Our Strategic Plan includes 140 metrics. We have selected 37 to include in the Key Metrics Dashboard. We are working to add more and will continue to update this dashboard as we are able. We’ve updated some of the metrics since the plan was approved in April 2019. The Dashboard reflects those changes.

Governmental Excellence

Foster and maintain fiscal sustainability

- **General Operating Fund Reserve Level**
  - 26.80%
  - Actuals (Budgetary Basis)
  - 7/1/18 - 6/30/19
  - Goal: 15.00%
  - Goal Met

- **Online Payments Made, Disaggregated by Service**
  - 400K
  - 7/1/18 - 6/30/19
  - Measuring

Attract, Hire, Train, and Retain High Performing Employees

- **Employee Turnover Rate**
  - 7.39%
  - Turnover
  - 7/1/18 - 6/30/19
  - Goal: 10.00%
  - Goal Met

- **New Hire Demographics**
  - 108
  - New Hires
  - 7/1/18 - 6/30/19
  - Measuring
Update the Master Plan to enable smart equitable growth

<table>
<thead>
<tr>
<th>Percent of Residents that Rated the Quality of Life in Grand Rapids as Excellent or Good</th>
</tr>
</thead>
<tbody>
<tr>
<td>78%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measuring</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/1/19 to today</td>
</tr>
</tbody>
</table>

Economic Prosperity and Affordability

Support a resilient business environment by optimizing processes and regulations for property development and business-related permitting and approval processes and regulations

<table>
<thead>
<tr>
<th>Number of Days to Approve a Permit via Administrative Approval</th>
</tr>
</thead>
<tbody>
<tr>
<td>46.89 Days</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Target Not Reached</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal: 28.00</td>
</tr>
</tbody>
</table>

Increase residents’ educational attainment, employment and wage growth

<table>
<thead>
<tr>
<th>Percent of Residents Earning above the Asset Limited, Income Constrained, Employed (ALICE) Threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>48%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Near Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target: 55%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Employees throughout the City Based on Number of W-2s</th>
</tr>
</thead>
<tbody>
<tr>
<td>274K</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Target Not Reached</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal: 293K</td>
</tr>
</tbody>
</table>
Support efforts that contribute to making Grand Rapids a destination City

**Number of People Attending City Permitted Events Annually**

1.2M Attendees
1/1/19 - 12/31/19

Engaged and Connected Community

Create a process to gauge and enhance community perception

**Percent of Residents that Rate the Quality of Service Provided by the City of Grand Rapids as Excellent or Good**
68%
7/1/19 to today

**Percent of Residents that Believe the City of Grand Rapids Does an Excellent or Good Job of Welcoming City Involvement**
47%
7/1/19 to today
Health and Environment

Reduce carbon emissions and increase climate resiliency

![Carbon Footprint of City Buildings, Utilities and Fleet (Metric Tons of Carbon Dioxide Equivalents)]

54.9K
Metric tons of CO2e
1/1/19 - 12/31/19
Measuring
See More →

![Percent of City Electricity Supplied by Renewable Sources]

37.00%
Renewable Energy
1/1/19 - 12/31/19
Measuring
See More →

Ensure equitable access to and use of green spaces and increase recreational activities

![Percent of Households within a 10 Minute Walk of a Park or Active Green Space]

77%
July 1, 2018 - June 30, 2019
Near Target
FY2023 Target 81%
See More →

Protect and preserve our water resources

![Water Quality Index for the Grand River (average measured from multiple points upstream, downstream and within the C...)]

73.00
Water Quality Index
July 1, 2018 - June 30, 2019
Goal 70.00
Goal Met
See More →
Minimize waste generation and promote waste diversion practices

Residential Waste Diversion Rate

19.00%
1/1/19 - 12/31/19
Measuring
See More ▸

Mobility

Create an accessible multi-modal transportation experience and reduce single-occupant vehicle travel

Percent of Annual Trips to Work where People Use Transit, Walking, Biking and Ride Sharing

20.9%
7/1/16 - 6/30/17
Target Not Reached
FY2023 Target 55.0%
See More ▸

Percent of Sidewalk Network Gaps

13.04%
Gap
7/1/18 - 6/30/19
Target Not Reached
Goal 0.00%
See More ▸

Percent of Residents Very or Moderately Familiar with Modes of Transportation Used as an Alternative to Driving a Car

68%
7/1/19 to today
Measuring
See More ▸

Operate and maintain the City's transportation network and work with partners to connect to the regional transportation network

Percent of Roads in State of Good Repair (70% or Better with 5+ PASER Rating)

61%
7/1/18 - 6/30/19
Measuring
See More ▸
Safe Community

Create a shared understanding with the community regarding timely, equitable and effective safety outcomes and align performance expectations and resource investments accordingly.

Number of Serious Injuries and Fatalities by Mode

1,140 Injuries/Fatalities
1/1/19 - 12/31/19
Measuring
See More →

Provide professional community oriented policing services to enhance trust,

Percent of Beats Covered 24/7/365
91%
7/1/18 - 6/30/19
Measuring
See More →

Percent of Residents Rating Their Overall Feeling of Safety in Grand Rapids as Excellent or Good
63%
7/1/19 to today
Measuring
See More →