CITY OF GRAND RAPIDS

STRATEGIC PLAN

UPDATED OCTOBER 2022

ORIGINALLY PUBLISHED APRIL 2019

CITY OF GRAND RAPIDS
STRATEGIC PLAN

Contents

Fellow Grand Rapidians,

I am honored to serve as your City Manager and am committed to leading the City organization in a way that brings the hopes and dreams of our community to fruition. It is because of you, the people who live and work here, as well as the City's elected officials and staff who dedicate themselves to public service, that Grand Rapids is one of America's premiere cities.

We have accomplished a lot and our future is bright, but we do have challenges. This updated strategic plan is a refinement of the first version of the plan, which was one of my early key initiatives as City Manager. Upon arriving in Grand Rapids in 2018, it became clear to me that a strategic plan was needed to organize and focus the work of the City. That initial plan was created in early 2019 through a collaborative process involving the City Commission and staff, was approved on April 9, 2019, and has guided City fiscal and operational planning since then. I am excited to share with you this updated version of the City of Grand Rapids' strategic plan, which continues the foundational elements of the first version and is informed by the innovation and agility spurred by the pandemic that resulted in both temporary and permanent changes to our operations.

The City's core values of accountability, collaboration, customer service, equity, innovation, and sustainability remain the foundation for the plan and are unchanged. However we have enhanced our sustainability focus by adding more emphasis on climate resiliency. I lead with these values and will hold myself and City staff accountable for upholding these values. The Vision and Mission statements likewise are unchanged. As City Manager, I am responsible for setting the Mission – To elevate quality of life through excellent City services. We will continue to accomplish this through implementation of this plan, which is our community playbook for aligning initiatives, resources, goals, department operations, projects, and investments with a transparent and trackable timeline. It will continue to shape our budget, guide our near-term progress and help us achieve our long-term vision. While it's critical that we hold one another accountable for results, it's also important that we continue our collaboration with the community and that you hold us accountable as well. With your help, we can achieve the outcomes in this plan.

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

Finally, I am extremely grateful for the tremendous support provided by our City Commissioners, Sustainability and Performance Management Officer, Alison Waske Sutter, and the many staff who were instrumental in the creation of the first version, and this updated version, of the plan (see page 39 for a full list of the team). Our City staff are truly the champions behind this plan and I am looking forward to continuing to work with each and every one of them to successfully implement this plan and positively impact our community. I also am thankful for the support of the community and the various ways community members continue to provide feedback that informs City service delivery.

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

City Manager
Mark A. Washington

Current State

The City Commission

Grand Rapids has three Wards. Our Mayor serves at-large and each Ward has two City Comissioners. Each Commissioner has one vote for policy decisions. Grand Rapids is a Commission/Manager form of government. The City Manager is responsible for directing City operations and carrying out Commission policy.

First Ward
Second Ward
Third Ward
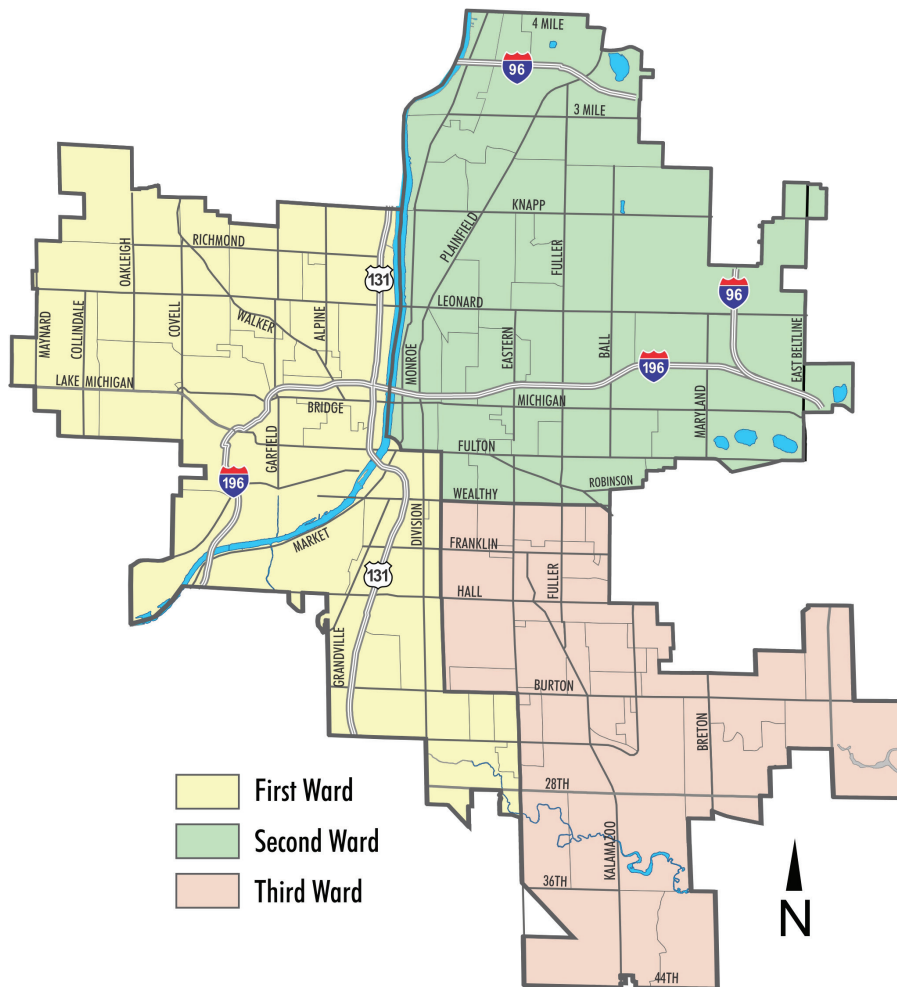
- Grand Rapids is the 129th largest city in the U.S.
- We're the 2nd largest city in Michigan

Mark Washington
City Manager

Rosalynn Bliss
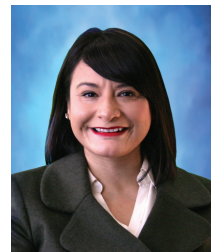Mayor, 2nd term
Expires 12/31/24

Jon O'Connor
1st Ward, 2nd term
Expires 12/31/24

Kurt Reppart
1st Ward, 1st term
Expires 12/31/22

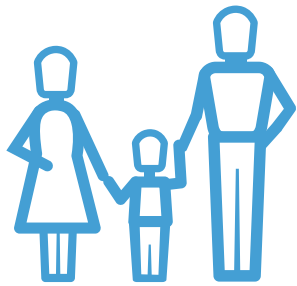**Joseph Jones**
2nd Ward, 1st term
Expires 12/31/22

Milinda Ysasi
2nd Ward, 1st term
Expires 12/31/24

Senita Lenear
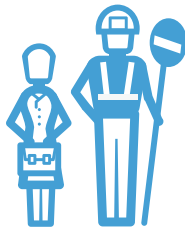3rd Ward, 2nd term
Expires 12/31/22

Nathaniel Moody
3rd Ward, 1st term
Expires 12/31/24

Current State

198,917

- 57.46% White alone
- 18.35% Black/African American
- 16.49% Hispanic
- 4.63% Two or more races
- 2.25% Asian alone
- 0.33% American Indian or Alaskan Native alone
- 0.46% Some other race alone

Source: 2020 Census

110,512

Employees in Grand Rapids economy (69.27%)

4.6%

Unemployment rate

Source: 2021 ACS
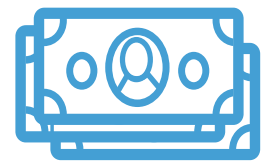
$59,596

Median household income

38.9%

Population below the poverty level

Source: 2021 ACS

$206,600

Median Home Price

$1,063/mo median rent and **55%** home ownership

Source: 2021 ACS

30%

Reduction in Municipal Greenhouse Gas Footprint

37.5% Renewable energy

81%

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

1,667 Acres of accessible parks

Source: 2022 Parks & Rec Master Plan

61% Residents with an overall feeling of safety

Source: 2022 Grand Rapids National Community Survey

5,374

Crimes against person

7,664

Crimes against property

Source: 2021 Police Dashboard

27%

Used public transportation

48% Carpooled   **65%** Walked or biked

Source: 2022 Grand Rapids National Community Survey
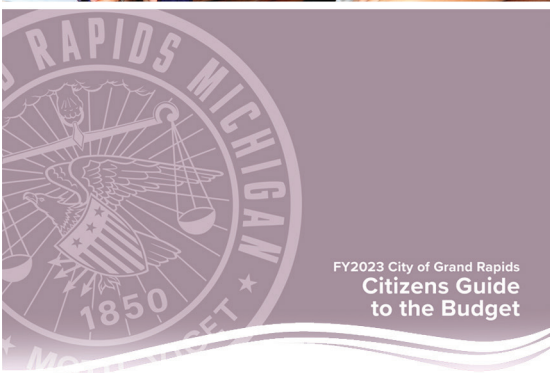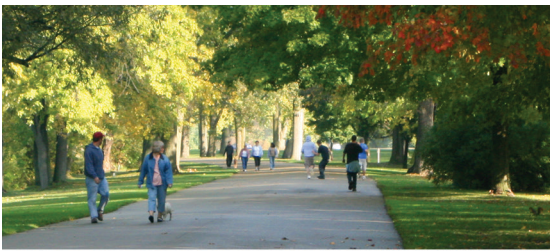
Recognition

#16 Best Places to Live
U.S. News and World Report, 2022-2023

#18 Best Places to Live for Quality of Life
U.S. News and World Report, 2022-2023

#4 City Where the Average Worker's Pay Has Increased the Most Since 2019
Entrepreneur, 2022

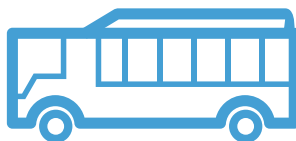**#5 Most Neighborly city in America**
Neighbor Blog, 2022

#1 Beer City USA (10 consecutive years)
USA Today 10 Best, 2022

Smart 50 Awards (GR PayIT)
Smart Cities Connect, 2022

#1 Best Place in the U.S. to Raise a Family
Rocket Homes, 2022

Consecutive Distinguished Budget Presentation Award (34 consecutive years), Government Finance Officers Association 2022

One of 4 Best Cities to Start a Tech Career
Yahoo Finance, 2022

31st in U.S. on 2021 City Clean Energy Scorecard
American Council for an Energy-Efficient Economy, 2021

Tree City USA Growth Award (23rd award)
Arbor Day Foundation, 2021

Best Cities for Musicians to Live in America (#30)
Rent.com, 2021

Gold Medal for Health and Wellness Policies
CityHealth, 2021

49th Best Metro area for STEM Professionals
WalletHub, 2021

#2 Metro in U.S. in Sustainability Ranking
Site Selection, 2021

CITY OF GRAND RAPIDS

Values

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

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

Collaboration
Working together in partnership with others; teamwork.

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

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

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

Sustainability
Making decisions with the goal of achieving long-term net positive benefits that are informed by an understanding of how those decisions will impact climate resiliency and the environment, people and communities, and finances, both today and in the future.

Vision

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

Mission

To elevate the quality of life through excellent City services.

Priorities

Governmental Excellence

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

Economic Prosperity and Affordability

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

Engaged and Connected Community

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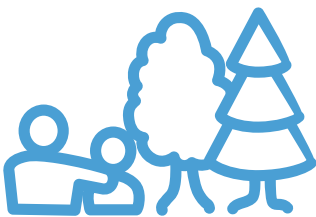
Health and Environment

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

Mobility

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

Safe Community

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

Planning Process

In late 2018, we began our strategic planning journey by creating this strategic plan framework to guide the creation of our plan. This framework is still accurate today and demonstrates:

- How the strategic plan aligns with the long-term community master plan and the short-term fiscal plan

- How our Values, Vision and Mission shape our City's identity and create the roadmap for the strategic plan

- How the plan's priorities, outcomes, objectives, strategies and metrics work together to define what we hope to achieve, how we plan to achieve it and how we will measure our progress

- How the City will hold itself accountable to the plan through annual performance reports and staff performance evaluations

Since the adoption of our original plan in April 2019 by City Manager Washington and the City Commission, we have matured in our strategic planning, implementation and reporting.

We knew from the beginning that the plan would be a living breathing document that would require adjustments and revisions over time. COVID spurred innovation and agility that resulted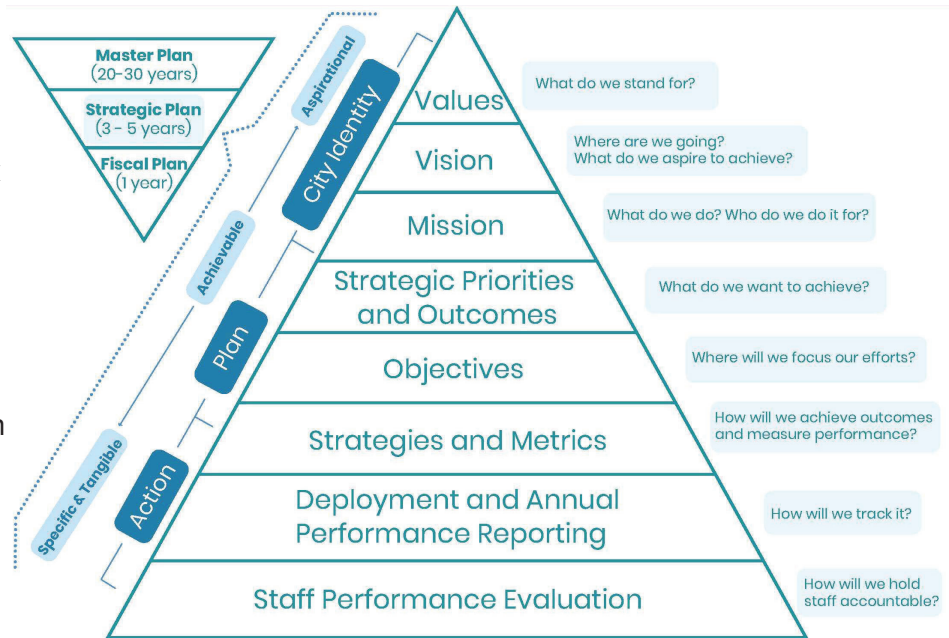 in both temporary and permanent changes to our operations. In addition, the process of measuring and reporting since 2019 has revealed the need for adjustments and realignment not contemplated in the original plan.

There is no change to our Vision, Mission, 5 of our 6 values or our 6 priorities. The definition of our sustainability value has a slight revision to incorporate climate resiliency specifically. The plan continues to have 29 objectives and while there are revisions to the objectives, these are predominantly due to better organization and alignment. In addition, there are no new strategies, but instead, refinement of existing strategies and metrics and elimination of those that are operational.

This update is due to the dedication of our City staff. We continue our learning journey with a refreshed Strategic Plan and look forward to you holding us accountable to the commitments identified in this plan.

Plan Elements

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

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

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

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

Metrics
We will measure how well we are achieving our objectives and desired outcomes through our metrics.

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

This plan is intended to be a living breathing document. We will continue to learn throughout implementation. We recognize and acknowledge that updates will need to be made and we commit to being transparent about our learnings and forthcoming updates.

Find information about this plan and monitor our performance at:
grandrapidsmi.gov/strategicplan

Equity Statement

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

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

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

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

The City of Grand Rapids centers racial equity so that the recognitions listed on page 7 will be the lived reality of all Grand Rapids residents, regardless of race or ethnicity. When we read those rankings and recognitions, we must always ensure Grand Rapids is the "Best Place to Live" and "#4 City Where the Average Worker's Pay Has Increased the Most Since 2019" for everyone who calls Grand Rapids home. We must be mindful of the areas that require improvement where data and studies have statistically shown people of color have higher disparate outcomes in areas such as health, employment, housing, entrepreneurship and education that leads to lower quality of life.

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

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

(2019, Government Alliance on Race and Equity)

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.

Objective 1:
Embed equity throughout government operations.

Strategies

1. Elevate, organize and expand equity work across the City and through targeted investments in neighborhoods

2. Disaggregate all data, to the extent possible, by race, ethnicity, gender identity and geography

3. Evaluate budget proposals, policies, programs, services and initiatives for racial equity and social justice impact, and report out on those outcomes

4. Identify systemic issues that cause disparate outcomes and implement strategies to address issues that are within the City's span of influence

Metrics

1. Percent of capital investment budgeted by Ward and Neighborhoods of Focus

2. Dollars of Third Ward Equity Fund budgeted

3. Dollars in approved budget that support projects that advance equity

4. Percent of elected City officials, City employees and people serving on a City board or commission trained in equity

5. Dollars and percent of total City contract expenses and goods and services paid to each: micro-local business enterprises (MLBE) and diverse-owned businesses

6. Municipal Equality Index Score

Objective 2:
Foster and maintain fiscal sustainability.

Strategies

1. Ensure the long-term viability of defined-benefit retirement and Other Post-Employment Benefits (OPEB) systems under the City's authority

2. Utilize proactive asset management practices, continuous improvement and innovation to ensure that City operations are both fiscally and environmentally sustainable

3. Leverage outside funding (i.e., grants, philanthropic support, state/federal funding) to support the City's strategic, operational and legislative priorities

Metrics

1. General Operating Fund (GOF) fund balance

2. Bond rating

3. Percent of Actuarially Computed Employer Contributions (ACEC)

4. Percent change of online payments made and percent change in dollars collected, disaggregated by service

5. Create equity and environmental sustainability scorecards

6. Percent of payments to vendors made electronically

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

Strategies

1. Develop a workplace culture based on City values that embraces diversity and fosters employee collaboration and engagement

2. Become an employer of choice by offering competitive compensation and benefits, ongoing employee development and employee-friendly policies that meet the diverse needs of our evolving workforce

3. Implement performance management, employee retention and succession planning strategies that contribute to individual and organizational success

Strategies (cont.)

4. Educate, encourage, and support all City employees to embrace a safe, healthy, well-balanced and sustainable lifestyle in and outside of work

5. Integrate workforce diversity, employee development, turnover rates and other key metrics into Citywide and departmental operations and budgeting

6. Implement intentional strategies to ensure equitable recruitment, qualification and hiring that contributes to a diverse workforce and removes potential barriers to entry for historically marginalized populations

Metrics

1. Number and percent of new hires that are persons of color

2. Percent employee turnover in total and disaggregated by represented employee group, race, ethnicity, gender identity, reason and tenure

3. Position vacancy rate disaggregated by sworn and civilian employees

4. Time from requisition request to offer acceptance for sworn and civilian employees

Objective 4:
Optimize facilities/workspaces and technology systems to meet the demands of government operations, the community and our growing/changing population.

Strategies

1. Conduct a comprehensive facilities study and develop a plan for the future use, acquisition and/or disposition of City facilities based on those findings

2. Evaluate and modify, where appropriate, the current design, use and configuration of employee workspaces and public-facing operations based on the evolving needs of employees and residents'

3. Ensure workspaces are safe and healthy and utilize environmentally friendly and climate resilience design, construction and maintenance practices

4. Make all facilities welcoming and accessible for all customers with an emphasis on people with differing abilities, people that speak a language other than English and people that are transgender and/or non-binary

5. Ensure the City's information technology infrastructure (IT) is secure, supported, aligned with IT best practice and available to staff in support of their work

Strategies (cont.)

6. Ensure that technology solutions can be implemented quickly and efficiently and increase the use of pilot-to-procurement to test solutions

7. Develop and implement a plan to transition the City fleet to low or no greenhouse gas emissions and reduced air pollution

8. Ensure that supportive technologies (i.e., Enterprise Resource Planning/ERP, billing, MLBE reporting, payment systems) are effective in supporting the City's strategic goals and operational needs

Metrics

1. Percent year-over-year reduction in energy consumption by City facilities and utilities

2. Percent of City fleet that is low or no emission, disaggregated by passenger vehicles versus heavy duty vehicles

3. Percent of staff requiring remedial cybersecurity training

4. Nationwide Cyber Security Review (NCSR) for the City (range 0-7)

Objective 5:
Develop and implement a data-driven strategic plan and performance management that support the City in achieving our vision.

Strategies

1. Facilitate Citywide and departmental strategic planning, annual strategy review sessions and processes and tools to support staff and community using these plans for budgetary and other key decision-making processes

2. Ensure organization-wide accountability, collaboration and innovation by tracking, analyzing and reporting on performance

3. Reimagine metric and key performance indicator data collection, tracking, analysis and reporting and support processes to ensure strategic, budgetary and operational decisions are data-informed

Metrics

1. Number and percent of strategic plan metrics measured and available

Objective 6:
Grow a culture of innovation and continuous learning that is people-centered, data-informed, experimental, and collaborative, so that staff are encouraged to better serve our community.

Strategies
1. Create the infrastructure to organize, spread, and support the use of shared innovation practices across the organization

2. Build awareness, understanding and use of key innovation skills among staff, leadership and community partners through a variety of interactive learning opportunities

Metrics
1. Number of teams creating consistent time and space for innovation work

2. Number of staff learning about innovation through practice teams and skill building opportunities

Objective 7:
Implement City priorities in collaboration with community partners to secure financial investments and achieve legislative and policy changes for the betterment of the community.

Strategies
1. Support City Commission's biennial adoption of the Legislative Priority Agenda

2. Jointly advocate for investments, legislation and/or policies and practices that advance community and/or regional priorities and are aligned with the Legislative Priority Agenda

3. Support requests from partner entities that align with the City's strategic plan and seek support from partner entities for those legislative initiatives and investments that the City has prioritized

Metrics
1. Percent of prioritized legislative initiatives and investments that were funded, acted on or saw some movement during a legislative term

2. Dollars of non-formula State and Federal funding secured

Economic Prosperity and Affordability

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

Objective 1:

Complete a Community Master Plan update driven by smart growth principles and that establishes a vision that reflects the community's values and priorities.

Strategies

1. Complete the Community Master Plan update with guidance from a third-party consultant

2. Conduct an inclusive and robust community engagement process that results in a plan that is responsive to the entire community's current and future needs

3. Consider land use strategies that address the 2002 Master Plan themes, the key issue identified from the facilitator program (housing, equity, mobility/transportation, safety, environmental justice and health, and climate change mitigation and adaptation), and any others that emerge through the planning process

Metrics

1. Percent of Community Master Plan process participants disaggregated by race, ethnicity and geography and in comparison to City demographics

2. On time completion of each phase: Phase I (Pre-Planning); Phase II (Community Input); and Phase III (Adoption)

Objective 2:

Support the creation, retention and growth of businesses that enhance residents' employment opportunities.

Strategies

1. Prioritize incentives for private development and business retention, expansion, and attraction projects that result in employee retention and wage growth that pay at least $20/hour

2. Optimize the Equal Business Opportunity (EBO)/Micro-Local Business Enterprises (MLBE) program and increase MLBEs registered and used in all City spending

Strategies (cont.)

3. Support entrepreneurship and diversify the business startup and growth ecosystem with a special focus on creating access to opportunities for historically marginalized communities

4. Empower Corridor Improvement Authorities (CIA) and Business Improvement Districts (BID) to invest in their neighborhood business districts to support business retention, expansion, and new business creation and infrastructure investment

5. Support the increase of post-secondary degree attainment and skilled-trades certification, particularly for people of color and first-generation students through partnerships with the local school district, higher education institutions, community-based organizations, and faith-based organizations

6. Leverage the river restoration project for diverse and equitable economic growth opportunities

Metrics

1. Dollars of private investment supported by City incentives with dollar amount and percent of diversity-owned and micro-local business contracts committed as a result of Inclusion Plan participation

2. Number of total and new micro-local business enterprises (MLBE) vendors registered to do business with the City

3. Dollars invested annually by Corridor Improvement Authorities and Business Improvement Districts in façade grants, public art support, infrastructure, and street scape enhancements

4. Grand Rapids' unemployment rate and % of labor force participation

5. Number of students participating in Promise Zone

6. Percent difference between the percentage of white (non-Hispanic or Latinx) population, Hispanic or Latinx (of any race) and Black/African American (alone), who are employed (Employment Gap)

7. Number and percent growth of employees and income tax based on W-2s

Objective 3:
Support a thriving and resilient business environment by optimizing processes and regulations for property development and business-related permitting and approvals.

Strategies

1. Optimize the licensing and regulatory processes, including eliminating any unnecessary licenses and regulations and revising those that are sub-optimal or are contributing to disparate outcomes

2. Increase accessibility of information on property development and business-related processes that are available to the public to enhance the experience of the City's diverse customer base

3. Provide regular training and education opportunities that help users navigate the development and approval process

4. Increase the number of successful long-term businesses operating in Grand Rapids

Metrics

1. Percent of new buildings and commercial renovations approved administratively

2. Number of days to administratively approve projects from permit application to approval for projects where board/commission approval is not required

3. Number of days for board/commission approval from board/commission application to permit approval

Objective 4:
Ensure all residents have safe, stable and permanent housing.

Strategies

1. Support and incentivize increased housing supply through development of a variety of housing types and price points

2. Facilitate preservation of existing housing units and support, leverage and promote home repair, maintenance and safety services, with a focus on affordable housing units

3. Reduce barriers to housing and home ownership

4. Develop and implement a strategic land acquisition and disposition policy to support housing development goals and prioritize geographic areas to target incentives for housing development

Strategies (cont.)

    5. Actively partner in community efforts to end homelessness and support programs that provide permanent housing solutions through the use of evidence-based practices

Metrics

    1. Number of new dwelling units in total and affordable (≤80% AMI)

    2. Number of persons experiencing homelessness or at risk of homelessness that became stably housed through programs supported by City investments

    3. Percent of occupied rental dwellings certified

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

Strategies

1. Collaborate with business and community partners to use activations and events to promote Grand Rapids for economic development and tourist attraction opportunities as well as brand Grand Rapids as a destination city

2. Permit, produce, and/or financially support a variety of special events and activations that highlight and celebrate the arts, music, cultural diversity, innovation, outdoor recreation, and local cuisine and beverages options

3. Create partnership opportunities to enhance and promote activation of public spaces.

Metrics

1. Number of activations and events permitted by the City annually

2. Number of permitted events organized by Black, Indigenous and People of Color

3. Number of attendees at City permitted events and activations

Engaged and Connected Community

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

Objective 1:
Enhance communication with the public.

Strategies

1. Implement customer-friendly and culturally appropriate communication protocols and practices that consider (but are not limited to) readability, clarity, representation, style and multi-lingual accessibility

2. Ensure that staff are well-trained to facilitate media inquiries and public engagement, and that they develop their communication with a lens of equity and inclusion

3. Improve processes that ensure timely and accurate response to external customer inquiries, including media inquiries and Freedom of Information Act (FOIA) requests

4. Intentionally and clearly communicate about City policies, programs, processes and budget with an emphasis on highlighting successful outcomes

Metrics

1. Percent of 3-1-1 customer inquiries responded to within target response time in total and disaggregated by department

2. Number of Freedom of Information Act (FOIA) requests processed (from Police and the City)

3. Percent of residents rating the quality of public information services as excellent or good (NCS)

Objective 2:

Elevate resident voice and ensure that the community has equitable and accessible opportunities to engage with the City in meaningful ways.

Strategies

1. Create and implement a Citywide community engagement framework that includes equity-centered protocols, standards, metrics, guidance and training, and fosters participation and collaboration with trusted voices within the community

2. Ensure that employees conducting community outreach on the City's behalf are sufficiently trained and well-equipped to successfully carry out engagement activities

3. Leverage the City's long-term planning processes to fully engage resident and stakeholder voices in community-wide issues and City government operations

4. Develop tools and processes to consistently measure, evaluate and report the outcomes of engagement processes to ensure transparency and determine opportunities for improvement

5. Advance policies, processes and programs that increase civic literacy and voter participation, reduce barriers to participation, and encourage equitable representation on City boards and commissions

Metrics

1. Number of engagement opportunities led by the City or where the City is a key partner disaggregated by Ward, engagement type and department

2. Number of people participating in engagement opportunities led by the City or where the City is a key partner disaggregated, to the extent possible, by demographics, engagement type and department

3. Variance between the percentage of residents of a particular race or ethnicity represented on City Boards and Commissions compared to the percentage of that race or ethnicity in the overall city

4. Percent of residents that feel the Grand Rapids community does an excellent or good job providing opportunities to participate in community matters (NCS)

Objective 3:

Incorporate processes to collect and integrate Commission, community and staff feedback and priorities into the City's strategy, performance and budgeting activities.

Strategies

1. Implement standard processes to better understand perception and performance of City services over time

2. Implement standard processes to better understand perception of important quality-of-life factors across the City

3. Refine how the City incorporates feedback from community and recommendations from community co-created reports and plans to improve operations and outcomes

Metrics

1. Percent of residents who report being satisfied or very satisfied with the overall quality of services provided by the City (NCS)

2. Percent of residents that believe that the City does an excellent or good job at welcoming resident involvement (NCS)

3. Percent of residents that rated the overall quality of life in Grand Rapids as excellent or good (NCS)

Health and Environment

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

Objective 1:
Reduce carbon emissions, support climate adaptation and increase climate resiliency.

Strategies

1. Increase the knowledge, awareness and understanding of climate change among staff, partners, community stakeholders and residents

2. Enhance collaboration with partners on strategies and actions to address climate change

3. Reduce carbon/greenhouse gas emissions from City operations (buildings, utilities and fleet) by 85% by 2030 (compared to 2008) and achieve carbon neutrality by 2040

4. Create and support programs and policies to reduce carbon/greenhouse gas emissions from the building, transportation and other key sectors throughout the community

5. Create and begin implementing a Climate Action and Adaptation Plan (CAAP) in partnership with the community that works in parallel with and compliments the new Community Master Plan

Metrics

1. Percent of carbon/greenhouse gas emissions reduced from 2008 for City buildings, utilities and fleet

2. Percent electricity consumed by City buildings, utilities and fleet supplied by renewable sources

3. Percent year-over-year reduction in energy consumption by City facilities, utilities and fleet

4. Percent of City fleet that is low or no emission, disaggregated by passenger vehicles versus heavy duty vehicles

Objective 2:
Ensure equitable access to and use of green spaces and recreational offerings.

Strategies

1. Expand parks and active open spaces to reduce disparities in green space deficient neighborhoods

2. Increase grade level of park maintenance as prescribed in Parks and Recreation Master Plan

3. Increase accessible, diverse and inclusive recreational programs and facilities to encourage use by all races, ethnicities, gender identities, ages and abilities

Metrics

1. Percent of households within a 10-minute walk of a park or active green space

2. Number of participants in recreation programs per year

3. Percent of residents rating the overall quality of parks and recreation opportunities as excellent or good (NCS)

Objective 3:
Supply excellent water, sewer and stormwater services, and protect and preserve our water resources.

Strategies

1. Continue to replace lead service lines

2. Collaborate with partners, within the City and in upstream and downstream communities, to increase, protect and preserve the overall water quality of the Grand River, Lake Michigan and other surface water bodies

3. Identify and implement water conservation strategies within City operations and for customers

4. Expand and maintain green infrastructure to strategically reduce stormwater system burdens and protect the watershed

5. Continue to stay on the cutting edge of PFAS mitigation, treatment and disposal opportunities

6. Proactively work to minimize risk of residential water/sewer service shut offs and create innovative solutions to avoid the shut off of services

Metrics

1. Percent and number of water connections with lead service line replacements completed per year and in total

2. Water Quality Index for the Grand River

3. Gallons of water pumped from treatment plant per person per day normalized for weather impacts

4. Number of gallons of stormwater infiltrated

5. Number of residents referred to and using the County for assistance with water/sewer bills (85% of users must be below 200% poverty level)

6. Number of EGLE water quality standards not met

Objective 4:
Minimize waste generation and promote waste diversion practices.

Strategies

1. Evaluate and implement advanced alternatives to refuse collection that will maximize waste diversion and increase efficiency in collection and hauling operations

2. Reduce material contamination across the refuse spectrum and increase the amount of correct material placed into the correct collection device

3. Enhance compost and organics diversion operations for the community

4. Implement waste diversion programs across all City operations (ex. recycling, composting, biodigester, wood waste, electronics, etc.)

Metrics

1. Number and percent of customers participating in diversion programs

2. Percent of residential waste diverted by weight

3. Tons of compost and organics processed onsite at Domtar

4. Diversion of wastewater byproducts from landfilling through beneficial reuse (by weight)

Objective 5:
Collaborate with and support partners working to reduce health disparities and the resulting undesirable outcomes.

Strategies

1. Collaborate with partners to implement policy solutions and programs that reduce sources of lead-based paint exposure

2. Implement innovative approaches to support people experiencing mental health challenges and/or addiction

3. Take a Health For All approach to creating or revising policy, procedures and plans that address equity, health and environmental justice

4. Evaluate and implement policies, procedures and plans that support equitable access to local, healthy and affordable food and urban agriculture

5. Measure and work to improve air quality, particularly in environmental justice communities

6. Increase the number of children connected to nature

7. Continue to incentivize and support the cleanup and beneficial reuse of brownfields and other contaminated properties

Metrics

1. Percent of children tested that have elevated blood lead levels above the current CDC reference value (≥3.5µg/dL)

2. Number of homes made lead safe

3. Number of mental health and number of substance use disorder referrals resulting from co-response initiatives

4. Number of emergency department and jail diversions resulting from co-response initiatives

5. Number of children (< 18) participating in City offered or supported opportunities to connect to nature

6. Number of projects and acres of land included in the City's brownfield program that received City support to make the property safe for reuse

Mobility

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

Objective 1:

Implement proactive mobility and safety solutions through evaluation, engineering, enforcement, and education that results in safe, multi-modal transportation corridors.

Strategies

1. Identify transportation safety issues through data analysis, staff expertise and community inputs and equitably deliver appropriate and effective solutions throughout the community

2. Implement changes to the neighborhood traffic calming program to ensure more community input and help create neighborhoods where people are safe and feel safe

3. Develop a comprehensive strategy for safety education and messaging centered around Vision Zero and Driving Change concepts

Metrics

1. Number of serious injuries and number of fatalities by mode

2. Percent of traffic calming projects that reduce the average vehicle speed to within 15% of the posted speed limit

Objective 2:
Create an accessible, low to no carbon multi-modal transportation experience and reduce single-occupant vehicle travel through innovative 21st century mobility options.

Strategies

1. Improve ridership on transit and DASH and explore low-income based transit programs

2. Implement the Bicycle Action Plan in phases to increase biking through bicycle network improvements and ensuring facilities are maintained

3. Close gaps in City's segments of the regional multi-use trail system

4. Increase walkability by ensuring existing facilities are maintained and adding connectivity guided by Vital Street's Walkway Improvement Prioritization Criteria

5. Work with partners to implement employment related transportation solutions within Neighborhoods of Focus

6. Pilot new mobility programs (autonomous vehicles, carshare, bikeshare, e-scooter and Universal Dispatch Application) and ensure that they are available and accessible in each Ward and the neighborhoods

7. Create innovative and active City fleet programs and travel options for City employees

Metrics

1. Percent of residents that indicated they have used public transportation instead of driving; carpooled with other adults or children instead of driving alone; or walked or biked instead of driving during the last 12 months (NCS)

2. Number and percent change in ridership for scooters, e-bikes and DASH

3. Number of dedicated on-street bike lane miles

4. Number of sidewalk miles completed to close gaps or extend connectivity

5. Number and percent of curb heads replaced with Americans with Disabilities Act (ADA) compliant curb ramps

Objective 3:
Develop a well-maintained and coordinated transportation network through planning, partnership, effective asset management, and efficient project delivery that strengthens Grand Rapids' economy

Strategies

1. Coordinate transportation investments with regional partners

2. Bring Grand Rapids' transportation infrastructure (e.g., signals, sidewalks, trails/shared use paths, roads/streets and bridges) into a state of good repair

3. Enhance the use of data to plan and develop equitable mobility and transportation capital investments

4. Develop a regional mobility and transportation demand management program with public and private partners

5. Continue to Implement the 5–10-year Equitable Economic Development and Mobility Strategic Plan

Metrics

1. Percent of streets, signals (less than 10 years old) and bridges meeting fair/good/ excellent standards

2. Percent of residents that rank the overall quality of the transportation system as excellent or good (NCS)

Objective 4:
Develop an effective, customer-responsive parking system.

Strategies

1. Develop and implement parking products and services to respond to changing employee, resident and employer needs post pandemic

2. Develop a Curb Management Plan to guide policies, programs and investment

Metrics

1. Percent occupied off-street parking in downtown and neighborhood business districts (average and median peak)

2. Percent occupied on-street parking in downtown, neighborhood business districts and residential streets based on annual parking counts

3. Percent of residents that rank the ease of public parking across the community as excellent or good (NCS)

Safe Community

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

Objective 1:
Provide constitutional and community policing services that enhance trust, transparency, accountability and the safety of every resident, employer, employee and visitor.

Strategies

1. Revise the Police Department Strategic Plan, achieve desired outcomes and transparently report implementation on a regular basis

2. Increase community trust of policing

3. Evaluate, design and implement more co-response services and other innovative and effective policing models in partnership with community to increase the capacity of Police personnel to engage with the community and improve safe community outcomes

4. Identify and implement innovative recruiting, hiring and retention strategies to achieve desired outcomes and ensure the Police Department represents the diversity of Grand Rapids

5. Identify, pilot and implement data and community-informed police strategies that will decrease violent crimes

Metrics

1. Percent of beats covered 24/7/365

2. Number and percent change in select crimes

3. Number use of force incidents

4. Number of recruiting hours, including recruiting hours taking place specifically within the neighborhoods

5. Number of action items (accident reports, parking enforcement, etc.) and estimated hours that do not require an officer to respond

Objective 2:

Provide professional fire and emergency medical services that enhance trust, transparency, accountability and the safety of every resident, employer, employee and visitor.

Strategies

1. Implement, publicly report on and achieve desired outcomes under the Fire Department Strategic Plan

2. Utilize FUSE and HOT frameworks to reduce the impact of top Emergency Medical Services (EMS) super users

3. Strengthen the use of the Residential Safety Program (RSP) in neighborhoods to reduce residential structure fires

4. Diversify sworn workforce

5. Maintain effective asset management plan and strategy for fire equipment, facilities and apparatus

Metrics

1. Number of residential structures equipped with smoke and carbon monoxide detectors via the RSP

2. Percent reduction of EMS use by super users

Objective 3:

Enhance collaboration across City departments and with community partners and residents, focusing on the social determinants of health, to ensure safety for all.

Strategies

1. Pilot a collective impact approach to safe community across City departments and in collaboration with community partners and residents that integrates initiatives that directly or indirectly improve the environmental, financial and physical and, mental health of residents, employees, employers and visitors with the goal of reducing violent crime by testing new approaches to collaborative partnerships

2. Streamline processes where internal and external data and information may be cross-referenced with Fire and Police department information systems to improve safe community outcomes and mitigate emergencies

Metrics

1. Number of initiatives piloted to reduce violent crime in geographic place-based areas

2. Number of community partners the City collaborates with to implement systems change initiatives that are intended to increase the feeling of safety of residents, employees, employers and visitors

3. Number of people informed or educated on public safety topics via neighborhood organizations

4. Number of housing units or public spaces that received safety improvements via neighborhood organizations

Objective 4:

Mitigate, prepare for and provide timely, equitable and effective response to and support the community's recovery from emergencies and disasters, with an emphasis on violence reduction efforts where applicable.

Strategies

1. Resource and deploy an effective emergency management program

2. Ensure staff are equipped and trained to provide effective emergency mitigation, preparedness, response and recovery

3. Construct and maintain the necessary facilities, equipment and technology needed to plan for, respond to and recover from emergencies

4. Enhance communication, coordination and collaboration before, during and after emergency response

5. Provide emergency response services that protect the community and are best in class

6. Increase neighborhood safety through the City's partnership with neighborhood organizations

Metrics

1. Time for Dispatch to answer calls

2. Response time for police units

3. Percentile for Fire critical performance compliance for both distribution and concentration measures

4. Number of hours of police training per officer

Metrics (cont.)

5. Number of businesses inspected via Crime Prevention Through Environmental Design (CPTED) and percent compliance

6. Percent of residents rating their overall feeling of safety in Grand Rapids as excellent or good (NCS)

Objective 5:
Ensure civilian oversight of public safety with an emphasis on accountability, transparency, restorative justice and community involvement.

Strategies

1. Work with community partners and departments to increase public safety accountability and transparency

2. Elevate community voice in the creation, evaluation, and implementation of public safety trainings and policies

3. Implement and publicly report on progress and desired outcomes established in the Office of Oversight and Public Accountability's Strategic Plan including, but not limited to, annually documenting and sharing statistical findings of Internal Affairs, the Civilian Appeal Board, and other relevant findings

4. Continue to implement Cure Violence Grand Rapids as an evidence-based strategy to address violence by using community-based public safety solutions

Metrics

1. Type of Civilian Appeal Board findings and outcomes of appeals

2. Number of complaints filed against public safety employees, broken down by department, type and outcome

3. Number of engagements that led to violence interruptions and disruptions

4. Number of interactions and treatment of high-risk individuals that served to defuse immediate conflicts that had a high-risk of leading to gun violence
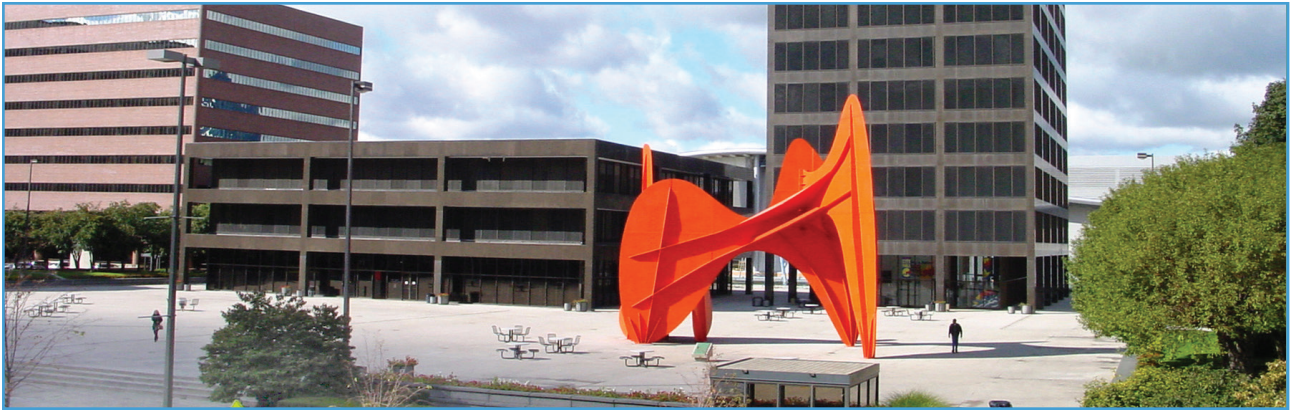
Implementation

When this plan was originally adopted in 2019, we recognized that to be successful we must be diligent about implementation and we have. The creation of a plan alone will not drive successful outcomes or achieve more equitable, effective and sustainable operations.

Below are the implementation commitments we made in 2019. We have successfully completed 7 of those tasks and work on the remaining 2 is in progress.

- Establishing a performance management team responsible for managing the successful implementation of the plan

- Assigning accountability to staff for measuring, tracking, accomplishing and reporting on the progress of strategies and metrics

- Creating a robust information and data tracking system that supports detailed analysis of performance (we are currently evaluating opportunities to enhance the process by which we collect, analyze and report on Strategic Plan metrics and commit to improve this moving forward)

- Training staff on the plan, implementation process and performance management expectations

- Establishing a cadence of report-outs on progress, which will include internal staff reporting as well as an annual report to the Commission and public

- Publishing performance information and data publicly on the website and through other communication methods

- Updating the plan as needed

- Reorganizing the budget and budget process to align with the plan

- Integrating strategic plan performance measures into employee evaluations (we are currently in the process of improving our employee evaluation process and aligning it to our values and this plan)

Implementation (cont.)

City leadership and staff have used this plan extensively. Specifically, this plan has been used to:

- Create annual preliminary and final fiscal plans (budgets) for FY2020 – FY2023

- Establish an organizational-wide methodology for tracking performance of both strategic initiatives and essential services

- Identify 37 metrics to be included on the Key Metric Dashboard and support the development of the Police Department's Dashboard

- Guide annual City Commission prioritization workshops, which have been held in the fall of 2019 – 2022

- Present mid-year performance updates and annual performance reports for FY2020 – FY2022

- Support all City departments in creating department operational plans for FY2020 – FY2023, including department specific key performance indicators

- Refresh our recruiting, hiring, on-boarding and staff training

- Support the development of other important City and community plans (ex. Community Master Plan (currently in process), 5-year Regional Hazard Mitigation Plan, Climate Action and Adaptation Plan (initial planning process))

Each year, the City Manager proposes the City's budget in April. As a part of the budget proposal, the City Manager will highlight the key strategies from this plan that we are investing in for the upcoming fiscal year, which runs from July 1 through June 30. We continue to learn and are excited to be on this journey. We hope this plan helps you better understand our priorities and direction.

Find information about this plan and monitor our performance at:
grandrapidsmi.gov/strategicplan

Thank you to our plan contributors!

Gratitude for all contributors to the original 2019 Strategic Plan

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Metrics Appendix

City of Grand Rapids Strategic Plan Metrics Appendix (October 2022)

Priority	Objective	Metric	Target	Frequency	Reporting Time
Governmental Excellence	O1 Embed Equity	1. % of capital investment budgeted by Ward and Neighborhoods of Focus	Measuring > 36%	Annually	End of Fiscal Year
		2. $ of Third Ward Equity Fund budgeted	Measuring	Annually	End of Fiscal Year
		3. $ in approved budget that support projects that advance equity	> previous year	Annually	End of Fiscal Year
		4. % of elected City officials, City employees and people serving on a City board or commission trained in equity	100%	Annually	End of Fiscal Year
		5. $ and % of total City contract expenses and goods and services paid to each: micro-local business enterprises (MLBE) and diverse-owned businesses	25% Measuring	Annually Annually	End of Fiscal Year End of Fiscal Year
		6. Municipal Equality Index Score	100	Annually	End of Calendar Year
	O2 Fiscal Sustainability	1. General Operating Fund (GOF) fund balance	15%	Annually	November
		2. Bond rating	Aaa/AAA	Periodic	Debt Issuance
		3. % of Actuarially Computed Employer Contributions (ACEC)	100%	Annually	November
		4. % change in online payments made and % change in $ collected	2%	Annually	End of Calendar Year
		5. Create equity and environmental sustainability scorecards	Complete	One-time	End of CY2023
		6. % of payments to vendors made electronically	50	Annually	End of Fiscal Year
	O3 Employees	1. # and % of new hires that are persons of color	$\geq$ 40% persons of color	Annually	End of Calendar Year
		2. % employee turnover in total and disaggregated by represented employee group, race, ethnicity, gender identity, reason and tenure	< 10%	Annually	End of Calendar Year
		3. Position vacancy rate disaggregated by sworn and civilian employees	$\leq$ 5%	Annually	End of Calendar Year
		4. Time from requisition request to offer acceptance for sworn and civilian employees	120 sworn 60 civilian	Annually	End of Calendar Year
	O4 Facilities / Workspaces / Technology	1. % year-over-year reduction in energy consumption by City facilities, utilities and fleet	Measuring	Annually	End of Calendar Year
		2. % of City fleet that is low or no emission, disaggregated by passenger vehicles versus heavy duty	Measuring	Annually	End of Calendar Year
		3. % of staff requiring remedial cybersecurity training	$\leq$ 7.1%	Annually	End of Fiscal Year
		4. Nationwide Cyber Security Review (NCSR) for the City (range 0-7)	$\geq$ 5.0	Annually	End of Calendar Year
	O5 Strategic Planning and Performance Mgmt	1. # and % of strategic plan metrics measured and available	100%	One-time	End of FY2024
	O6 Innovation and Continuous Learning	1. # of teams creating consistent time and space for innovation work	Measuring	Annually	End of Fiscal Year
		2. # of staff learning about innovation through practice teams and skill building opportunities	Measuring	Annually	End of Fiscal Year
	O7 Financial, Legislative and Policy Partnerships	1. % of prioritized legislative initiatives and investments that were funded, acted on or saw some movement during a legislative term	100% 100%	Annually	End of CY2022 End of CY2024
		2. $ of non-formula State and Federal funding secured	Measuring	Annually	End of CY2022 End of CY2024

City of Grand Rapids Strategic Plan Metrics Appendix (October 2022)

Priority	Objective	Metric	Target	Frequency	Reporting Time
Economic Prosperity and Affordability	O1 Community Master Plan	1. % of Community Master Plan process participants disaggregated by race, ethnicity and geography and in comparison to City demographics	Census	Each engagement event	By engagement event and rolling average per phase
		2. Ontime completion of each phase: Phase I (Pre-Planning); Phase II (Community Input); and Phase III	Completed	Varies	November 2022; 18 months; 5 months
	O2 Business and Resident Employment Growth	1. $ of private investment supported by City incentives with $ amount and % of diversity-owned and micro-local business contracts committed as a result of Inclusion Plan participation	15%	Annually	End of Calendar Year
		2. # of total and new micro-local business enterprise (MLBE) vendors registered to do business with the City	25%	Annually	End of Fiscal Year
		3. $ invested annually by Corridor Improvement Authorities and Business Improvement Districts in façade grants, public art support, infrastructure, and street scape enhancements	$1 million	Annually	End of Calendar Year
		4. Grand Rapids' unemployment rate and % of labor force participation	Measuring	Annually	As Census / ACS data is available
		5. # of students participating in Promise Zone	Measuring	Annually	End of Academic Year / End of Fiscal Year
		6. % difference between the percentage of white (non-Hispanic or Latinx) population, Hispanic or Latinx (of any race), and Black/African American (alone), who are employed (Employment Gap)	< 9%	Annually	As available
		7. # and % growth of employees and income tax based on W-2s	> 0.04%	Annually	End of Calendar Year
	O3 Business Support	1. % of new buildings and commercial renovations approved administratively	> 90%	2x per year	End of Academic Year / End of Fiscal Year
		2. # of days to administratively approve projects from permit application to approval for projects where board/commission approval is not required	≤ 31 days	2x per year	End of Academic Year / End of Fiscal Year
		3. # of days for board/commission approval from board/commission application to permit approval	≤ 70 days	2x per year	End of Academic Year / End of Fiscal Year
	O4 Housing	1. # of new dwelling units in total and affordable (≤ 80% AMI)	≥ 1,100 ≥ 100 affordable	2x per year	End of Academic Year / End of Fiscal Year
		2. # of persons experiencing homelessness or at risk of homelessness that became stably housed through programs supported by City investments	≥ 350	Annually	End of Fisal Year
		3. % of occupied rental dwellings certified	> 95%	Point-in-time	As needed
	O5 Destintation City	1. # of activations and events permitted by the City annually	> 600 activations Measuring	Annually	End of Fiscal Year
		2. # of permitted events organized by Black, Indigenous and People of Color	> 90	One-time	End of FY2023
		3. # of attendees at City permitted events and activations	≥ 1.2 million	One-time	End of FY2023

City of Grand Rapids Strategic Plan Metrics Appendix (October 2022)

Priority	Objective	Metric	Target	Frequency	Reporting Time
Engaged and Connected Community	O1 Communication	1. % of 3-1-1 customer inquiries responded to within target response time in total and disaggregated by	> 90%	Annually	End of Calendar Year
		2. # of Freedom of Information Act (FOIA) requests processed (Police and non-Police)	Measuring	Annually	End of Calendar Year
		3. % of residents rating the quality of public information services as excellent or good (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
	O2 Resident Voice and Community Engagement	1. # of engagement opportunities led by the City or where the City is a key partner disaggregated by Ward, engagement type and department	Measuring	Annually	End of Calendar Year
		2. # of people participating in engagement opportunities led by the City or where the City is a key partner disaggregated, to the extent possible, by demographics, engagement type and department	Measuring	Annually	End of Calendar Year
		3. Variance between the percentage of residents of a particular race or ethnicity represented on City Boards and Commissions compared to the percentage of that race or ethnicity in the overall city	< 10% variance	Annually	End of Calendar Year
		4. % of residents that feel the Grand Rapids community does an excellent or good job providing opportunities to participate in community matters (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
	O3 Responsive Government	1. % of residents who report being satisfied or very satisfied with the overall quality of services provided by the City (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
		2. % of residents that believe that the City does an excellent or good job at welcoming resident involvement (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
		3. % of residents that rated the overall quality of life in Grand Rapids as excellent or good (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022

City of Grand Rapids Strategic Plan Metrics Appendix (October 2022)

Priority	Objective	Metric	Target	Frequency	Reporting Time
Health and Environment	**O1 Carbon Emissions, Climate Adaptation and Resiliency**	1. % of carbon/greenhouse gas emissions reduced from 2008 for City buildings, utilities and fleet	85% Carbon neutral	One-time One-tme	2030 2040
		2. % electricity consumed by City buildings, utilities and fleet supplied by renewable sources	100%	One-time	End of FY2025
		3. % year-over-year reduction in energy consumption by City facilities, utilities and fleet	Measuring	Annually	End of Calendar Year
		4. % of City fleet that is low or no emission, disaggregated by passenger vehicles versus heavy duty	Measuring	Annually	End of Calendar Year
	O2 Green Speace and Recreation	1. % of households within a 10-minute walk of a park or active green space	> 81%	One-time	End of CY2024
		2. # of participants in recreation programs per year	125,000	One-time	End of Calendar Year
		3. % of residents rating the overall quality of parks and recreation opportunities as excellent or good (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
	O3 Water/Sewer/Stormwater Service and Water Resources	1. % and # of water connections with lead service line replacements completed per year and in total	5% 100%	Annually One-time	End of Fiscal Year 2040
		2. Water Quality Index for the Grand River	70	Quarterly	End of Calendar Year
		3. Gallons of water pumped from treatment plant per person per day normalized for weather impacts	135 gallons	Annually	End of Calendar Year
		4. # of gallons of stormwater infiltrated	20 million gallons	Annually	End of Calendar Year
		5. # of residents referred to and using the County for assistance with water/sewer bills (85% of users must be below 200% poverty level)	100%	Annually	End of Calendar Year
		6. # of EGLE water quality standards not met	0	Annually	End of Calendar Year
	O4 Waste Generation and Diversion	1. # and % of customers participating in diversion programs	>85%	Annually	End of Calendar Year
		2. % of residential waste diverted by weight	> 40%	Annually	End of Calendar Year
		3. Tons of compost and organics processed onsite at Domtar	14,000 tons	Annually	End of October
		4. Diversion of wastewater byproducts from landfilling through beneficial reuse (by weight)	Measuring	Annually	End of Calendar Year
	O5 Health Disparities	1. % of children tested that have elevated blood lead levels above the current CDC reference value (≥3.5µg/dL)	Meausing	Annually	As available
		2. # of homes made lead safe	60	Annually	End of Fiscal Year
		3. # of mental health and # of substance use disorder referrals resulting from co-response initiatives	Measuring	Annually	End of Fiscal Year
		4. # of emergency department and jail diversions resulting from co-response initiatives	Measuring	Annually	End of Fiscal Year
		5. # of children (< 18) participating in City offered or supported opportunities to connect to nature	Measuring	Annually	End of Calendar Year
		6. # of projects and acres of land included in the City's brownfield program that received City support to make the property safe for reuse	15	Annually	End of Calendar Year

City of Grand Rapids Strategic Plan Metrics Appendix (October 2022)

Priority	Objective	Metric	Target	Frequency	Reporting Time
Mobility	O1 Traffic Safety	1. # of serious injuries and # of fatalities by mode	10% reduction	Annually	End of Calendar Year
		2. % of traffic calming projects that reduce the average vehicle speed to within 15% of the posted speed limit	100%	Annually	End of Calendar Year
	O2 21st Century Multi-modal Mobility	1. % of residents that indicated they have used public transportation instead of driving; carpooled with other adults or children instead of driving alone; or walked or biked instead of driving during the last 12 months (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
		2. # and % change in ridership for scooters, e-bikes and DASH	2% micro 5% DASH	Monthly	End of Fiscal Year and End of Calendar Year
		3. # of dedicated on-street bike lane miles	36 miles	Annually	End of Calendar Year
		4. # of sidewalk miles completed to close gaps or extend connectivity	1 mile	Annually	End of Calendar Year
		5. # and % of curb heads replaced with Americans with Disabilities Act (ADA) compliant curb ramps	100	Annually	End of Calendar Year
	O3 Transportation Network	1. % of streets, signal system and bridges meeting fair/good/excellent standards	70% streets 3% signals 70% signals 100% bridges	One-time Annually One-time One-time	2031 End of Calendar Year November
		2. % of residents that rank the overall quality of the transportation system as excellent or good (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
	O4 Parking	1. % occupied off-street parking in downtown and neighborhood business districts (average and median peak)	< 75% average ≤ 85% median	Monthly	End of Fiscal Year and End of Calendar Year
		2. % occupied on-street parking in downtown, neighborhood business districts and residential streets based on annual parking counts	< 75% average ≤ 75% peak	Annually	End of Calendar Year
		3. % of residents that rank the ease of public parking across the community as excellent or good (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022

City of Grand Rapids Strategic Plan Metrics Appendix (October 2022)

Priority	Objective	Metric	Target	Frequency	Reporting Time
Safe Community	O1 Constitutional and Community Policing	1. % of beats covered 24/7/365	100%	2x per year (point in time)	Spring and Fall
		2. # and % change in select crimes	< 3 yr average	Monthly	Real time
		3. # of use of force incidents	Measuring	Annually	End of Calendar Year
		4. # of recruiting activities, including recruiting activities taking place specifically within the NOF	Measuring	Annually	End of Calendar Year
		5. # of action items (accident reports, parking enforcement, etc.) and estimated hours that do not require an officer to respond	Measuring	Annually	End of Calendar Year
	O2 Fire and Emergency Medical Services	1. # of residential structures equipped with smoke and carbon monoxide detectors via the RSP	500	One-time	November of 2022
		2. % reduction of EMS use by super users	25%	Annually	End of Calendar Year
	O3 Collaborative Solutions	1. # of initiatives piloted to reduce violent crime in geographic place-based areas	Measuring	As appropriate	As available
		2. # of community partners the City collaborates with to implement systems change initiatives that are intended to increase the feeling of safety of residents, employees, employers and visitors	Measuring	As appropriate	As available
		3. # of people informed or educated on public safety topics via neighborhood organizations	4,250	One-time	End of CY2022
		4. # of housing units or public spaces that received safety improvements via neighborhood organizations	600	One-time	End of CY2022
	O4 Emergency Management	1. Time for Dispatch to answer calls	95% w/in 15 sec. 99% w/in 40 sec.	Annually	End of Calendar Year
		2. Response time for police units	Measuring	Annually	End of Calndar Year
		3. Percentile for Fire critical performance compliance for both distribution and concentration measures	90% distribution 90%	Annually	End of Fiscal Year
		4. # of hours of police training hours	Measuring	Annually	End of Calendar Year
		5. # of businesses inspected via Crime Prevention Through Environmental Design and % compliance	50% of reg. bus. measuring	Annually	FY2022
		6. % of residents rating their overall feeling of safety in Grand Rapids as excellent or good (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
	O5 Oversight and Accountability	1. Type of Civilian Appeal Board findings and outcomes of appeals	Measuring	Annually	April
		2. # of complaints filed against public safety employees, broken down by department, type and outcome	Measuring	Annually	End of Calendar Year
		3. # of engagements that led to violence interruptions and disruptions	2,000	Annually	July
		4. # of interactions and treatment of high-risk individuals that served to defuse immediate conflicts that had a high-risk of leading to gun violence	60	Annually	July

CITY OF GRAND RAPIDS

STRATEGIC PLAN