Agenda

• City Manager Mark Washington kickoff
• Work completed since January 22, 2019 Strategic Planning Workshop
• Overview and discussion of each strategic priority
• Wrap-up and next steps
Strategic Plan Framework

- Values
- Vision
- Mission
- Strategic Priorities and Outcomes
- Objectives
- Strategies and Metrics
- Deployment and Annual Performance Reporting
- Staff Performance Evaluation

- What do we stand for?
- Where are we going? What do we aspire to achieve?
- What do we do? Who do we do it for?
- What do we want to achieve?
- Where will we focus our efforts?
- How will we achieve outcomes and measure performance?
- How will we track it?
- How will we hold staff accountable?

- Master Plan (20-30 years)
- Strategic Plan (3 - 5 years)
- Fiscal Plan (1 year)

- Specific & Tangible
- Achievable
- Measureable
- Agendas
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Values</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Accountability</strong></td>
<td>Always acting with integrity and transparency and being responsible for what you do and say.</td>
</tr>
<tr>
<td><strong>Collaboration</strong></td>
<td>Working together in partnership with others; teamwork.</td>
</tr>
<tr>
<td><strong>Customer Service</strong></td>
<td>Professionally taking care of those that live, work or visit the City. Providing respectful, excellent, high quality service and assistance before, during and after the person's interactions with the City.</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td>Leveraging City influence to intentionally remove and prevent barriers created by systemic and institutional injustice.</td>
</tr>
<tr>
<td><strong>Innovation</strong></td>
<td>Challenging how things have been done before. Fulfilling customer needs by offering new ways of making lives better and operations more successful. Being nimble, self-aware and open to feedback.</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td>The ability to be maintained; making decisions with an understanding of how those decisions will impact the environment, people and communities in addition to finances.</td>
</tr>
</tbody>
</table>
Grand Rapids will be nationally recognized as an equitable, welcoming, innovative and collaborative city with a robust economy, safe and healthy community, and the opportunity for a high quality of life for all.
Mission

To elevate quality of life through excellent City services.
Strategic Priorities

- Governmental Excellence
- Economic Prosperity and Affordability
- Mobility
- Safe Community
- Health and Environment
- Engaged and Connected Community
- 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.

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

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

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

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

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

Equity
Advance equitable outcomes and opportunity by leading with racial equity to eliminate disparities.
Content Overview

• One new Objective
  • Economic Prosperity and Affordability, Objective 5: Destination City

• Strategies and metrics
  • Overlapping concepts
  • Outcome based metrics
  • [NEW]: metrics that have not been publicly reported by the City in the past

• Project Team overview of each priority
• Values embedded throughout the draft plan
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.

Presented by:
Ms. Stacy Stout
Mr. Brandon Davis
Mr. Lou Canfield
Economic Prosperity and Affordability
Residents, employees and businesses have pathways to financial growth and security.

Presented by:
Mr. Jono Klooster
Ms. Erin Banchoff
Mr. Brandon Davis
Mr. Lou Canfield
Safe Community

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

Presented by:
Deputy City Manager Eric DeLong
Captain Geoff Collard
Assistant Chief Brad Brown
Mr. Brandon Davis
Mobility
Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.

Presented by:
Mr. Josh Naramore
Health and Environment

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

Presented by:
Ms. Alison Sutter
Engaged and Connected Community

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

Presented by:
Ms. Stacy Stout
Ms. Alex Melton
Equity

Advance equitable outcomes and opportunity by leading with racial equity to eliminate disparities.

Presented by:
Ms. Stacy Stout
Mr. Brandon Davis
Equity

Strategic Priority: Equity

Outcome: Race or ethnicity does not statistically determine

Strategies

1. Ensure all staff are held accountable for equity outcomes
2. Recommend against highlighting a few specific equity actions – all are important
3. Recommend against including all actions in equity section
4. Value that should be embedded throughout the entire plan
Next Steps

March 5: Strategic Plan Workshop continuation

March 26: Final Preliminary Strategic Plan presented to City Commission