



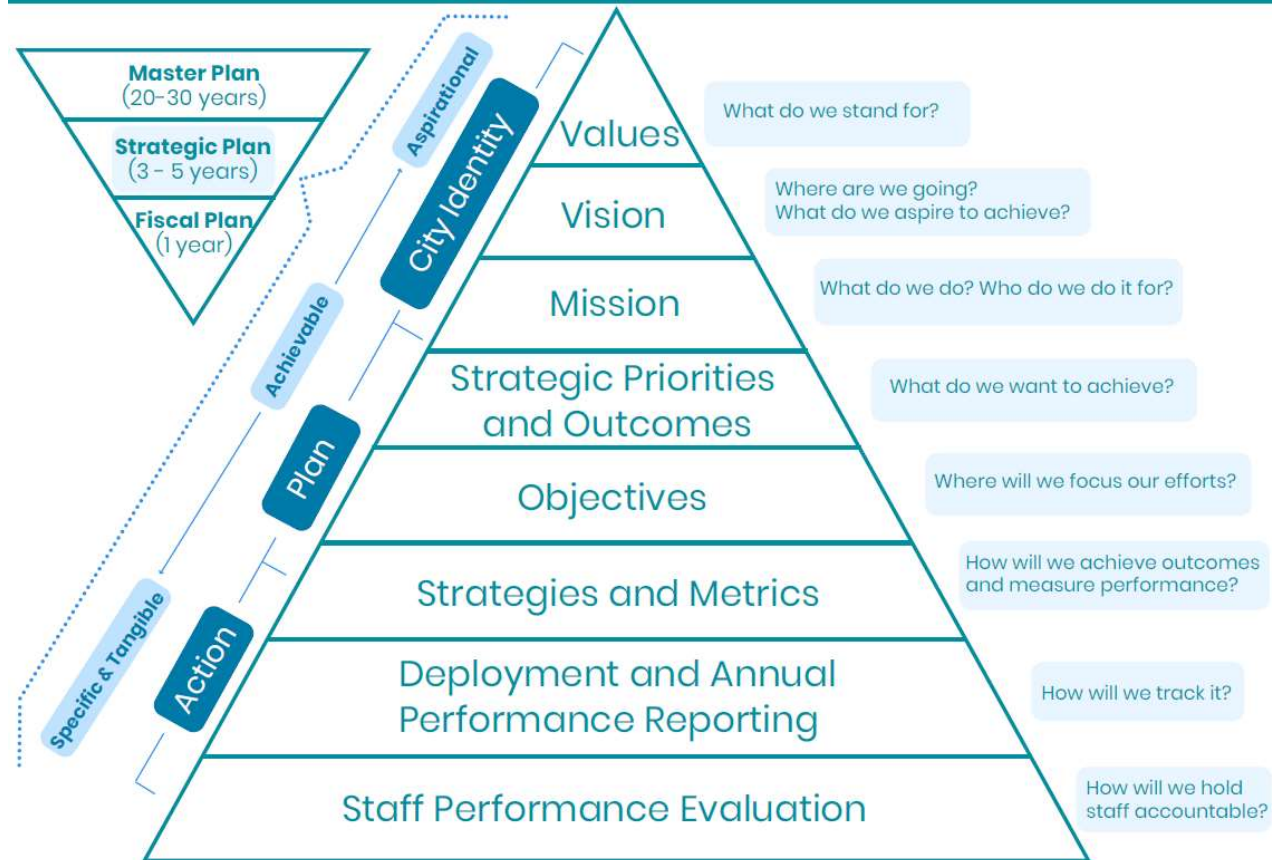
CITY COMMISSION STRATEGIC PLANNING WORK SESSION

JANUARY 22, 2019

JAN. 22 CITY COMMISSION WORKSHOP AGENDA

- 9:00 Review agenda, objectives and recap from last session (M. Washington, S. Patton)
- 9:20 Framework for strategic planning (A. Sutter, B. Brown)
- 9:30 Defining our values and vision (M. Washington, A. Sutter)
 - City staff town hall feedback
 - Draft values discussion
 - Draft vision statement discussion
- 9:50 Strategic priorities, outcomes and objectives discussion (A. Sutter, S. Patton)
- 10:50 Break
- 11:00 Strategic priorities, outcomes and objectives discussion continued (A. Sutter, S. Patton)
- 11:50 Timing, wrap up and concluding thoughts (A. Sutter, M. Washington)

Strategic Plan Framework – External Audience



City Manager Town Hall Update

Values "Dot" Exercise Results

22 Meetings Completed

- Opportunity for staff to meet the manager and hear his core values as a leader
- Staff were asked to vote on how they felt we as a City were doing on each value (emoji rank system)

1,136 Staff Attendees (75%)

- Interactive Q & A sessions with staff
- Highlighted values are those that got the most "dots"



I don't know what this means



We don't do that well



We try but we're not there yet



We're great at this

Accountability	3%	23%	53%	21%
Collaboration	6%	27%	53%	14%
Customer Service	1%	3%	29%	67%
Diversity/Equity/Inclusion	5%	16%	37%	42%
Innovation	2%	31%	55%	12%
Resiliency	14%	10%	61%	15%
Sustainability	6%	24%	60%	10%
Transparency	3%	40%	30%	27%

DRAFT VALUES

- **Accountability** (always acting with integrity and transparency and being responsible for what you do and say)
- **Collaboration** (working together in partnership with others; teamwork)
- **Customer service** (taking care of the customer's needs, both internal and external, with respect and by providing excellent, high quality service and assistance before, during and after the customer's requirements are met)
- **Equity** (the condition that would be achieved if one's identity or geographical location no longer predicted, in a statistical sense, how one fares)
- **Innovation** (challenging how things have been done before; fulfilling customer needs by offering new ways of making lives better and operations more successful; being nimble)
- **Sustainability** (the ability to be maintained; making decisions with an understanding of how those decisions will impact finances, the environment, people and communities)

CITY COMMISSION'S ASPIRATIONAL THOUGHTS



CITY COMMISSION WORKSHOP HIGHLIGHTS

- Acknowledge disparate impacts, many of which are supported by data, and work to right the wrong; be a “classless” city
- Be forward looking, long term outlook
- Be a model city in collaboration with community
- Be more than welcoming; people should feel a sense of belonging and being embraced
- Be a leader in equity and environmental sustainability
- Be the safest city in the country
- Foster innovation and experimentation; take risks; be open to change
- Be customer focused; work on “getting to yes” as a service provider; government serves as a partner to businesses and individuals
- 3rd ward equity
- Implement \$1 million allocated to police department
- Health includes mental health, environmental health, lead, opioids, street safety

DRAFT VISION STATEMENTS

- Grand Rapids aspires to be a welcoming, creative, equitable and collaborative city with a vibrant economy, safe and healthy community, and the opportunity for a high quality of life for all.
- Grand Rapids strives to be a trusted partner that leverages collaboration to create equitable and innovative solutions to community issues that benefit and enhance the health, safety and economic prosperity of all within our community.

DRAFT STRATEGIC PRIORITIES

- Economic Vibrancy and Affordability
- Health and Environment
- Safe Community
- Engaged/Connected Community
- Governmental Excellence
- Mobility for All

- Separated health, safety and environment into Safe Community and Health and Environment
- Community trust & Connectedness were combined into Engaged/Connected Community
 - Collaboration and customer service are values
- Innovation is a value
- Equity – value, priority, or both?
- Added Governmental Excellence and Mobility for All based on Top Management feedback

OUTCOME TEAMS

Economic Vibrancy and Affordability

Residents, employers and visitors want to come to and remain in the City of Grand Rapids.

- Jono Klooster*
- Erin Banchoff*
- Brandon Davis*
- Lynn Heemstra
- AJ Hills
- Kristin Turkelson

Engaged/Connected Community

The City communicates proactively and transparently and all community stakeholders are able to easily and effectively engage in City services and operations.

- Stacy Stout*
- Alex Melton*
- Amy Snow-Buckner
- Evette Pittman
- Layla Aslani
- Asante Cain

*Project Team member

OUTCOME TEAMS

Safe Community

All people feel safe in our community at all times.

- Brad Brown*
- Geoffrey Collard*
- Eric Jordan
- Johanna Schulte
- Kristin Bennett
- Kevin Santos
- Gary Secor

Health and Environment

The physical, mental and social health and well-being of all people and the environment are protected and enhanced.

- Alison Sutter*
- Nicole Pasch
- Karyn Ferrick
- David Marquardt
- Sharra Poncil
- Mike Grenier

*Project Team member

OUTCOME TEAMS

Governmental Excellence

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

- Lou Canfield*
- Alison Sutter*
- Jon Oeverman
- Laura Cleypool
- Molly Eastman
- Jose Capeles
- Patti Caudill

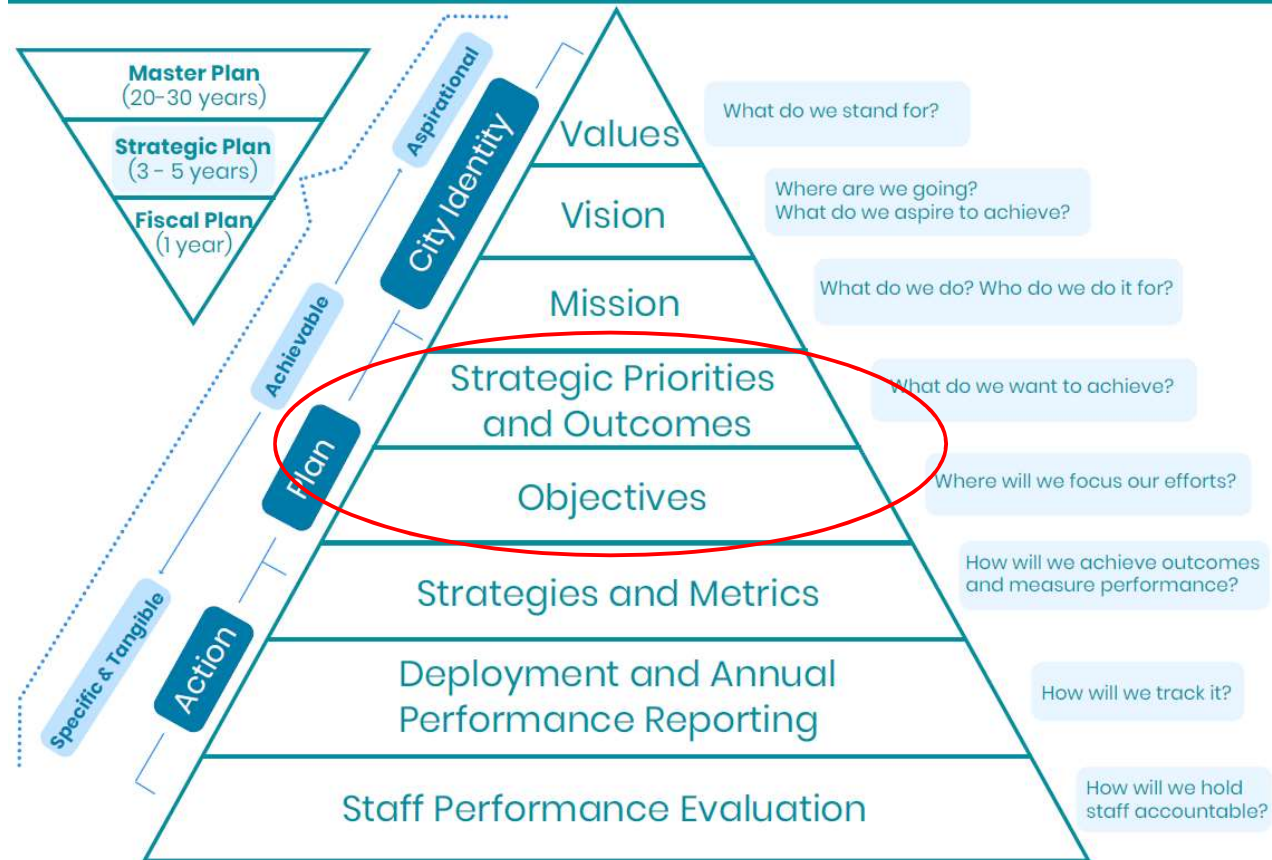
Mobility for All

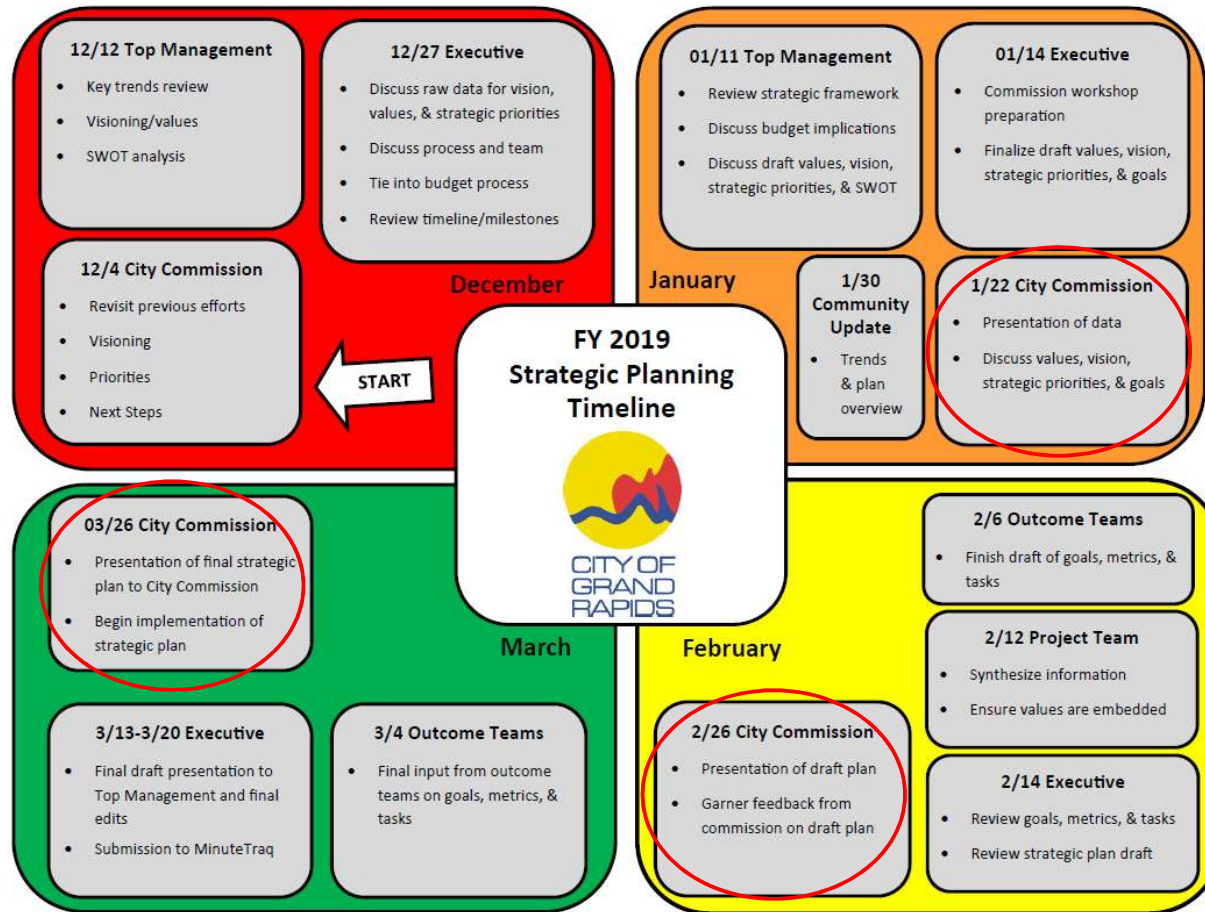
People and goods are able to easily move through the City via multiple modes of mobility.

- Josh Naramore*
- Hank Kelley
- Rick DeVries
- Gary Reimer
- Juan Torres

*Project Team member

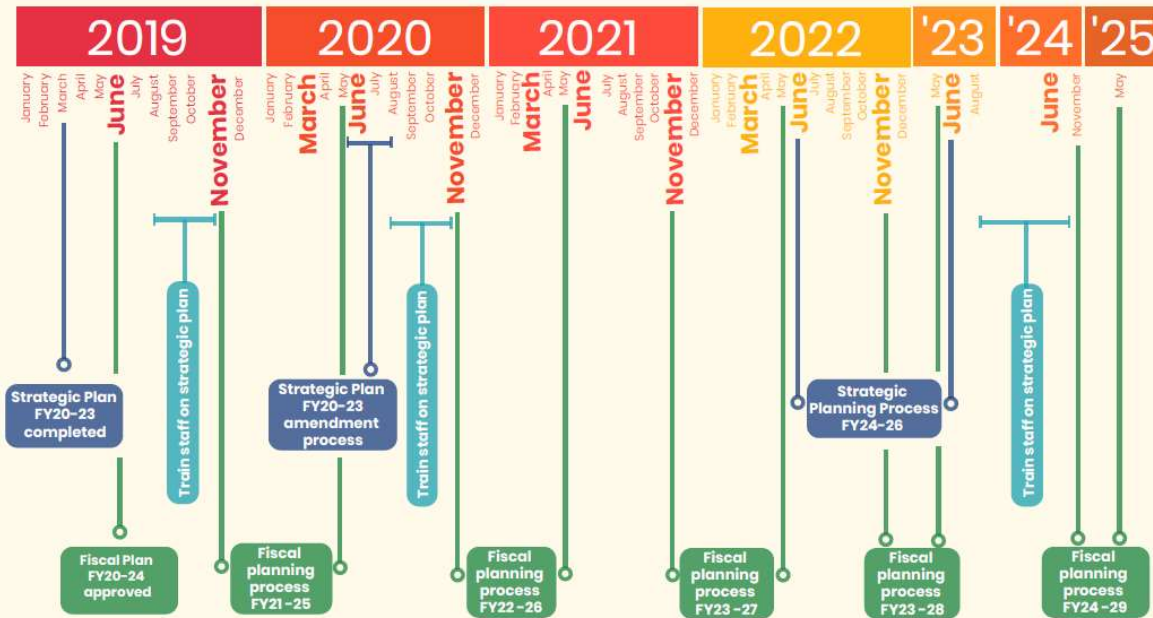
Strategic Plan Framework – External Audience





Strategic Plan Timeline

A look into the upcoming 7 years for the City of Grand Rapids.





Thank you!
