of four defined benefit retiree healthcare plans offered to City employees: General, Police, Fire and Library.
- In FY2005, the liabilities for OPEB were first measured at approximately $216 million. From FY2005 to FY2020, the Actuarial Accrued Liabilities (AAL) has decreased to just over $106 million.
- Current plan assets are approximately $73 million, leaving an unfunded liability of $33 million, which is $183 million less than the original measurement in FY2005.
- After the "Great Recession," all defined benefit (DB plan) retiree healthcare plans were closed, and a defined contribution (DC plan) benefit was created in its place.
- 32% of City employees are in one of the four defined benefit plans and 68% are in the defined contribution plan.
- As of FY2020, the OPEB plans are over 69% funded.
Legacy Cost: OPEB Funding History (Continued)

![Graph showing Legacy Cost: OPEB Funding History (Continued)]

Legacy Cost: General Pension Funding History

- As of 2014, the General Retirement System defined benefit (DB plan) pension is closed to all newly hired City employees.
- All new hires after the system closure are provided a defined contribution (DC plan) benefit.
- In 2019, the Pension Board voted to decrease the assumed investment rate of return from 7.15% to 7.00%, increasing the Actuarial Accrued Liability (AAL) by $7.9 million as well as future employer contributions.
- In 2020, the Pension Board voted to incorporate recommendations from the most recently completed 5-year experience study.
- The incorporation of the experience study recommendations increased the AAL by $12.6 million, increasing future employer contributions.
Legacy Cost: General Pension Funding History (Continued)

• The June 30, 2020 Actuarial Valuation determined the General Retirement System experienced a loss of $9.5 million, primarily due to unfavorable investment performance, resulting in increased employer contributions.
• As of June 30, 2020, the General Retirement System is 76.6% funded.
• As of June 30, 2020, 54.5% of (General Pension Plan eligible) City employees are in the DC plan and 45.5% are in the DB plan.
Legacy Cost: Police/Fire Pension Funding History

- The Police & Fire Retirement System defined benefit pension is currently open to all newly hired City employees, therefore, 100% of active employees are in the defined benefit plan.
- Unlike the General Retirement System, other compensation such as overtime, acting assignment, shift differential and regular hourly rate for the Police & Fire Retirement System is pensionable.
- The last two actuarial valuations (December 31, 2018 and 2019) noted losses in the pension system with a contributing factor being less than expected investment returns.
- As of December 31, 2019, the Police & Fire Retirement System is 79.7% funded.
- The December 31, 2020 Actuarial Valuation is currently in progress
  - It is anticipated there will be an increase in the unfunded liability primarily due to implementation of the most recently completed 5-year experience study.

Legacy Cost: Police/Fire Pension Funding History (Continued)

- The Pension Board recently approved a decrease from 7.15% to 7.00% in the assumed investment rate of return based on the experience study recommendations.
  - Until the December 31, 2020 valuation is completed, the impacts of this change on the AAL and employer contributions to the plan are unknown.
  - The assumed rate of return of 7.00% aligns with the General Retirement System, and it will increase the employer contributions starting in the City’s FY2023 (due to 18-month lag between valuation & implementation).
- The Budget Office estimated annual impact of the experience study recommendations on the employer contributions is an additional $2.215 million per year starting in FY2023.
  - The additional estimated annual contribution is currently budgeted in Fiscal Plan projections.
Legacy Cost: Police/Fire Pension Funding History (Continued)

General Fund Forecasted Fund Balance

<table>
<thead>
<tr>
<th></th>
<th>FY2020 Actual</th>
<th>FY2021 Estimate</th>
<th>FY2022</th>
<th>FY2023</th>
<th>FY2024</th>
<th>FY2025</th>
<th>FY2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Fund Balance</td>
<td>$34,222,645</td>
<td>$37,037,796</td>
<td>$72,749,915</td>
<td>$92,934,441</td>
<td>$67,720,264</td>
<td>$42,927,185</td>
<td>$23,527,211</td>
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<tr>
<td>Income Tax</td>
<td>86,781,692</td>
<td>71,517,840</td>
<td>72,948,197</td>
<td>77,325,089</td>
<td>79,436,574</td>
<td>81,605,154</td>
<td>83,833,376</td>
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<tr>
<td>Property Tax</td>
<td>14,794,146</td>
<td>15,114,195</td>
<td>15,528,874</td>
<td>15,857,340</td>
<td>16,182,212</td>
<td>16,526,861</td>
<td>16,879,701</td>
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<tr>
<td>Other Revenues</td>
<td>46,069,515</td>
<td>58,624,271</td>
<td>44,971,136</td>
<td>44,638,789</td>
<td>45,608,860</td>
<td>46,385,326</td>
<td>47,015,625</td>
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<td>American Rescue Plan</td>
<td>40,359,869</td>
<td>42,691,436</td>
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<td></td>
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<tr>
<td>Total Revenues</td>
<td>147,645,354</td>
<td>185,616,175</td>
<td>176,139,643</td>
<td>137,821,218</td>
<td>141,227,646</td>
<td>144,517,341</td>
<td>147,728,702</td>
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<tr>
<td>Total Expenditures</td>
<td>144,830,203</td>
<td>149,904,056</td>
<td>155,955,117</td>
<td>163,035,395</td>
<td>166,020,725</td>
<td>163,917,315</td>
<td>166,160,318</td>
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<tr>
<td>Surplus (Deficit)</td>
<td>2,815,151</td>
<td>35,712,119</td>
<td>20,184,526</td>
<td>(25,214,177)</td>
<td>(24,793,079)</td>
<td>(19,377,974)</td>
<td>(18,431,616)</td>
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<tr>
<td>Ending Fund Balance</td>
<td>$37,037,796</td>
<td>$72,749,915</td>
<td>$92,934,441</td>
<td>$67,720,264</td>
<td>$42,927,185</td>
<td>$23,527,211</td>
<td>$5,095,595</td>
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<tr>
<td>Unassigned FB %</td>
<td>25.6%</td>
<td>48.5%</td>
<td>59.6%</td>
<td>41.5%</td>
<td>25.9%</td>
<td>14.4%</td>
<td>3.1%</td>
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</table>

Policy Unassigned FB%: 15%
### Budget Stabilization Fund Forecasted Balance

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<thead>
<tr>
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<th>FY2020 Actual</th>
<th>FY2021 Estimate</th>
<th>FY2022</th>
<th>FY2023</th>
<th>FY2024</th>
<th>FY2025</th>
<th>FY2026</th>
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</thead>
<tbody>
<tr>
<td>Beginning Fund Balance</td>
<td>$14,298,835</td>
<td>$14,298,835</td>
<td>$14,298,835</td>
<td>$14,298,835</td>
<td>$14,298,835</td>
<td>$14,298,835</td>
<td>$14,298,835</td>
</tr>
<tr>
<td>GOF Expenditures</td>
<td>$144,830,203</td>
<td>$149,904,056</td>
<td>$155,955,117</td>
<td>$163,035,395</td>
<td>$166,020,725</td>
<td>$163,917,315</td>
<td>$166,160,318</td>
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<tr>
<td>Ending Fund Balance</td>
<td>$14,298,835</td>
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<td>$14,298,835</td>
<td>$14,298,835</td>
<td>$14,298,835</td>
</tr>
<tr>
<td>Unassigned FB %</td>
<td>9.9%</td>
<td>9.5%</td>
<td>9.2%</td>
<td>8.8%</td>
<td>8.6%</td>
<td>8.7%</td>
<td>8.6%</td>
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</table>

Policy Unassigned FB%: 10%

### General Fund Income Tax Revenue (in millions)

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<th></th>
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<tbody>
<tr>
<td></td>
<td>$64.4</td>
<td>$67.6</td>
<td>$72.5</td>
<td>$77.4</td>
<td>$81.6</td>
<td>$86.9</td>
<td>$86.8</td>
<td>$71.5</td>
<td>$72.9</td>
<td>$77.3</td>
<td>$79.4</td>
<td>$81.6</td>
<td>$83.8</td>
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American Rescue Plan: General Fund Impact

State Revenue Sharing Distribution
Revenue Distribution: Property Taxes

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>FY2021 Adopted Budget</th>
<th>FY2022 Requested Budget</th>
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<tbody>
<tr>
<td>General Fund</td>
<td>$15,110,168</td>
<td>$15,528,874</td>
</tr>
<tr>
<td>Capital Reserve</td>
<td>$1,883,129</td>
<td>$2,611,721</td>
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<tr>
<td>Library</td>
<td>$5,891,435</td>
<td>$6,111,721</td>
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<tr>
<td>Refuse</td>
<td>$11,284,880</td>
<td>$11,558,200</td>
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<tr>
<td>Parks Millage</td>
<td>$7,547,905</td>
<td>$7,829,898</td>
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<tr>
<td>Other Financing</td>
<td>$4,437,702</td>
<td>$6,039,940</td>
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</table>

Total = $155,955,117

Expenses: General Fund FY2022

- Personal Services: $104,913,442, 67%
- Supplies: $29,676,438, 19%
- Other Services & Charges: $7,250,000, 5%
- ARPA Investments: $11,206,549, 7%
- Capital: $1,883,129, 1%
- Other Financing: $1,025,559, 1%

Total = $155,955,117
General Fund Operating Transfers

<table>
<thead>
<tr>
<th>Department</th>
<th>FY2020 Adopted</th>
<th>% Total</th>
<th>FY2021 Adopted</th>
<th>% Total</th>
<th>FY2022 Request</th>
<th>% Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clerk’s Office</td>
<td>2,250,072</td>
<td>1.52%</td>
<td>2,341,606</td>
<td>1.64%</td>
<td>2,198,425</td>
<td>1.41%</td>
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<td>Executive Office</td>
<td>2,043,294</td>
<td>1.49%</td>
<td>3,074,105</td>
<td>2.15%</td>
<td>2,876,700</td>
<td>1.84%</td>
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<tr>
<td>Communications</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
<td>921,397</td>
<td>0.59%</td>
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<tr>
<td>Community Services</td>
<td>152,297</td>
<td>1.07%</td>
<td>364,795</td>
<td>2.54%</td>
<td>670,435</td>
<td>4.33%</td>
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<tr>
<td>Design &amp; Development</td>
<td>6,167,091</td>
<td>4.37%</td>
<td>5,994,896</td>
<td>4.16%</td>
<td>6,112,316</td>
<td>3.92%</td>
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<td>Enterprise Services</td>
<td>5,803,124</td>
<td>4.09%</td>
<td>5,651,243</td>
<td>4.01%</td>
<td>6,450,340</td>
<td>4.14%</td>
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<tr>
<td>Economic Development</td>
<td>105,180</td>
<td>0.73%</td>
<td>683,375</td>
<td>4.71%</td>
<td>323,404</td>
<td>2.11%</td>
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<tr>
<td>Human Resources</td>
<td>3,103,907</td>
<td>2.15%</td>
<td>2,929,848</td>
<td>2.01%</td>
<td>3,062,678</td>
<td>1.96%</td>
</tr>
<tr>
<td>Administrative Services</td>
<td>795,705</td>
<td>0.54%</td>
<td>1,635,148</td>
<td>1.14%</td>
<td>1,429,947</td>
<td>0.91%</td>
</tr>
<tr>
<td>Police</td>
<td>56,200,108</td>
<td>38.92%</td>
<td>55,145,968</td>
<td>38.69%</td>
<td>55,811,157</td>
<td>35.79%</td>
</tr>
<tr>
<td>Oversight &amp; Public Accountability</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
<td>406,798</td>
<td>0.26%</td>
</tr>
<tr>
<td>Dispatch</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
<td>6,101,288</td>
<td>3.91%</td>
</tr>
<tr>
<td>Fire</td>
<td>32,418,005</td>
<td>21.93%</td>
<td>31,942,351</td>
<td>22.35%</td>
<td>33,290,496</td>
<td>21.65%</td>
</tr>
<tr>
<td>Attorney’s Office</td>
<td>2,889,402</td>
<td>1.96%</td>
<td>3,015,322</td>
<td>2.11%</td>
<td>3,181,863</td>
<td>2.04%</td>
</tr>
<tr>
<td>Fiscal Services</td>
<td>29,698,315</td>
<td>20.09%</td>
<td>24,927,430</td>
<td>17.44%</td>
<td>27,946,155</td>
<td>17.92%</td>
</tr>
<tr>
<td>Technology &amp; Change Management</td>
<td>254,299</td>
<td>0.17%</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
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<tr>
<td>Treasury</td>
<td>2,369,068</td>
<td>1.60%</td>
<td>2,310,319</td>
<td>1.62%</td>
<td>2,404,955</td>
<td>1.54%</td>
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<tr>
<td>Comptroller</td>
<td>2,681,403</td>
<td>1.81%</td>
<td>2,675,759</td>
<td>1.87%</td>
<td>2,772,796</td>
<td>1.78%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>147,831,777</td>
<td>100.00%</td>
<td>142,892,121</td>
<td>100.00%</td>
<td>155,955,117</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

General Fund Operating Expenses by Department

- Parks Maintenance of Effort (MOE)
- Community Dispatch
- 61st District Court
- Cemetery Operating Fund
- Vital Streets
American Rescue Plan Eligible Uses

• Revenue replacement for the provision of government services to the extent of the reduction in revenue due to the COVID-19 public health emergency, relative to revenues collected in the most recent fiscal year prior to the emergency,
• COVID-19 expenditures or negative economic impacts of COVID-19, including assistance to small businesses, households, and hard-hit industries, and economic recovery,
• Premium pay for essential workers,
• Investments in water, sewer, and broadband infrastructure.

American Rescue Plan (Continued)

• Restrictions:
  • Funds allocated to states cannot be used to directly or indirectly to offset tax reductions or delay a tax or tax increase;
  • Funds cannot be deposited into any pension fund
• Funds must be spent by the end of calendar year 2024
• U.S. Department of Treasury will provide further clarification on definition of types of usage in the coming weeks
City of Grand Rapids: ARPA

- Grand Rapids awarded $94M
  - $47M May 2021 (assumed)
  - $47M May 2022 (assumed)
- Uses based on Commission focus area
- Divided by 3 main areas:
  - Income tax replacement
  - Recommended investment for immediate support
  - Potential investments for post-budget

ARPA – Proposed Uses by Commission Focus Area for FY2022

- Fiscal Sustainability 76%
- Housing & Homelessness/Economic Development 13%
- Third Ward/NOF Focus Funding 4%
- Public Safety Reform 2%
- Violence Reduction 2%
- COVID Relief/Economic Recovery 3%
Recommended ARPA Investments

<table>
<thead>
<tr>
<th>FY2021</th>
<th>FY2022</th>
<th>FY2023-25</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recommended Revenue Replacement</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income Tax-GOF</td>
<td>$15,415,361</td>
<td>$13,985,004</td>
<td>$19,768,763</td>
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<tr>
<td>Income Tax-Capital Reserve Fund</td>
<td>949,167</td>
<td>885,685</td>
<td>1,098,335</td>
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<tr>
<td>Income Tax-Vital Streets</td>
<td>2,232,052</td>
<td>2,039,003</td>
<td>2,989,810</td>
</tr>
<tr>
<td>Income Tax-Sidewalk Repair</td>
<td>285,495</td>
<td>248,729</td>
<td>220,420</td>
</tr>
<tr>
<td><strong>Total Revenue Replacement</strong></td>
<td>18,882,075</td>
<td>17,158,421</td>
<td>24,077,328</td>
</tr>
</tbody>
</table>

| **Recommended Investments to Provide Immediate Support for Recovery** | | | |
| Master Plan* | 250,000 | 500,000 | 750,000 |
| Housing Practice Lead Contract* | 100,000 | 100,000 |
| Special Events* | 300,000 | 300,000 |
| Homeless Outreach Team/Network 180* | 1,500,000 | 1,500,000 |
| **Total Immediate Investments** | 2,150,000 | 500,000 | 2,650,000 |

| **Potential Investments for Post-budget Process** | | | |
| Third Ward/NOF Equity Funding* | 2,000,000 | 2,000,000 |
| Violence Reduction* | 1,000,000 | 1,000,000 |
| Additional Co-response* | 1,000,000 | 1,000,000 |
| Creating Affordable Housing Supply | 5,000,000 | 5,000,000 |
| Fiscal Sustainability and Efficiency* | 500,000 | 500,000 |
| Employee Support - Vaccinations, testing, etc. | 700,000 | 700,000 |
| Reserve (Additional revenue loss or recovery investment) | 21,032,176 | 21,032,176 |
| **Total for Post-budget Process** | 10,200,000 | 21,032,176 | 31,232,176 |

| **Total Uses of ARPA Funds** | $18,882,075 | $29,508,421 | $45,609,504 | $94,000,000 |

*These amounts are appropriated in the FY2022 Preliminary Fiscal Plan

ARPA: Post-Budget Adoption Process

- June 2021: Staff preparation
  - Get clarity on uses of funding from U.S. Treasury
  - Put together communication plan/tools
- Summer/Fall 2021: Commission holds special meetings to discuss uses of $47M ARPA
  - Fine tune plan
  - Recommend appropriation
  - Appropriation goes through fiscal committee process
  - Investments approved
- Separate process for future $47M ARPA allocation
Cost Reduction Efficiencies - Examples
- Increasing the number of pooled vehicles used and extending the useful life of police vehicles
- Continuing proactive asset management, which avoids costly unanticipated expenses when equipment fails
- Negotiated goods & services contract savings
- Investing $150,000 in our employee wellness program
- Implementing new and/or improved technology solutions
- Working to sell two unused courtrooms to Kent County
- Improved service and reduced transaction expenses based on increased electronic payments and the installation of smart meters on primary circuit accounts
- Evaluating new options with GR PayIt, including monthly payments

Horizon Issues
- Long-term structural issues for General Fund:
  - Expenditures exceed revenues for entire 5-year plan
  - Income tax outlook – State issued stay-at-home extension through October 14
  - State Shared Revenue dip in FY2022; will it drop more given financial pressure at State level?
  - Will property taxes continue to be stable?
- American Rescue Plan Act
  - Waiting on further clarification on uses from U.S. Treasury
  - Items not yet considered:
    - Cost of EPSL, FMLA, and Earned Hazard Leave
    - Other revenue replacement – Mobile GR, 61st District Court, & other fines and fees
    - Infrastructure needs
- Upcoming labor negotiations with City union groups – no built-in pay raises for FY23-26
- OPEB and Pension Legacy Cost
Horizon Issues (Continued)

- Pressure from program expansions/changes to operations
  - Cannabis – program should pay for itself, though uncertain projection for how much excise tax will be received from the State
  - Homeless Outreach Team (HOT) - currently funded with relief money
  - 201 Market Redevelopment / Kent County Road Construction Site Development
- Operating cost of Stormwater now fully in General Fund
- Not maintaining asset management plans
  - Fire Department stations and equipment
  - Street Lighting – still catching up by issuing debt to fund
  - Facilities Management continue to delay projects
  - Traffic Signal Infrastructure – very minimal funding for assets
- Grand River Revitalization – Capital Reserve Fund $8M over the five-year plan

FY2022 Fiscal Plan Summary

- Total Appropriation = $546,098,662
- The appropriation request for the General Operating Fund is $155,955,117
- FY2022 Preliminary Fiscal Plan assumptions include:
  - A real reduction of income tax revenues in FY2021 of 17.5%
  - Ensure the continuity of operations and maintenance of services at FY2021 operating levels
  - Maintain staffing at FY2020 levels, as amended mid-year, and accommodate wage and fringe benefit included in the contracts approved in 2019
  - 4.25% annual income tax capital set-aside
  - Reserve a minimum $1.5 million for contingent appropriation
  - Continue to use performance-based budgeting to guide decision making and keep alignment with the City Strategic Plan
### Cost of Services for Residential Customers

<table>
<thead>
<tr>
<th>Service or Fee</th>
<th>Last Year</th>
<th>As of July 1, 2021</th>
<th>$ Increase / (Decrease)</th>
<th>% Increase / (Decrease)</th>
<th>Typical Ratepayer Defined as:</th>
</tr>
</thead>
<tbody>
<tr>
<td>GR Water</td>
<td>$351.12</td>
<td>$348.20</td>
<td>($2.92)</td>
<td>(0.83%)</td>
<td>Residential customer usage of 77,792 gallons annually</td>
</tr>
<tr>
<td>GR Sewer</td>
<td>$482.48</td>
<td>$502.20</td>
<td>$19.72</td>
<td>4.09%</td>
<td>Residential customer usage of 56,848 gallons annually</td>
</tr>
<tr>
<td>GR Property Tax Bill (City of Grand Rapids millage only)</td>
<td>$512.09</td>
<td>$542.48</td>
<td>$30.39</td>
<td>5.93%</td>
<td>Based on average residential taxable value of $60,081 and $58,146 in FY2022 and FY2021 respectively (estimated average market value $175,867)</td>
</tr>
<tr>
<td>Total Yearly Impact</td>
<td>$1,345.69</td>
<td>$1,392.88</td>
<td>$47.19</td>
<td>3.51%</td>
<td></td>
</tr>
</tbody>
</table>

$47 = $3.92/month

Note: The FY2022 proposed fees and fines were introduced at Fiscal Committee 4/27/21 and the public hearing will be on May 11.
Embedding Equity

- Continuous process improvement
- Stronger and more numerous equity strategy submissions
- Many without direct budget allocations – examples:
  - Embed equity in professional services for City projects (RFP/RFQ, contract selection and reporting changes)
  - Inclusion Plan Policy for projects seeking public support and finalize Equitable Development Evaluation Matrix to advance economic equity and opportunity
  - Streamline vendor registration and data collection and reporting processes
  - Assess towing and impound lot policies and practices
  - Redistricting awareness
  - Research municipal identification card programs
  - Finance rotating internship program
  - Publish biannual demographics report of all City boards and commissions
  - Community Collaboration on Climate Change (C4) - $710,000 external grant to external partners
Equity Investment Examples

- Expansion of Mobile Library and partnerships with Cook Library and neighborhood - $338,000
- Implement new Clean Slate legislation & court eviction prevention - $197,250
- Micro-Local Business Enterprise (MLBE) technical assistance - $30,000
- Equitable Grand River restoration efforts - $284,166
- Housing lead remediation - $2.2M
- Lead Service Line Replacements focused in Third Ward Neighborhoods of Focus - $1.74M
- Regional Consolidated Housing and Community Development plan investments - $6.8M
- Bill assistance for water, sewer and refuse - $221,200

FY2022 Preliminary Fiscal Plan recommends more than $25 million in direct City investment that will contribute to more equitable outcomes

Equity Investment Examples Continued

- Employee resource groups and staff training – $75,800
- Community engagement framework creation - $125,000
- Neighborhood Match Fund and Neighborhood Summit - $160,000
- Sidewalk Snow Assistance Pilot - $100,000
- Cannabis justice reserve and program management - $777,818
- Language access - $30,000
- Office of Oversight & Public Accountability - $408,781
- Community-based violence reduction and co-response - $2M (potential ARPA)
- Third Ward or Neighborhoods of Focus equity funding - $2M (potential ARPA)

FY2022 Preliminary Fiscal Plan recommends more than $25 million in direct City investment that will contribute to more equitable outcomes
SUMMARY OF PROPOSED INVESTMENTS
BY STRATEGIC PLAN PRIORITY

Governmental Excellence
Governmental Excellence
Key Metric Dashboard

Governmental Excellence
FY2021 Select Accomplishments

• Successfully maintained levels of service and avoided reductions-in-force
• Maintained stable bond ratings (Moody’s Aa2 and S&P AA)
• Collaborated with state and federal partners on COVID/financial relief programs
• Demonstrated workplace flexibility in implementing telework, alternative leave programs, hazard leave, alternative work schedules and workshare
• Revised Micro-Local Business Enterprise (MLBE) programs, construction guidelines and economic development incentives to increase access and participation
• Enhanced internal communication, organizational development and wellness programs in support of employees
Governmental Excellence
FY2022 Examples of Operating Investments

- **General Fund**
  - Legislative affairs support - $108,000
  - Continued investment into employee wellness - $150,000
  - GVSU Police Academy Sponsorship Hiring Model - $86,540
  - Staff diversity, equity and inclusion training - $40,800
  - Supporting Employee Resource Groups - $35,000

- **External Funds**
  - Grand Rapids Public Library asset management upgrades, use of mobile library and development of new relationships with Cook Library - $338,000
  - 61st District Court implementation of Clean Slate legislation (expungement of criminal records) - $45,000

- **Leveraged External Funding**
  - Support for the Michigan Indigent Defense Fund - $700,000

- **Recommended / Potential ARPA Investment** ($3.45 million)
  - Master Plan ($250,000)
  - Third Ward / Neighborhoods of Focus Equity Funding ($2 million post-budget item)
  - Fiscal Sustainability and Efficiency ($500,000 post-budget item)
  - Employee Support – Vaccinations, Testing, etc. ($700,000 post-budget item)

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Governmental Excellence
FY2022 Capital Investments ($4.77 million total)

- **Significant General Fund Projects**
  - Improvements to City facilities including the City / County building and the 61st District Court ($4.16 million with some external support)
Economic Prosperity and Affordability

Key Metric Dashboard

- **Percent of Residents Earning above the Area Median Income (AMI):**
  - 48% of Residents
  - Goal: 60%
  - 52% (2020)

- **Percent Growth in Number of Employees Based on the Number of Wages:**
  - -8.30%
  - Growth in Establishments
  - Goal: 0.0%
  - 300 (2020)

- **Number of Days to Approve a Permit via an Alternative Approach:**
  - 32.29 Days
  - 57/20 to today
  - Goal: 90 Days

- **Number of Net New Housing Units:**
  - 686
  - 1/1/20 - 12/31/20
  - Goal: 560
  - Measuring
  - 560 (2020)

- **Number of People Attending City-Funded Events In-Person:**
  - 44.9K
  - Estimated
  - Goal: 100K
  - 75K (2020)
Economic Prosperity and Affordability
FY2021 Select Accomplishments

- Invested $5.4 million in CARES monies to address immediate needs of vulnerable populations, support economic recovery, and reactivate neighborhoods - including 108 small business grants
- GRow1000 employed 354 youth. Launched GRow1000 2.0 with a goal of employing 650 youth
- Created social zones and districts in partnership with others
- $179 million invested and 486 new jobs created through incentives in 2020
- Increased Micro-Local Business Enterprise (MLBE) registrations by 63% over FY2020 to a total of 80 companies
- Adopted Boston Square Together Initial Voluntary Equitable Development and Community Partnership Agreement
- Developed housing fund recommendations, adopted ground floor residential zoning, and facilitated Pilot In Lieu of Taxes (PILOT) approvals for 709 potential housing units
- Staged The Bridge event and began planning for Confluence, ArtPrize and Festival of the Arts
- Attracted Perrigo North American HQ with partners Michigan State University, The Right Place and Michigan Economic Development Corporation

FY 2022 Examples of Operating Investments

- Leveraged External Funding
  - GRow1000 – Goal of 650 Youth in 2021, up from 350 in 2020 - $1.2 million
  - Continued Economic Resiliency and Recovery Investment Strategy (ERRIS) investment
  - Implement Regional Consolidated Housing and Community Develop Plan - $6.8 million
  - Reserve for Cannabis Justice initiatives - $462,818
  - Cannabis program management - $315,000
  - Equitable Grand River Restoration Initiative - $284,166
  - Market Avenue Corridor/Kent County Road Commission site
  - Continue social zones/districts

- General Fund
  - Business retention visits, growth of Corridor Improvement Authorities, Brownfield projects
  - Inclusion Policy for Economic Development Projects and Micro-Local Business Enterprise (MLBE) Growth
  - Eviction Prevention Support - $152,350
  - Maintenance and development of properties held by the State Land Bank - $70,000

- Recommended / Potential ARPA Investment ($5.4 million)
  - Housing Practice Leader services ($100,000)
  - Special Event Support ($300,000)
  - Grand Rapids Housing Fund ($5 million post-budget item)
Economic Prosperity and Affordability
FY2022 Capital Investments ($7.69 million total)

• Significant General Fund Projects
  • Lyon Square ($6 million, Wards 1 and 2)
  • Grand River revitalization ($985,000, Wards 1 and 2)
  • Grand Rapids Public Museum ($500,000, citywide)

• Neighborhoods of Focus Investment ($3.69 million; 51% of location specific investments)
  • 50% of Lyon Square
  • 50% of Grand River revitalization

Engaged and Connected Community
Engaged and Connected Community

Key Metric Dashboard

- **Engaged and Connected Community**
- **Key Metric Dashboard**

Engaged and Connected Community FY2021 Select Accomplishments

- Successfully shifted to virtual public engagement and participation and implemented several new tools to leverage online and SMS-based polling and engagement.
- Led the state of Michigan in Census self-response rates.
- Hired civilian support for public safety communications and consolidated/reorganized citywide communications functions.
- Launched a five-month community diversity and inclusion program for GR residents.
- Finalized “welcome plan” for fostering a welcoming environment for immigrants.
- Developed creative strategies to continue Neighborhood Summit activities in a way that is safe and compliant with COVID protocols.
Engaged and Connected Community
FY2022 Examples of Operating Investments

• **General Fund**
  - Neighborhood Match Fund, Neighborhood Summit and Neighborhood Leadership Academy - $210,000
  - Creation of the Communications Department outside of the Executive Office and expansion of services - $231,788
  - Community promotion support for the Engineering Department - $124,370
  - Transitioning a formerly grant-funded neighborhood engagement specialist to the General Fund - $116,281
  - Utilization of Flash Vote for community feedback - $14,900
  - Language Access and Hearing Assistance - $30,000

• **Leveraged External Funding**
  - Creation of Community Engagement Framework - $125,000
  - Neighborhood Association support - $562,671

Engaged and Connected Community
FY2022 Capital Investments ($682,520 total)

• **Significant Non-General Fund Projects**
  - Upgrades in community cable television equipment and the fiber optic system ($682,520)
Health and Environment

Key Metric Dashboard

- % of Households within a 1/2 mile walk of a Park: 80%
- Residential Waste Diversion Rate: 16.50%
- Water Quality Index: 75
- % of Children with Elevated Blood Lead Levels per Census Tract: 3.54%

- 55K Barrels of City Municipal, Citizens, and New Mexico Total of America Standard Products
- Renewable Energy: 37.2%
- Water Quality Index for the Grant River (Upper): 75
Health and Environment
FY2021 Select Accomplishments

- Safely opened park facilities for record outdoor activation and virtual programming during COVID
- Received critical approvals to advance one megawatt solar array at Lake Michigan Filtration Plant
- Received $5 million lead service line replacement grant and continued three-year Lead Hazard Grant implementation
- Launched start-up operations at new yard waste compost site
- Reduced recycling contamination by 25%
- Led efforts to secure $710,000 in external partnerships to launch Community Collaboration on Climate Change
- Progressed toward bringing biodigester online by the end of the fiscal year
- Issued a contract to complete LED streetlight replacements

Health and Environment
FY2022 Examples of Operating Investments

**General Fund**
- Industrial stormwater permit implementation - $310,000
- Support for a communitywide carbon emissions inventory and vulnerability assessment - $11,500

**Leveraged External Funding**
- Accelerated lead service line replacement for Third Ward Neighborhoods of Focus - $1.74 million
- Launching the Community Collaboration on Climate Change - $710,000 (funding for external partners)
- Consulting support to achieve 100% renewable energy goal - $130,000
- Continued investment in housing lead remediation - $2.2 million

**Enterprise and Special Revenue Funds**
- Continued forestry sustainability - $2.65 million
- Increased parks maintenance - $3.9 million (including Maintenance of Effort from General Fund)
- Increased recreation programming - $250,000
- Pool operations - $1.04 million
- Yard waste composting operations - $600,000
- Housing Development/Lead Hazard specialist investment - $146,940
- Renewable Energy Credits - $116,348
Health and Environment
FY2022 Capital Investments ($58.39 million total)

- Significant Non-General Fund Projects
  - Lead Service Line Replacements ($7.83 million)
  - Water utility and facility improvements ($14 million)
  - Environmental Services Department facilities ($9.63 million)
  - LED street lighting and traffic signal conversion ($9.5 million)
  - Parks investments ($6.04 million from non-general fund and General Fund)

- Significant General Fund Projects
  - Storm water / green infrastructure ($1.4 million)
  - Neighborhoods of Focus Investment ($15.16 million; 50% of location specific investments)
Mobility
Key Metric Dashboard

FY 2022 PFP General Overview April 27

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Mobility
FY2021 Select Accomplishments

• Installed 22 bus shelters
• Installed innovative raised-curb bike facility on Alger Street
• Launched e-scooter pilot in September with almost 65,000 rides through mid-March; will add second vendor by fiscal year end
• Initiated transition of parking enforcement from the Police Department to Mobile GR per Police Department Strategic Plan
• Achieved 60% good and fair condition of City streets and completed $12 million in Vital Streets projects
• Inspected 66 miles of sidewalk and installed 1.6 miles of sidewalks and 673 ADA ramps
• Initiated extra cleanliness services at bus stops and shelters through Next Step West Michigan, Steepletown and The Rapid

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FY 2022 PFP General Overview April 27
Mobility
FY2022 Examples of Operating Investments

• Enterprise / Special Revenue Funds
  • Improve 24/7 parking operations with a third shift parking supervisor - $28,716
  • DASH operations - $2.4 million
  • Implement expanded responsibility for parking enforcement - $125,000
  • Purchase and install more bike racks - $25,000
  • Implement traffic calming programing focused on human centered / neighborhood design solutions - $150,000
  • Continue the sidewalk snow assistance pilot - $100,000

Mobility
FY2022 Capital Investments ($21.71 million total)

• Significant Non-General Fund Projects
  • Vital Streets ($17.26 million)
  • Parking facilities ($2.22 million)
  • Neighborhood of Focus based transportation solutions like car share ($200,000)
  • Continued investment in the e-scooter and bikeshare pilot ($100,000)

• Significant General Fund Projects
  • Sidewalks ($1.66 million including $400,000 for 44th Street connector)
  • Leonard to Ann Trail component of Grand River Walkway Phase II project ($875,000)

• Neighborhoods of Focus Investment ($8.01 million; 40% of location specific investments)
Safe Community

Key Metric Dashboard

- **84%** of employees 2/1/21 to today (Near Goal 96%)
- **113** by one person: 1/1/20 - 12/31/20 (Goal Not Reached)
- **376** new (Goal Met)
- **83.33%** 3/1/20 - 3/31/20 (Goal Not Reached)
- **63%** of residents: 7/19/19 - 6/30/20 (Measuring)
- **158** events 1/1/20 - 12/31/20 (Measuring)
Safe Community

FY2021 Select Accomplishments

- Received and invested $3.2 million in pandemic-related and annual ESG awards to prevent eviction, increase housing stability and rapidly rehouse homeless persons and families and helped facilitate deployment of anticipated $38.5 million of Emergency Rental Assistance funds to prevent eviction
- Expanded the Homeless Outreach Team (social work and substance abuse professionals, Network 180 partnership, additional City staff and extended service hours)
- Made 41 housing units lead-safe and will rehab another additional 20 by June 30, 2021
- Completed work on and began implementation on the Grand Rapids Police Department and the Office of Oversight and Accountability’s (OPA) Strategic Plans
- Police Department transitioned to a neighborhood based policing model and partnered with OPA, Human Resources and the Office of Equity and Engagement to evaluate current recruitment and evaluation processes to improve diversity
- Continue progress in reducing the homicide rate – 71% year-to-date reduction (Mar. 31)
- Selected Cure Violence as recommended crime prevention / violence reduction approach
- Ongoing continuous deployment of the Emergency Operations Center
- Implemented traffic calming program changes

Safe Community

FY2022 Examples of Operating Investments

- General Fund
  - First full operational year of the Office of Oversight and Public Accountability - $408,781
  - Launch Cure Violence - $100,000
  - Education on Crime Prevention through Environmental Design (CPTED) - $54,000
  - Supporting the Boys & Girls Club / Children's Assessment Center - $140,000
  - Additional investments for porta potties and hand sanitation stations - $15,000
  - Fire Apparatus replacement program - $1.8 million

- Leveraged External Funding
  - Staffing a Homelessness Outreach Coordinator position - $128,000
  - Supporting the CLEAR Program / Prisoner Re-entry - $63,000

- Recommended / Potential ARPA Investment ($3.5 million)
  - Homeless Outreach Team / Network 180 ($1.5 million)
  - Violence Reduction ($1 million post-budget item)
  - Additional Co-Response ($1 million post-budget item)
Safe Community
Reimagining Policing

- Strategic Plan implementation
- Reduction in General Fund cost from 38.59% to 35.79%
- Position reallocation in FY2022:
  - 3 radio technicians moved out of the Police Department’s budget and allocated to Dispatch
  - 3 nonsworn positions reallocated to Housing Development/Leads, Communications, and Neighborhoods
  - Efficiency reductions in technology & maintenance
- Chief of Staff hire in progress
- Neighborhood policing model launched
- Funding to reimagine mental health calls with co-response collaboration with funding in Community Development
- Continue to reimagine homeless response with collaborate with Fire, Network 180, Community Development on Homeless outreach
- Funding to continue to reimagine violence reduction with partnerships with OPA, Cure Violence, Spectrum and others

Safe Community
FY2022 Capital Investments ($2.76 million total)

- Significant Non-General Fund Projects
  - Repairs to critical concrete pole replacements for street lighting ($1.03 million)
  - Traffic calming programming ($150,000)
- Significant General Fund Projects
  - Fire station alerting system ($400,000)
  - LaGrave and Plainfield Fire Station improvements ($320,467)
- Neighborhoods of Focus Investment ($100,000; 28% of location specific investments)
WRAP UP AND NEXT STEPS

FY 2022 Budget Review Schedule

Tuesday, April 27  Introduction of the FY 2022 Preliminary Fiscal Plan (10am)
Tuesday, May 4*  Budget Review Workshop (9am – Noon)
Thursday, May 6  Budget Town Hall (6pm)
Tuesday, May 11*  Budget Review Workshop (1 – 4pm)
Tuesday, May 18  Committee of the Whole Discussion and Deliberation (10am)
Public Hearing at City Commission (7pm)
Thursday, May 20*  City Commission Adoption (9 – 11am)

*Special meeting scheduled
Overview of Budget Topics Scheduled at Each Meeting

- April 27 Introduction of the FY 2022 Preliminary Fiscal Plan
  - Financial Overview (Fiscal Sustainability and Discipline)
  - Equity Investments
  - Summary of proposed work by Strategic Plan priority
- May 4 Budget Review Workshop
  - Public Safety Reform and Crime Prevention / Violence Reduction
  - Third Ward / Neighborhood of Focus Equity Funding
- May 11 COW: Infrastructure Overview (Vital Streets and Stormwater Oversight Commissions)
- May 11 Budget Review Workshop
  - Housing and Homelessness
  - COVID Relief / Economic Recovery including Health Impacts
  - Capital
- May 18 Discussion and Deliberation at COW and Public Hearing at the evening meeting
- May 20 Budget Adoption

Process for Commission Questions

- Email questions to both Chief Financial Officer and City Manager
- Questions and answers will be compiled and distributed weekly to all Commissioners
- All questions will be answered and distributed to Commission prior to Commission deliberation on May 18