

City of Grand Rapids **Achievements**

October 2018 - October 2019

Governmental Excellence

Embed Equity (Objective 1)

- Received Commission Approval for the Third Ward Equitable Development Fund and implemented façade improvement (Southtown Façade Program launched in July and then worked to create program guidelines that align with other programs for maximum impact; Ended the first quarter with Southtown CIA program guideline review and preparation for Commission approval); keep people in their homes (program launched and reviewed 88 properties to determine eligibility; 11 properties signed participation agreements or have been identified as candidates); lead awareness campaign. (Executive, Design and Development, Community Development, Equity and Engagement)
- Established administrative framework and began implementation of the Michigan Indigent Defense Commission (MIDC) Compliance Plan, Standards 1-4. (Community Development)
- Completed of The Eviction Prevention Program in the 61st District Court is proving to be a promising practice as completion of the second year of a 3-year pilot. (Community Development)
- Contracted with outside attorneys per Michigan Indigent Defense Commission standards to represent defenders at appropriate steps of the legal process. (Community Development)
- Provided REAL Cohort Training to 35 employees, with a total of 90 employees trained overall. (Equity and Engagement)
- Aligned Diversity and Inclusion Office with Office of Equity and Engagement and elevated work to the Executive Office. (Executive)
- Passed update of unique Human Rights and Bias Free Crime reporting ordinances. (Equity and Engagement)
- Received \$300,000 Kellogg Equitable Grand River Restoration grant. (Equity and Engagement)
- GRPL established an anti-racism task force. (Libraries)
- Update budget process to collect information on budget requests that advance equity. (Performance Management, Fiscal Services, Equity and Engagement, Engineering)
- Building a system to disaggregate data by demographics. (Performance Management, Fiscal Services, Equity and Engagement, Engineering, Customer Service and Innovation)
- Recognized by the Michigan Association of Planners for Outstanding Planning Project: Advancing Diversity and Social Change for the “Viva La Avenida Area Specific Plan.” (Design and Development)

Fiscal Sustainability (Objective 2)

- Successfully aligned and presented a proposed budget broken out by strategic priority, neighborhoods of focus and – where appropriate – Ward distribution. (Fiscal Services, Performance Management)
- Received \$8.6 million in grant funding for City projects and initiatives. (FY20 Q1) (Various departments)
- Adopted FY2020 Budget that began implementation of the Strategic Plan. (Executive, Fiscal Services, Performance Management)
- Expanded use of interactive dashboards for inspection management and performance. (Code Compliance)
- Created a web-based tool to streamline & improve efficiency of on-site contract monitoring. (Community Development)
- Produced final draft of Debt Policy – the first of many fiscal policies to be reviewed and updated. (Fiscal Services)
- Worked with Consumers Energy on rate changes to 30 accounts estimated to save at least \$450K per year. (Sustainability)
- Brought trench repair work in-house at a cost savings to the Water/Sewer Funds. (Public Works)
- Achieved financial stability and resiliency within the Refuse Collection and Disposal Fund. (Public Works)
- Upgraded Streetlighting/primary circuit infrastructure. (Environmental Services)
- Received EGLE/DEQ approval for Asset Management Plan. (Water)
- Contributed additional \$1 million in funds (over and above the required contributions) contributed to the City's General Pension Fund. (Fiscal Services)
- \$3 million added to pension funds and post employment healthcare funds. (Fiscal Services)
- Continued to develop working relationships with major investors and funders in the Community. (Executive)
- Anticipated savings of \$13 million dollars over three years in health care savings with no significant change in benefit to employees. (Human Resources)
- Built out Socrata open data portal to include capital projects, budget and open data modules with GR Digital. (Customer Service and Innovation, GVSU Capstone team, Comptroller, Fiscal Services)
- Utility of the Future Award Renewal – Commitment and Progress in continuing to lead an innovative and successful utility from the National Association of Clean Water Agencies and the Water Environment Federation. (Environmental Services)
- Received Premier Utility Management Performance Award from the Michigan Water Environment Association. (Environmental Services)
- Concentrated Waste Line project recognized as Project of the Year by the American Public Works Association. (Environmental Services)
- Travel Guidelines were published to assist with recently updated travel policies. The Travel Report to Commission was updated to summarize travel expense codes by

department numbers in the financial system, which allows for easier reconciliation to expenses as they occur. (Comptroller)

- Completed workpapers for the FY2019 Comprehensive Annual Financial Report and onsite audit by external auditors. (Comptroller)
- Transition from FY2019 to FY2020 with the new budget load to Finance and the Labor contract updates to Payroll. (Comptroller)

Employees (Objective 3)

- Reorganized the Executive Office, including Diversity and Inclusion and Performance Management to better align with the Strategic Plan. (Executive)
- Retained the Assistant City Manager/CAO. (Executive)
- 62 employees hired including City Engineer, Assistant City Attorney, Deputy City Attorney, Police Chief, Interim Director of Office of Oversight and Public Accountability, and City Assessor (FY20 Q1). (Human Resources + other departments)
- 184 employees hired. (Human Resources)
- 13 police officers promoted. (Police)
- City Manager met with over 1,132 employees through Internal Town Hall meetings and City Manager's Digital Town Hall meeting. (Customer Service and Innovation)
- Initiated work with Hire Reach, an evidence-based approach to hiring designed to reduce turnover, improve quality of hires, and support workforce diversity initiative, and began pilot testing with select classifications. (Human Resources)
- Created earn-and-learn positions to create pipelines for hard-to-fill positions. (Human Resources)
- Created a Skilled Trade recruiter position to implement a comprehensive skilled trade recruitment and retention strategy and implemented earn-and-learn positions to create pipelines for hard-to-fill positions. (Human Resources)
- Developed and implemented Utility Aide program to create career pathways and lower barriers to employment. (Water)
- ELC collaborated with HR, Water, WRRF, Traffic Signals and Facilities Management to finalize an Electrical Apprenticeship program to hire five apprentices. (Environmental Services)
- 26 participants registered for the latest class of Public Works Academy, with 24 completing the program. (DPW) Finalized plans for implementation of a new learning management system that will be used citywide and allow for career track pathways and self-directed learning for all employees. (Human Resources)
- Reinstated employee service recognition programs and hosted a "Public Servant Celebration" to recognize the work of all employees, particularly through the unprecedented winter weather of 2019. (Human Resources)
- Bargaining contracts completed parental leave, health insurance and sick leave improvements. (Human Resources)
- Updated compensation for Election Inspectors to be in line with market rates. (City Clerk)
- Implemented portions of the compensation study through GREIU collective bargaining. (Human Resources)

- Hosted two staff leadership retreats. (Performance Management)
- Launched internal Innovation Team and online hub for staff to access innovation strategies and information. (Customer Service and Innovation)
- City Treasurer named national city executive of the year – LocalSmart Award from StateScoop. (Treasury)
- Purchasing Agent, Amie Merren, received Marvin F. Klang Award – highest honor given by the Michigan Public Purchasing Officers Association. (Purchasing)
- Joe Sulak achieved Sustainable Sites Initiative (SITES) Accredited Professional certification. (Parks and Recreation)
- Emily Miner, Charles Schroeder, and Nicole Pasch recognized for their service to the public through water services by the Michigan Water Environment Association. (Environmental Services)
- Latesha Lipscomb recognized by the Michigan Association of Planners for the Leadership Award for Planning Advocate. (Design and Development)
- Accepted a grant award from FEMA and DHS of \$1,225,454.54 to install systems to remove toxic fumes from fire apparatus and wellness training for firepersons. (Fire)

Facilities/Workspaces (Objective 4)

- Collaborated with Facilities and Fleet Management to complete an all gender restroom and lactation room in City Hall. (Equity and Engagement, Facilities)
- Calder Stabile restored. (Facilities)
- Issued RFP for MLK Lodge. (Parks and Recreation)
- Upgraded City Hall heating and cooling systems. (Facilities)
- WRRF improvements (Environmental Services):
 - New South Plant actuators installed
 - Phosphorus Recovery System equipment ordered
 - Maintenance shop expanded
 - Grit removal system upgraded – Report of asset conditions and options for refurbishment/replacement received from consulting engineer
 - WRRF Master CAD updated
 - Alpine Pump Station equipment submittals being reviewed
 - Improvements to safety access items at WRRF, MAPS, and MARB
 - Alger Ravine - Quality Assurance Project Plan submitted
 - WRRF lab modernization – temporary lab construction near completion (ESD)
 - ELC designed 3 major lifecycle replacements projects including upgrades to the primary electrical distribution systems, replacement of end of life concrete poles, and participation in vital streets projects based on their asset management condition index

Technology/Performance Management/Internal Communication/Data (Objective 5)

- Adopted Strategic Plan. (Executive, Performance Management)

- Established Office of Sustainability and Performance Management to continue sustainability work and facilitation of the strategic plan through reporting of performance. (Executive)
- Designed and implemented a performance management framework, hired an Energy, Climate and Performance Management Specialist, held a Top Management Retreat. (Sustainability, Performance Management)
- Established and implemented GIS data standards. (Engineering)
- Procured Socrata data analytics platform as a foundation to providing open, transparent City data and creating a framework for both data reporting and data-informed decision-making for all City agencies. (Customer Service and Innovation)
- Developed pilot website for more effective legislative tracking and reporting in partnership with Government and Legislative Affairs. (Customer Service and Innovation, Legislative Affairs)
- Began work to pilot a new employee Intranet, planned for deployment by the end of 2019. (Customer Service and Innovation)
- Initiated technology enhancements to offer inspection scheduling through text message, IVR (with Spanish-language option) and a new Web portal. (Design and Development)
- Continued deployment of Infrastructure as a Service (IaaS) to allow for virtual, cloud-based computing services for all employees. (Technology and Change Management)
- Initiated 2-factor authentication project, which will increase security to critical systems accessed remotely or via cloud-based services. (Technology and Change Management)
- Improved Mobile Device Management policies and processes to increase uniformity, security and efficiency of administration. (Technology and Change Management)
- Began process for migration of telephony services to AT&T. (Technology and Change Management)
- Began process for updating, replacement and/or refresh of core switch components. (Technology and Change Management)
- Engaged a chief information security officer as a service. (Technology and Change Management)
- Passed a 5G ordinance. (Legislative Affairs, Sustainability, Environmental Services)
- Completed second Quick Impact Assessment (QIA) evaluating the City's social/environmental/governance impact. (Sustainability)
- Recognized by Governing Magazine and Living Cities as the nation's top data driven city. (Customer Service and Innovation)
- Launched the Innovation Team – iTeam. (Customer Service and Innovation)
- Grand Rapids recognized as the #1 metro area for sustainable development by Site Selection Magazine. (Customer Service and Innovation, Sustainability)
- Center for Digital Government's 2019 City Government Experience Award for creation and implementation of GR PayIt which allows residents and others to pay for multiple City services using a single account. (Treasury, Customer Service and Innovation)
- City's website placed 4th in Overall City Government Experience competition. (Customer Service and Innovation)
- GRPL passed a Strategic Framework. (Libraries)

- Commission awarded two contracts totaling \$1.66 million for upgrades to the City's street lighting system. (Engineering, Environmental Services)
- Currently at 60% design to install 500 LED streetlights with controls in neighborhoods, with approximately 1/3 going into each Ward. (Environmental Services)
- Launched the first group of smart water, sewer, and electric meters and analytics platforms. (Environmental Services/Water)
- ELC started LED Street Lighting conversion including 7 pin control modules that operate on a wireless FlexNet control platform. We have approximately 100 new street lights in operation. Plan to replace 300 failing concrete street lighting poles throughout the city, installing new LED street lighting and controls. (Environmental Services)
- ELC installed and commissioned first Smart Electrical Meters. (Environmental Services)
- Implemented a new electronic plan review solution that provides customers with access to submit plans electronically and view comments/mark-ups from plan reviewers online. (Design and Development)

Master Plan (Objective 6)

- Continued work on South Division Corridor plan, hosting multiple events and engagements in the project's storefront "pop-up" space and refining work group recommendations in to key plan priorities. (Design and Development)
- Released South Division Corridor Area Specific Plan and Southtown Business Area Specific Plan for public comment to amend 2002 Master Plan. (Design and Development)
- Age Friendly Plan completed. (Design and Development)
- Completed the Heartside Quality of Life Study. (Design and Development)
- Adopted the Bike Plan as an amendment to the City of Grand Rapids Master Plan. (Mobile GR)
- Recognized by the Michigan Association of Planners of the City of Grand Rapids and its Partners for Excellence in Planning. (Design and Development)

Economic Prosperity and Affordability

Business Services (Objective 1)

- Implemented a new electronic plan review solution that provides customers with access to submit plans electronically and view comments/mark-ups from plan reviewers online. (Design and Development)
- Managed migration of CGI/Advantage360 to Azure to provide improved business tools and single sign-on for users. (Fiscal Services)
- Repealed outdated regulations such as those regarding "Motion Picture Theaters." (City Clerk)
- Developed and implemented process regarding separation distance from public parks for proposed medical marijuana facilities. (Design and Development)
- Retained Ombudsperson. (Design and Development)

Business Growth (Objective 2)

- Attracted Acrisure, global insurance company, to Studio Park project in collaboration with MEDC and the Right Place to bring 400 jobs downtown. (Economic Development)
- Partnered with Spectrum leadership to consolidate Transformation and Innovation Center in the North Monroe area – 1,200 employees. (Economic Development)
- Opening of Studio Park, \$160 M public-private partnership with studio, housing, retail, hotel and 900+ parking spaces and new global HQ to downtown (FY20 Q1). (Economic Development)
- Partnered with GVSU on a mathematical modeling project that begins to effectively analyze displacement models at the census tract level. (Customer Service and Innovation)
- Navigated implementation of medical marijuana. (Design and Development)
- Finalized medical marijuana ordinance and policies to guide operation of facilities. (Design and Development)
- Approved a licensing ordinance for marijuana. (Design and Development, Legal)
- Successfully facilitated development of a TIF & Development Plan for the South Division-Grandville CIA, to begin receiving revenues in FY20. (Economic Development)
- Worked with the North Quarter CIA to amend their TIF & Development Plan to capture TIF revenues in FY20, after three consecutive years with no TIF collections. (Economic Development)
- Approved Brownfield Development Agreement for \$83M Grand Rapids Innovation Park. (Economic Development)
- Approve \$19.5M FALK Industrial Development Project. (Economic Development)
- Approve \$282,000 Obsolete Property Rehabilitation for Pottery Lan. (Economic Development)
- Increased participation in diversity programs like Mygrcitypoints (+30%) and Micro-LBE registrations (+26%). (Equity and Engagement)
- Secured statutory changes: Public Act 588 (2018) replaces the Clean Michigan Initiative bond funding, providing funds for brownfields cleanup/redevelopment, remediation of contaminants like PFAS, local recycling programs, and waste management/landfill closures. (Government and Legislative Affairs)
- American Public Works Association Michigan Chapter Project of the year award for concentrated waste forcemain project used to serve growing businesses. (Public Works)
- Facilitated community benefit and business parking solution for Consumers Energy regional headquarters. (Mobile GR)
- Complied with State and Federal Laws through passage of ordinances related to 5g and began implementation of new Administrative Rules to address residents' concerns within legal limits. (Energy Lighting and Communications)
- Grand Rapids recognized as the #1 metro area for sustainable development by Site Selection Magazine. (Sustainability, Economic Development)
- Partnered with DGRI and GR Area Chamber of Commerce to commission retail market study and retain a retail specialist to help reduce ground-floor vacancy and recruit appropriate retail mix. (Economic Development)

- SmartZone approved moving forward with expansion of existing incubator to attract larger tech companies to the Certified Technology Park. (Economic Development)
- Opportunity Zone Prospectus being finalized with marketing strategy to be developed in the coming weeks. (Economic Development)

Resident Education/Employment/Wage Growth (Objective 3)

- Continuing permitting process for River Restoration including adoption of a MOU with Grand River White Water and a MOA with GRWW, Great Lakes Fishery Commission and US Fish and Wildlife Service. (Design and Development)
- City Commission and Brownfield Redevelopment Authority approved projects expected to create 308 new jobs at the completion of those projects (FY20 Q1). (Economic Development)
- Established memorandum of understanding with Grand Valley Metropolitan Council for river restoration. (Executive, Legal)
- Secured additional funding/appropriations from the state: \$2 million for Restore the Rapids and \$300,000 to support the To College/Through College program. (Government and Legislative Affairs)
- \$95,000 United Way – ELO Network grant received. (Our Community’s Children)
- Continued sponsorship program with the Grand Valley Police Academy in an effort to ensure that financial considerations are not a barrier to entry into a career with Police. (Police)
- Trained 40 young people in the LEAD program and placed within Mayor’s 100 businesses. (Our Community’s Children)
- Served to date 1,734 students through the T2CStudio helping them get to and through college. (Our Community’s Children)
- Launched the 21st Mayor’s Youth Council. (Our Community’s Children)

Housing (Objective 4)

- Continued the implementation of the Affordable Housing Community Fund and integration with the Land Bank. (Executive)
- Aligned the FY2020 Neighborhood Investment Plan funding awards with the City’s Strategic Plan priorities. (Community Development)
- Completed adoption of the Housing NOW! Zoning Amendments. (Design and Development, Economic Development, Community Development)
- Used Brownfield TIF and local Brownfield Revolving Fund to support four projects containing 158 units of affordable housing, most of which are already under construction. (Economic Development)
- Facilitated grants to subsidize affordability and lead remediation on tax-foreclosed properties received through the Kent County Land Bank Authority. (Economic Development)
- Assisted in securing \$1.6 million in Low-Income Housing Tax Credits for Plaza Roosevelt, which will include 48 new affordable apartments for rent. (Legislative Affairs)

- Secured statutory changes: Public Act 585 (2018) allows the city to provide incentives for affordable rental housing. (Legislative Affairs)
- Between October 1, 2018 and September 30, 2019, the Development Center approved permits for the construction of 652 housing units. During that same time period, the City Commission or Brownfield Redevelopment Authority approved Economic Development projects that included the development of 173 housing units, of which 120 will be affordable to households earning between 30% and 80% of area median income. (Development Center, Economic Development, Community Development)
- Established Housing Practice Leader services to examine, recommend, and facilitate City's Housing efforts through partnership with Housing Next. (Executive)
- Partnering with Grand Rapids Area Chamber of Commerce for a Housing Needs Assessment. (Executive)
- State approved Eastern Elementary redevelopment for mixed-income housing. (Economic Development, Community Development)
- Established partnerships with Mel Trotter Ministries and 3:11 Youth Housing for innovative programs with tax foreclosures. (Economic Development)
- Successfully navigated the dissolution of the Kent County Land Bank. (Executive)
- Approval of an agreement with the Michigan State Land Bank Authority as a significant step in resolving the elimination of the Kent County Land Bank Authority. Agreement was necessary to allow the City to preserve the land resources of the KCLBA and provide services related to tax foreclosures all in service to affordable housing outcomes. (Economic Development, Legal)

Destination City (Objective 5)

- Secured additional funding/appropriations from the state: \$5 million for the West Michigan Amphitheatre. (Legislative Affairs)
- Rosa Parks Circle recognized as one of America's Great Urban Places by the American Planning Association. (Parks and Recreation)
- Rosa Parks Conservancy launched. (Parks and Recreation)
- Aligned local ordinances to State fireworks laws. (Fire)
- Over 1 million attendees for City permitted events. (Special Events)
- Permitted 105 event applications totaling 188 authorized special events (FY20 Q1). (Special Events)
- Partnered with Project [1] (ArtPrize) for inaugural event. (Special Events)
- Established commemorative designation of Michigan Street from Monroe Avenue to College Avenue as Medical Mile. (Engineering)
- Partnered to introduce a new cultural festival - A Glimpse of Africa. (Special Events)
- Regained a cultural fest that had left the city many years ago – Oktoberfest. (Special Events)
- Initiated Storytime at Joe Taylor Park - four story time events throughout July and August. (Special Events)
- Established new partnership/collaboration and hosted Maranda Park Party in Garfield Park. (Special Events)

Engaged and Connected Community

Enhance Communication (Objective 1)

- Formalized the communication office and protocols. (Communications)
- Established new policies for notification and coordination of media inquiries in order to better achieve our goal of one city, one voice. (Communications)
- Continued implementation of recommendations from the Truscott Rossman Strategic Communications Plan, with a particular focus on proactive communication, internal collaboration/coordination and fully leveraging digital media properties. (Communications)
- Realigned to include TV Administrator and GRTV as part of the Office of Communications. (Communications)
- Initiated several high-profile communications campaigns such as: river restoration, Census 2020, Lead awareness, human trafficking. (Communications)
- Implemented emergency text message alert sign-up so residents can register for real-time public safety messages. (Police)
- Launched fourth installment of OurCity Academy. (Our Community's Children)
- Built out Socrata capital projects, budget and open data modules with GR Digital to enhance delivery of information to the public. (Customer Service and Innovation, GVSU Capstone team)

Community Engagement Strategy (Objective 2)

- Developed pilot engagement model for Heartside Quality of Life Plan by contracting with a local resident and business owner to lead those efforts. (Design and Development)
- Continued work on Zero Cities project, completing Social Ecosystem Mapping and securing Urban Core Collective as anchor/equity partner. (Sustainability)
- Began planning for 2020 Census efforts in coordination with regional and interagency partners. (Communications, Legislative Affairs, Development Center)
- Hired Census Coordinator and Ambassadors to begin ramping up for Census 2020 effort. (Development Center)
- Launched the 21st Mayor's Youth Council. (Our Community's Children)
- More than 100 young people attend KidSpeak giving testimony on neighborhood improvements. (Our Community's Children)
- Produced four new special events in neighborhoods of focus (Special Events):
 - Declaration of Peace Experience (D.O.P.E.) Rap Challenge at Joe Taylor Park
 - Back to School Family Picnic at MLK Park
 - Back to School Relaxer - Movie in the Park at Joe Taylor Park
 - Family Picnic and Disc Golf event at Highland Park

Gauge/Enhance Community Perception (Objective 3)

- Created a Task Force on Elected Representation. (Executive)
- Implemented contract for development, execution and analysis of a community survey. (Executive)

Elevate Resident Voice (Objective 4)

- Served 18 neighborhood associations and 86 resident-leaders through the Neighborhood Leadership Academy (NLA). 57 of those participants received equity-specific training as part of their NLA participation. (Equity and Engagement)
- Completed Phase I and Phase II of engagement for MLK Park Neighborhood Association to support establishment of the neighborhood association and visioning of the MLK Park Lodge. (Equity and Engagement)
- Amended Parks and Recreation Advisory Board to increase opportunities for stakeholders and residents to contribute their voice. (Parks and Recreation)
- Consolidated, moved, and established polling locations to provide better election services. (City Clerk)

Health and Environment

Carbon Emissions/Climate Resilience (Objective 1)

- Improved energy and carbon performance tracking by completing department energy performance reports, calculating the City's 2018 greenhouse gas/carbon footprint and updating key data on approximately 200 Energy Star Accounts. (Sustainability)
- Reduced weather-normalized utility consumption in city-owned public facilities by an average of 17% over the past year. (Facilities, Sustainability)
- Partnered with National League of Cities (SolSmart) and the National Renewable Energy Laboratory to analyze City solar ordinances and complete technical and economic assessments for solar on 7 City buildings. (Sustainability)
- Finalizing an MOU with Consumers Energy regarding solar development at Butterworth Landfill. (Sustainability)
- Participated in the SolSmart campaign to assess and identify how we can be a more solar friendly city for residential and small scale commercial solar installations; recommending changes to Zoning Ordinance on how residential solar is regulated. (Sustainability, Design and Development, Development Center)
- Installed six electric vehicle charging stations for use by city-owned fleet with plans to expand availability in the near future. (Facilities, Mobile GR, Sustainability)

- Continued work on Zero Cities project, completing Social Ecosystem Mapping and securing Urban Core Collective as anchor/equity partner. Began co-creating a program focused on reducing carbon emissions of low-income housing in NOFs. (Sustainability)
- Launched a Community Collaboration on Climate Change in partnership with community focused on equitable climate change planning. (Sustainability)
- Completed upgrades to heating and cooling systems at the Ottawa Hills and Van Belkum locations. (Libraries)

Green Space/Recreational Activities (Objective 2)

- Acquired 12 acres of property along the Grand River which are key to connecting approximately 245 miles of state rail-trail networks. (Economic Development)
- Received \$150,000 Great Urban Parks grant for youth employment and improvements to Ken-O-Sha Park. (Parks and Recreation)
- Received Michigan Department of Natural Resources grants to improve Clemente Park (\$300,000) and Riverside Park (\$150,000). (Parks and Recreation)
- Rosa Parks Circle recognized as one of America's Great Urban Places by the American Planning Association. (Parks and Recreation)
- Implemented \$40,000 walk to parks grant/study in partnership with NRPA, ULI and the Trust for Public Lands. (Parks and Recreation)
- Received \$400,000 Outdoor Foundation – Thrive Outside Initiative grant. (Our Community's Children)
- Received \$10,000 NLC – Connecting Children to Nature grant. (Our Community's Children)
- Completed Plaster Creek Family Park and Burton Elementary/Middle School outdoor classrooms and playscape. (Parks and Recreation)
- Completed substantial renovations of four parks with various upgrades for recreation and education (Briggs, Joe Taylor, Lookout and Reservoir). (Parks and Recreation)

Water Resources (Objective 3)

- Biodigestion with Combined Heat and Power – Construction continues, mechanical and electrical equipment being installed. Tank construction has begun. EGLE Air Quality Permit to Install was issued to City of Grand Rapids WRRF in August. (Environmental Services)
- Renewable Natural Gas Conditioning System – Construction contract awarded. (Environmental Services)
- Successfully implemented \$1 million in lead service line replacements using the Drinking Water Revolving Fund Pilot Grant. (Engineering, Water)
- Replaced 316 Lead Service Lines (2019 YTD). (Water)
- Water Environment Federation – Gold Award in Project Management and Innovation in 2017. (Environmental Services)
- First in the country to implement Green Infrastructure Portfolio Standards. (Environmental Services)

- Received the National Water Fluoridation Quality Award for maintaining optimally fluoridated water throughout 2017. (Water)
- PFAS minimization study underway; IPP – Pollution Minimization Program Management for PFAS – 3 monthly reports submitted. (Environmental Services)
- Four of six rounds of PFAS testing completed and three of four tests completed with non-detect results (exception for 6:2 FTS detection, but contaminant is not currently regulated). (Water)
- Indian Mill Creek Dam - Fish passage improvements 90% complete. (Environmental Services)
- Richmond Park Daylighting 70% complete. (Environmental Services)

Minimize Waste Generation and Promote Diversion (Objective 4)

- Modified the Trash Reduction Program model to issue notice of compliance rather than an immediate notice to abate in order to improve customer satisfaction. (Code Compliance)
- Initiated Zero Waste Pilot in partnership with Facilities and Public Works. (Sustainability, Facilities, Public Works)
- Approved development of compost site and initiated construction contract to build facility. (Public Works)

Health Disparities (Objective 5)

- Lead committee recommendation report completed – TACTIC. (Legislative Affairs, Community Development)
- \$1.3 million CHIP Lead Hazard Control Grant award for lead and \$4.2 million lead hazard control grant received. (Community Development)
- Launched Lead Awareness and Education campaign in partnership with Kent County and other organizations. (Legislative Affairs, Communications)
- Facilitated grants to subsidize affordability and lead remediation on tax-foreclosed properties received through the Kent County Land Bank Authority. (Economic Development)
- Secured statutory changes: Public Act 588 (2018) replaces the Clean Michigan Initiative bond funding, providing funds for brownfields cleanup/redevelopment, remediation of contaminants like PFAS, local recycling programs, and waste management/landfill closures. (Legislative Affairs)
- Began awareness campaign regarding Human Trafficking. (Customer Service and Innovation)
- Received \$45,000 Kent County Health Department – Medical Marijuana Oversight grant. (Design and Development)
- Launched partnership between Seamless, Start Garden and GVSU Capstone team to use air quality data to produce an innovative solution that can be used by residents to determine pollution levels (particulate matter and O2) that could impact health,

particularly for those suffering from asthma or COPD. (Customer Service and Innovation, Environmental Services)

Mobility

Multi-Modal Transportation (Objective 1)

- Established comprehensive Bicycle Action Plan. (Mobile GR)
- Issued Sidewalk snow plow pilot RFP. (Mobile GR)
- 0.51 miles of new sidewalk installed to connect gaps including two projects (Skyline and 3 Mile). (Engineering)
- DASH ridership up 38.6% over same time previous year (36,903 more riders). (Mobile GR)

21st Century Mobility Options (Objective 2)

- Launched autonomous and electric vehicle pilot with May Mobility. (Mobile GR)
- Launched mobility pilot with Ford Cities of Tomorrow and The Rapid to improve Go!Bus service. (Mobile GR)

Parking (Objective 3)

- Created new digital service to replace a paper-based system and enhance the customer experience for reserving parking meters. (Mobile GR)
- Launched new online parking permit system. (Mobile GR)
- Set monthly parking rates and opened 300 city managed spaces at Studio Park and 67 evening spaces at 601 Ottawa. (Mobile GR)
- Approved civilian resources/authorized volunteers for parking enforcement. (Mobile GR)
- Developing an innovative solution that integrates on street parking spaces and availability, integrated with weather and walking distance from the parking space to the venue. (Mobile GR, Customer Service and Innovation, GVSU Capstone team)
- RFP approved to find a development partner to participate in a project that would add approx. 200 parking spaces downtown, with potential for additional commercial or residential development. (Economic Development)

Transportation Network (Objective 4)

- Realigned Mobile GR implementation to allow consolidation of efforts, consistent with strategic planning activities. (Mobile GR)
- Annually, the Grand Valley Metropolitan Council (GVMC) surveys the condition of all City streets. There was an increase from 58% to 60% of streets in good/fair condition from 2017 to 2018, but preliminary indication is that the percentage of our streets that are in the state of good repair is at 57.1% from 60.6% in 2018. (Engineering)
- One of the first in the nation to implement low-impact development for Vital Streets projects. (Environmental Services)

- For the first quarter of FY2020, the City Commission authorized \$9.5 million in Vital Streets funds for 12 projects which leveraged an additional \$14.15 million resulting in a \$23.65 million investment. There were 115 Engineering Dept. projects in FY20 Qtr 1 that may or may not have had Vital Streets Funding. (Engineering)
- Secured additional funding/appropriations from the state: \$114 million (FY19) and \$143 million (FY20) in shared funding for projects through the State Transportation Fund. (Government and Legislative Affairs)
- Supported regional West Michigan Express Pilot Project. (Mobile GR)
- The Equitable Economic Development and Mobility Strategic Plan (EEDMSP) workgroup successfully held 20 focus groups in late September in order to test a series of draft objectives and strategies that will guide implementation of the plan. The next steps are to create a draft of the EEDMSP, which will be reviewed by the Steering Committee in November and lead to the completion of the plan near or right after the end of the 2019 calendar year. (Mobile GR, Economic Development)

Safe Community

Emergency Preparedness (Objective 1)

- Completion of the Hillard Heintze deployment study. (Police)
- Certified in March 2019 as one of 348 ISO Class 1 agencies. This is in addition to current status as one of 266 accredited fire agencies in the world. Only 77 agencies hold both recognitions. (Fire)
- Continued to provide home safety education and free smoke alarms in Grand Rapids homes, which now total more than 50,000 alarms in 10,000 homes (25% of owner-occupied homes in the city). (Fire)
- Hired Emergency Management Administrator. (Fire)
- Fire Prevention Week hosted. (Fire)
- Passed CPTED ordinance, first of its kind in the country. (Design and Development, Legal)
- Received \$257,552 FEMA – Fire Prevention & Safety Grant. (Fire)
- Received \$1.2 million FEMA – Fire Prevention & Safety Grant. (Fire)
- Secured statutory changes: Public Acts 634, 635, and 636 (2018) amend fireworks ordinances to provide the City and GRFD with additional tools for enforcement and increased public safety and Public Act 616 (2018) fully funds fire protections grants, more than doubling the amount previously received by the City. (Legislative Affairs)
- Initiated 2-factor authentication project, which will increase security to critical systems accessed remotely or via cloud-based services. (Technology and Change Management)
- Bike box at Lake Michigan Dr - Seward, traffic signal and pavement markings along Michigan Street completed. (Mobile GR)
- Governor appointed Hank Kelley to Traffic Safety Advisory Commission. (Mobile GR)
- Received \$742,005 Auto Theft Prevention Authority grant. (Police)

- Received \$20,136 Office of Highway Safety Planning grant. (Police)
- Successfully coordinated with multiple agencies on a visit from the President of the United States, providing a safe environment for all involved (2 arrests, no injuries). (Police)
- Successfully ensured the safety of participants of the May 1 march with no arrests and minimal disruption to streets and traffic. (Police)

Emergency Response (Objective 2)

- Led the City through the Polar Vortex and subsequent Ice Storm. (Fire, Various Departments)
- Responded timely and effectively to storm activities in September. (All Departments)

Recovery from Emergencies (Objective 3)

- Used experience from polar vortex to aid in recovery from September 2019 extreme weather event. (All Departments)
- Continued work to restore critical and secondary infrastructure from September storms. (Fire, Public Works)

Community Oriented Policing (Objective 4)

- Hired Police Chief, Deputy Police Chief + 24 sworn police officers and promoted 11 police officers. (Police, Human Resources)
- Created 3 civilian positions in the Police Department (Subpoena Specialist, Special Services Unit Officer, Property Management Unit Officer). (Police)
- Completion of the Hillard Heintze deployment study. (Police, Executive)
- Commission authorized volunteers to enforce additional parking violations. (Mobile GR)
- Added five Intern positions to the authorized strength. (Police)
- Held the first ever “Women’s Summit” for officer recruiting. (Police)
- Removed financial barriers to recruiting by offering the Michigan Commission on Law Enforcement Standards (MCOLES) pre-employment test for free. (Police)
- Launched a Community Safety through Parks and Recreation pilot program that included hiring 7 Park Ambassadors that worked at MLK and Joe Taylor Park 7 days/week (Aug – Oct) to assist park users, park programming and park maintenance; expand recreational offerings for Joe Taylor Park; and host community events in Joe Taylor, Garfield and Highland Parks. (Parks and Recreation)
- Created the Office of Oversight and Public Accountability and hired an Interim Director. (Executive - OPA)
- Implemented a Foreign Nationals Policy. (Police)
- Transmitted Cure Violence Program Assessment Report and Budget Options. (Community Development)
- Established Crime Prevention Through Environmental Design (CPTED) ordinance and fees. (Design and Development)
- Offered residents the opportunity to sign up for real-time public safety messages. (Police)

- Conducted several “Policing at the Speed of Trust” seminars, where over 200 police officers were partnered with over 200 community members to discuss trust and improve police/community relations. (Police)
- Completed 21st Century Policing Recommendation report. (Executive, Police)

Safe, Stable and Permanent Housing (Objective 5)

- Created enforcement framework and began implementation of the Residential Rental Application Fees Ordinance. (Code Compliance)
- Keeping People in their Homes as part of Third Ward Equity implementation. (Community Development)