Values, Vision, Mission

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 quality of life through excellent City services.
Historic Information Available

- FY2020 Performance Management Report and Presentation (September 29, 2020)
  - Strategic Plan webpage: www.grandrapidsmi.gov/StrategicPlan
    - Report
- Commission Financial Review and Forecast and Prioritization Workshop (October 30, 2020)
  - Strategic Plan webpage: www.grandrapidsmi.gov/StrategicPlan
    - Presentation
- CFO Financial Performance and Forecast Update (February 9, 2021) (Report)

Other Mid-year Performance Management Documents

- Three presentations were provided to City Commission for the mid-year performance management update and compliment this report.
  - All of this information can be found under the Performance Reports section of www.grandrapidsmi.gov/StrategicPlan in the FY2021 Mid-year Performance Management Update.
- The qualitative information in this supporting report and the presentations available is representative of accomplishments completed in the first half of FY2021 (July – December 2020) and of commitments for the second half of FY2021 (January – June 2021), but does not include all accomplishments and commitments under our Strategic Plan.
- However, the quantitative metrics measuring qualitative performance (circle charts) are reflective of progress of all FY2021 activities we are tracking through December 2020 and the key dashboard metrics are up to date as of the timeframe included on the metric.
Commission Issue Prioritization from October 2020

Key Metric Dashboard

- 140 metrics in the plan
- 37 metrics selected for the Key Metric Dashboard
- 32 key metrics available
  - www.grandrapidsmi.gov/Dashboard
  - 21 previously shared metrics
  - 11 newly added metrics
- Demographics Statement
FY2021 Mid-year Performance Measure (July – December 2020)

Overall Summary

- On Track: 59.04%
- Some Disruption: 15.26%
- Major Disruption: 8.7%
- Completed: 17.0%

50% Progress
COVID-19 Response and Recovery
Key Accomplishments (July – Dec.)

- Paid lease and facilitated opening of Purple East emergency overflow shelter and day center/warming facility
- Accumulated $20.3 million of relief funding from various sources
- Drafted COVID-19 Strategic Recovery Plan
- Developed an After-Action Report for Quarter 1 (March-May) and Quarter 2 (June-August) response and recovery efforts
- Made Economic Resiliency and Recovery investments that supported:
  - Resident Resiliency contracts totaling $3.3 million for housing security and support services, neighborhood support and technical assistance, and youth employment
  - Business Recovery through launch of up to $1.3 million in Small Business Grants and support services
- Partnered with MDHHS to open a COVID-19 testing location at Garfield Park Gym
- Supported construction and development industries through the pandemic
- Launched The Bridge event with DGRI and community partners
- Monitored MDHHS epidemic orders and how orders impact city services
- Collaborated in creation of Social Zones and Districts
- Weekly EOC Briefings and Policy Group meetings

COVID-19 Response and Recovery
Key Commitments (Jan. – June)

- Support KCHD and local hospital systems with the West Michigan Vaccine Clinic at DeVos Place
- Coordinate vaccination for Police and Fire personnel and continue working on the remainder of the workforce
- Develop and execute next round of ERRIS investments, including economic recovery pivot
- Expand and utilize COVID-19 Strategic Recovery Plan in recovery, including investment of potential state/federal stimulus
- Monitor MDHHS epidemic orders and how orders impact city services
- Continue Implementation of COVID-19 Strategic Recovery Plan
- Continue weekly EOC Briefings and bi-weekly Policy Group meetings and continue after-action process for Q3 and Q4 response and recovery efforts
Highlighting Essential City Services
Key Accomplishments (July – Dec.)

- Sustain City services through innovative, flexible and safe practices
- Adaptable to changing guidelines at state and federal level
- Prudent and strong financial management
- Public Safety, Police and Fire services
- Election and Census work
- Street construction and mobility maintenance
- Suspended water shutoffs
- Focused on ensuring outdoor spaces are safe and available for use
- Maintained water, wastewater, refuse and recycling services
- Continued inspections to support construction industry, neighborhoods and residents

Highlighting Essential City Services
Key Commitments (Jan. – June)

- Delivery and adoption of the FY2022-26 Fiscal Plan
- Continue lead service line replacement
- Active season of Vital Street investments
- Full season of park and recreation services – based on safe reopening practices
- Ongoing innovation in the delivery of innovative, flexible and safe city services
- Bring biodigester online
- Launch next steps in Master Planning process
- Continue implementation of the Police Strategic Plan
- Manage phased re-entry to normal operations as COVID-19 conditions improve locally
Governmental Excellence Performance Analysis

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.

Governmental Excellence New Dashboard Metrics

% of Capital Investment Budgeted in Neighborhoods of Focus

41%

7/1/20 to today

Goal: 28%

Bond Rating

Moody's

Standard & Poor's

Aa2

AA

State

1/1/20 - 12/31/20

Near Goal

Goal: AA

View Score Rate
Governmental Excellence

New Dashboard Metric Details

Governmental Excellence

Existing Key Dashboard Metrics

Foster and maintain fiscal sustainability
Attract, Hire, Train, and Retain High Performing Employees
Update the Master Plan to enable smart equitable growth

General Operating Fund Reserve Level
25.60%
(Equals Budgetary Basis)
20/21: 11.90%
Goal: 15%

Employee Turnover Rate
8.13%
Trend:
2020: 4.00%
Goal: 7.50%

New Hire Demographics
122 New Hires
100.00%

78%
(60% of Grand Rapids' Average)
July – December Accomplishments

- Demographic data collection guidance published
- Revised MLBE policy and construction guidelines to increase access
- Economic Development incentive process updated for greater MLBE utilization and transparency
- Advocated for criminal justice reform – many passed and signed into law in 2020
- The Seeking Safety demonstration project concluded with 500 African-American males aged 14-24 served

January – June Commitments

- Finalize software implementation to better track MLBE investments
- Streamline how investments that advance equity are documented and tracked throughout the FY22 budget process
- Staff equity trainings launched: Equity Champions, Undoing Racism & online Equity Foundations
- Language Access Policy pilot
- Final review of Oversight & Public Accountability draft policy that includes CAB policy edits
- Complete hiring of an Indigent Defense Coordinator

Governmental Excellence

O1 Embed Equity

Third Ward Equity Fund

FY 2020 Investments

- Business Grants-BRIP (amended to include Business Acceleration and Growth Investments)
  - 16 business improvement grants for $422,190
- Keeping People in their Homes
  - 8 projects completed and 2 pending / $141,952 invested
  - $90,548 carried forward for future projects
- Lead Awareness Education
  - $50,000 Campaign in collaboration with Kent County Health Department that generated 850,000 impressions
- Family Outreach Center – Seeking Safety
  - 32 youth age 14-24 served for $9,074 to date

FY 2021 Proposed Prioritized Economic Resiliency and Recovery Investments

- Resident Resiliency - $450,000
  - Housing Security Services ($375,000 – TSA)
  - Housing Support Services (HRS and Legal Aid of WM)
  - Neighborhood Support and Technical Services ($50,000 – Seeds of Promise, Boston Square, MLK, Oakdale Neighbors)
  - Youth Employment – Grow1000 (30 youth for $45,000)
- Business Grant Program - $250,000
  - 105 grants approved for $525,000 to date ($100,000 approved in third ward to date)
  - Contracts with 4 agencies for targeted outreach – total $150,000
- Community Reactivation - $50,000
  - Neighborhood Awareness and Marketing
  - Neighborhood Initiatives
Governmental Excellence
O2 Fiscal Sustainability

July – December Accomplishments
• Maintained financial reserves at or above policy level to mitigate against ongoing economic uncertainty
• In October, the Public Library launched an online card registration system as an option for residents to receive new and replacement library cards and renewals of existing accounts. Patrons also receive access to digital resources and GRPL To Go services
• Secured additional grants using the parks millage dollars as leverage
• Primary Circuit Conversion for Street Lighting: all substation and 95% of primary circuits converted from 2.4KV to 7.2KV, with only 10 remaining transformers to be replaced by the end of FY21
• Maintained Stable Aa2 (Moody’s) and AA (S&P) bond ratings in November 2020 GRBA refunding bond issuance
• Worked closely with state and federal partners on COVID relief allocations and efforts

O3 Employees

July – December Accomplishments
• Administered new policies implemented as a result of COVID-19 including FFCRA compliance, teleworking, hazard leave and workshare program at District Court
• Collaborated with Our Community’s Children to administer GROW 1000 youth employment program
• Collaborated with Facilities to implement City Hall Ambassador Desk
• Led the organization through enhanced internal communications and virtual organizational development and wellness offerings
• Conducted eight executive recruitments to fill critical director and assistant director roles and hired 22 employees using evidence-based selection
• Improved customer service by implementing first ever virtual open enrollment and renewed wellness incentive plan

January – June Commitments
• Launch of Socrata Open Expenditures/Open Budget modules anticipated in Spring 2021. Phase 2 (Capital Projects/Grants) is currently under review with launch anticipated in calendar 2021
• Increase the opportunity for electronic payment processing (5% annually). Working with PayIt to research the possibility of adding Venmo, Zelle, Money Gram, or other possible payment methods to the current product offering
• Implement Selectron inspection-scheduling platform by early Spring 2021 to improve productivity and customer service of the scheduling process through IVR and text-based options
• Continue funding annual actuarially determined employer contributions to the defined benefit retirement system, including Other Post-Employment Benefits (OPEB) and pension retirement systems
• Continue to lead legislative efforts for city income tax loss fix and work with state and federal partners for direct funding to cities

January – June Commitments
• Roll out leadership competency framework and leadership academy for people leaders and learning management system
• Collaborate with executive leadership on employee town halls
• Explore and evaluate use of performance evaluation management system aligned to values and competencies
• Make a measurable impact on connecting employees to city values through learning and development
• Administer GROW 1000 2.0 in collaboration with Our Community’s Children
• Evaluate cost savings measures through health
Governmental Excellence
O4 Facilities / Workspaces

July – December Accomplishments

• Successfully adapted various City facilities and workspaces based on specific operational needs as a result/response to the COVID-19 pandemic.
• All recommendations resulting from a voluntary MIOSHA inspection at the Fleet Management facility have been implemented.
• All Fire Department facilities have been reviewed for current condition assessments and future space use needs.
• Continued progress with facility security upgrade projects, including incorporating a permanent City Ambassador position at City Hall, development/testing of the Visitor Management System (planned go-live in FY21 Q3), and security software upgrades.

January – June Commitments

• Pilot the Language Access Policy to assess its financial impact from Feb – June. Also, ESL training for pilot departments starting in January 2021.
• Implement, test and develop the Visitor Management System
• Continue Spanish translation and standardization of recreation offering descriptions
• Finalize installation of user-friendly wayfinding signage projects at Aman and Clemente Park
• Determine future use of Coldbrook site for Parks and Recreation or other operations

Governmental Excellence
O5 Technology/Perf Mgmt/ Internal Comm/Data

July – December Accomplishments

• Addition of 12 new Socrata Datasets
• ESD is developing KPI’s around the new Biodigester
• IT and Public Works Operational Plans Developed
• Cityworks, Acela, GIS and CRM governance plans completed. BS&A is approximately 65% completed.

January – June Commitments

• Law Library Modernization Completion
• Update of the Legislative Management (MinuteTraq) System
• Engineering will be Aligning new KPI’s to the Departmental Strategic Plan
• Upgrade the 311 Microsoft Dynamic Customer Relationship Management system to add chat, an online 311 knowledgebase and more intuitive workflow to streamline processes
Governmental Excellence
O6 Master Plan

July – December Accomplishments
• Introduced new TBA/C ground floor use zoning
• Completed the Master Plan facilitator program to review the 2002 Master Plan
  • Engaged a high percentage of BIPOC individuals

January – June Commitments
• Form the Steering Committee
• Write and release request for proposals
• Interview planning consultant teams
• Hire planning consultant team
• Prepare to Begin public process
• Implement new TBA/C ground floor use zoning

Economic Prosperity and Affordability Performance Analysis

Objective: 5
Strategy: 25
Activity: 110

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

Number of Net New Housing Units:

686

Total Units:
1/1/20 - 12/31/20

Measuring:
FY2021 Goal:
1,190
2021

Economic Prosperity and Affordability
New Dashboard Metric Details

Number of Net New Housing Units:

686

Total Units:
1/1/20 - 12/31/20

Measuring:
FY2021 Goal:
1,190
2021

Number of Net New Affordable Housing Units:

327

Affordable Units:
1/1/20 - 12/31/20

Measuring:
FY2021 Goal:
355
2021
Economic Prosperity and Affordability
Existing Key Dashboard Metrics

- **July – December Accomplishments**
  - Increased support of local small businesses startups in Grand Rapids through the new small business guide.
  - Renewed Retail Retention/Recruitment Partnership with DGRI and GR Chamber at reduced cost
  - New Development Ombudsman helped minimize delays in application processes and improve customer confidence
  - Supported construction and development industries through the pandemic and maintained target service goal of 5 days (on average) to process applications.

- **January – June Commitments**
  - Support economic recovery and improve customer experience by relaunching the Dev. Center Lunch and Learn Series and piloting the Mobile Permit Center
  - Improve customer experience and reduce applications for incorrect permits (Application landing page upgrade, Application Wizard.)
  - Focus on creating social zones/districts in Corridor Improvement Areas

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**Economic Prosperity and Affordability**

**O1 Business Services**

**July – December Accomplishments**

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- Renewed Retail Retention/Recruitment Partnership with DGRI and GR Chamber at reduced cost
- New Development Ombudsman helped minimize delays in application processes and improve customer confidence
- Supported construction and development industries through the pandemic and maintained target service goal of 5 days (on average) to process applications.

**January – June Commitments**

- Support economic recovery and improve customer experience by relaunching the Dev. Center Lunch and Learn Series and piloting the Mobile Permit Center
- Improve customer experience and reduce applications for incorrect permits (Application landing page upgrade, Application Wizard.)
- Focus on creating social zones/districts in Corridor Improvement Areas
Economic Prosperity and Affordability
O2 Business Retention and Growth

July – December Accomplishments
• Revised Local Brownfield Revolving Fund policy to prioritize support for first time developers and projects in NOF
• Opened $1M million Small Business Economic Recovery Grant program
• Implemented Business Retention and Expansion program. Completed 27 BRE visits with Right Place and MEDC
• Facilitated investment in 2 projects expected to create $22.5 million in new investment
• New MBLIE registrations totaled 15 new companies with another 11 in process. Another 8 MBLIE contractors were added for Engineering projects
• Six of 13 prime contracts awarded were contracts with MBLIE contracts and 11% of contact value awarded was subcontracted to MBLIE firms

January – June Commitments
• Pay $525,000 in 105 small business grants and pivot with balance of ERRIS economic recovery dollars
• Complete another 45 BRE visits with economic base employers
• Award innovation RFP contracts for SmartZone
• Incorporate Inclusion Plan for Economic Development Projects into project development starting with 1601 Madison in Southtown
• Continue focus on MBLIE registration and “Business on the Banks”
• Implement communications plan for Equitable Economic Development

Economic Prosperity and Affordability
O3 Residents’ Growth

July – December Accomplishments
• GRow1000 employed 354 youth
• Lobbyed for criminal justice reform/expungement that was signed into law
• Strong relationship with Next Steps and Steepletown allowed rapid deployment of community cleanliness program
• Adopted Boston Square Together Initial Voluntary Economic Development and Community Partnership Agreement (IVEDCPA)

January – June Commitments
• Launch GRow1000 2.0 with goal of employing 650 youth and establish long-term vision to support a youth talent pipeline
• Manage implementation of Boston Square Together IVEDCPA
Economic Prosperity and Affordability

O4 Housing

July – December Accomplishments

• 26 Housing rehab projects were completed. Two (2) PILOT projects were approved in Q2 for 240 units, and 479 housing units were started fiscal year to date
• Fair Housing investments led to 2,783 persons receiving educational services and 25 fair housing tests were conducted
• Legal Aid served 115 residents for housing matters
• Eight (8) properties were brought into compliance with City codes through the Keeping People in Their Homes pilot
• Achieved Brownfield Redevelopment Financing Act reform allowing eligible activities for prospective properties and increasing the amount of support for local program administration. Supported bills allowing the City to operate its own land bank

January – June Commitments

• Monitor status of LIHTC applications for proposed projects that, if financed, would create 709 housing unit, of which 688 would be affordable
• Implement the new Regional Housing and Community Development Plan, beginning with FFY 2021 CDBG, HOME, ESG grants
• Complete “Keeping People in their Homes” pilot
• Continue work on housing development in Market Avenue Corridor
• Establish Affordable Housing Fund
• Continue to pursue land bank legislative changes

O5 Destination City

July – December Accomplishments

• Prevailed and pivoted through pandemic disruption
• Promoted #LoveLocal and #SupportLocalGRBusiness
• Adopted new Gateway Sign policy for business districts
• Attracted Perrigo North American HQ to the Medical Mile in partnership with MSU, RPI and MEDC
• Staged The Bridge event in partnership with DGRI and community partners
• Completed Opportunity Zone prospectus and presented to national development audience
• Strong first half of FY2021 for Corridor Improvement Authorities:
  • Southtown made 7 additional BRIP Awards, invested in decorative lighting for Eastern Avenue, and approved $100,000 in façade grants
  • South Division-Grandville retained a full-time corridor manager
  • Uptown BID continued their maintenance and beautification program
  • Michigan Corridor started a façade grant program
  • Westside made furniture grant and prepared for new gateway signs
• Piloted Inclusion Policy for Economic Development Projects

January – June Commitments

• Monitor release of State Landbank properties to Not-for-profit housing developers and revise as necessary to increase affordable housing production
• 1601 Madison will be the first project to use the Southtown BASP industrial flex zoning and strong Inclusion Plan participation
• Support the return of ArtPrize, Festival of the Arts and the new Confluence event
• Continue the Market Avenue Corridor Private/Public partnership redevelopment
• Continue partnership on Spectrum Center for Transformation and Innovation
• Continue river development partnership
Engaged and Connected Community
Performance Analysis

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

Engaged and Connected Community
New Dashboard Metrics

Percent of External Customer Inquiries Responded to within Target Response Time
91.01%
1/1/21 - 1/31/21
Goal: 90.00%

Number of People in Attendance at Engagement Events Led by Parks and Recreation
642
People
1/1/20 - 12/31/20
Goal: 500
Engaged and Connected Community
New Dashboard Metric Details

Engaged and Connected Community
Existing Key Dashboard Metrics

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%
of Residents
7/1/19 - 6/30/20
Measuring

Percent of Residents that Believe the City of Grand Rapids Does an Excellent or Good Job of Welcoming City Involvement

47%
of Residents
7/1/19 - 6/30/20
Measuring
Engaged and Connected Community
O1 Enhance Communications

July – December Accomplishments

- A Language Access Policy was presented and approved by Commission to be piloted in FY21 Q3-Q4.
- Revised approach toward City e-newsletter updates and Commission action updates to better focus messaging.
- Finalized “Welcome Plan” for fostering a welcoming environment for immigrants.
- Reinvigorated “River for All” Facebook page leveraged to raise awareness around the river restoration project, resulting in a five-fold increase in followers
- Quickly pivoted to virtual public engagement using new digital tools

January – June Commitments

- Prioritize “Welcome Plan” recommendations and identify what City policies might best achieve Plan goals, as is or if revised.
- Launch of “lunch and learn” workshop for City staff for incorporation into Equity Champions curriculum in Q3 & Q4 will include Welcome Plan learning and policy implications.
- Media Survey launched and completed to strengthen relationship with our partners in the press.
- Pilot technology to translate public comment during evening commission meetings

Engaged and Connected Community
O2 Community Engagement Strategy

July – December Accomplishments

- Parks virtual engagement connected with 1,490+ residents for 11 capital projects
- Began using Public Input survey module to interact and gather feedback on multiple parks and construction projects online
- Led the state of Michigan in final Census self-response rates due to engagement efforts
- Completed Master Plan initial scoping phase of engagement, with demographics mirroring those of the city
- Conducted highly successful voter outreach and education campaign

January – June Commitments

- Finalize river outdoor engagement plan and begin work with plan advisory group
- Launch SMS (FlashVote) survey pilot
- Revisit community survey results to guide potential Strategic Plan revisions
- Release RFP for City community engagement framework and select contractor(s)
- Implement of GRPL community feedback prototype and engagement plan
- Launch process to track GRPD engagement and metrics
Engaged and Connected Community
O3 Gauge and Enhance Community Perception

July – December Accomplishments
• Multiple departments have added survey and feedback components to their operations to better understand community satisfaction.

January – June Commitments
• Community Communications Survey fielded to understand resident perception and use of City Communications
• OEE to have Belong Index survey results completed in partnership with Calvin University
• Facilities to launch Visitor Management System phase 1 in partnership with 311
• Upgrade the 311 Microsoft Dynamic Customer Relationship Management system to add chat, an online 311 knowledgebase and more intuitive workflow to streamline department processes

Engaged and Connected Community
O4 Elevate Resident Voice

July – December Accomplishments
• Launched Develop With Us pilot community meetings. Positive feedback.
• Created The Bridge as a means to maintain community activity, invest in cultural assets and encourage creativity in placemaking in the midst of COVID-19
• Conducted several COVID-specific rounds of Neighborhood Matching Fund grants to empower and uplift community, with a focus on those seeing the most disparate effects
• Restructured 2021 Neighborhood Summit

January – June Commitments
• FFY 2021-2025 Regional Housing and Community Development (HCD) Plan adopted by City Commission
• Draft RFP for contractual services to create a 5 year Strategic Plan for the MLK Park Neighborhood Association
• Launch Language Access Policy pilot
Health and Environment Performance Analysis

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

Health and Environment New Dashboard Metrics

- **80%**
  - Of households within a 10 minute Walk of a Park or Active Green Space
  - Citywide
  - 7/1/19 - 6/30/20
  - Near Goal
  - FY2023 Goal: 81%

- **3.54%**
  - Of children with Elevated Blood Lead Levels per Tested Child
  - Measuring
  - 1/1/20 - 12/31/20

41

42
Health and Environment
New Dashboard Metric Details

Demographics of Residents Who Live within a 10-minute walk of a Park or Active Green Space
- 70% of the residents who live within a 10-minute walk of a park or active green space are within...

Health and Environment
New Dashboard Metric Details

2020 Percent of Children with Elevated Blood Levels by Zip Code
- Bar values represent Zips without any children tested for elevated blood lead levels.
Health and Environment
Existing Key Dashboard Metrics

Reduce carbon emissions and increase climate resiliency

- City ranked 33rd out of largest 100 metropolitan areas for energy work in ACEEE Clean Energy City Scorecard (up from 38th last year)
- Initial modeling of opportunities to reach FY25 100% renewable energy goal and estimated costs completed
- Advanced initiative to install 1MW solar array at Lake Michigan Filtration Plant.
- C4 completed planning phase (infrastructure, plan, budget, engagement process); continuing development of pilot to launch; received $500,000 grant
- Zero Cities Project: completion of NOF resident engagement on opportunities to increase affordability, enhance healthy environments and reduce carbon emissions associated with residential units; creation of GR Equity Assessment Tool; planning phase 2
- Forestry Department and Friends of Grand Rapids Parks strong and consistent work to plant, protect and prune trees (1330 trees worked on by Forestry Dept.)

Protect and preserve our water resources

- Water Quality Index for the Grand River (January 1-December 31)
- Initial modeling of opportunities to reach FY25 100% renewable energy goal and estimated costs completed

Minimize waste generation and promote waste diversion practices

- Residential Waste Diversion Rate

July – December Accomplishments

- Operational energy efficiency and carbon reduction strategies that decrease costs, support human health and reduce environmental impacts (biodigester, street lighting LEDs, facilities and utilities, fleet)
- City ranked 33rd out of largest 100 metropolitan areas for energy work in ACEEE Clean Energy City Scorecard (up from 38th last year)
- Initial modeling of opportunities to reach FY25 100% renewable energy goal and estimated costs completed
- Advanced initiative to install 1MW solar array at Lake Michigan Filtration Plant.
- C4 completed planning phase (infrastructure, plan, budget, engagement process); continuing development of pilot to launch; received $500,000 grant
- Zero Cities Project: completion of NOF resident engagement on opportunities to increase affordability, enhance healthy environments and reduce carbon emissions associated with residential units; creation of GR Equity Assessment Tool; planning phase 2
- Forestry Department and Friends of Grand Rapids Parks strong and consistent work to plant, protect and prune trees (1330 trees worked on by Forestry Dept.)

January – June Commitments

- Work with EAC to finalize municipal carbon reduction goals
- Continue to construct biodigester and bring online
- Evaluate LED street lighting bid responses and select a contractor, and begin LED lighting replacement.
- Complete variance process with Grand Haven Township for LMFP 1 MW solar
- Strategize on solar opportunities for Butterworth
- Complete fundraising and launch C4
- Submit 2-year grant request to support phase 2 of Zero Cities Project
- Host Mayor’s Greening Initiative
Health and Environment
O2 Green Space and Recreation

July – December Accomplishments
• Prepared for Plaza Roosevelt parkland acquisition grant application in a NOF
• After a pandemic-delayed start, opened park facilities for record outdoor activation, including a pivot to more virtual and 75 outdoor classes
• Opened Rosa Parks Circle to skating
• Piloting sustainable park management practices at Plaster Creek Park and 6 parks are now pesticide/herbicide free
• Grow 1000 youth helped care for 31 parks
• Planning progress for projects at MLK Park Lodge and the Vet’s Park building
• Deployed skate park in partnership with DGRI
• 10 park projects are currently under construction
• 264 Students/2,000 hours of youth development hosted at Indian Trails through First Tee. Over 1,700 Youth on Course rounds played. Home course for 4 JV golf programs

January – June Commitments
• Planning for additional park maintenance investment from new parks millage
• Advance planning underway for 2021 Park and pools opening and maintenance
• Deploy standard work model and inspections for 2021 park season
• Build on outdoor and virtual class model with focus on NOF
• Advance 24 park projects that are in design, including four river edge parks

Health and Environment
O3 Protect and Preserve Water Resource

July – December Accomplishments
• 443 full lead service line replaced in 2020. $5 million grant received to accelerate work
• PFAS minimization plan on track at WRRF including compliance planning with 12 industries
• ESD and Parks partnering on joint stormwater/park projects at Roberto Clemente Park and Ken-O-Sha Park
• Three staff have been certified as instructors by the National Green Infrastructure Certification Program
• Placed moratorium on water shutoffs during the pandemic

January – June Commitments
• Implement innovative stormwater credit trading program with American Rivers
• Determine policy on water shutoffs during when the pandemic ends
• Continue introduction of the sewer use ordinance update
Health and Environment

O4 Minimize Waste Generation, Promote Diversion

July – December Accomplishments

• Start-up operations underway at new yard waste composting site
• Recycling contamination has been reduced by 25% YTD.
• Construction of Phosphorous Recovery System is 85% complete and is expected to on-line by Q4 of FY2021

January – June Commitments

• Bring biodigester online with gas production expected to begin by Q4/ FY21 and gas revenue by Q2/FY22
• Launch new Citywide recycling education campaign for staff
• Manage contamination of recycling on identified problem routes
• Continue pause on curbside composting evaluation while hospitality industry stabilizes

Health and Environment

O5 Reduce Health Disparities

July – December Accomplishments

• Communication has been developed to notify at-risk applicants for permits of the potential for lead-based paint in the home.
• Process has been developed to determine whether a contractor has a lead abatement certification and information on certified contractors will be made available to the public on the Development Center webpage.
• Continued in partnership with Invest Health developing a regional data hub to include Community Health Needs Assessment data
• CityHealth Gold Medal designation through review of social policies in the City

January – June Commitments

• Participate in the National League Cities-Public Health Institute cohort aligned with continued regional data collection City of Grand Rapids, Spectrum Invest Health and Mercy Health
• Continue the Health in All Policies (HiAP) with support from the Kent County Health Department to train City staff how to consider HiAP in policy development
Mobility Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.

Mobility New Dashboard Metrics

- **Average Daily Peak Occupancy of All Off-Street Parking in Downtown and Neighborhood Business Districts**
  - **23.02%**
  - Goal: 50.00%
  - 1/1/21 - 1/31/21
  - Goal Not Reached

- **Average Daily Peak Occupancy of All On-Street Parking in Downtown and Neighborhood Business Districts**
  - **16.02%**
  - Goal: 50.00%
  - 1/1/21 - 1/31/21
  - Goal Not Reached
Mobility
New Dashboard Metric Details

Average Daily Peak Occupancy of All Off-Street Parking in Downtown and Neighborhood Business Districts

Mobility
Existing Key Dashboard Metrics

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

Operate and maintain the City’s transportation network and work with partners to connect to the regional transportation network
Mobility
O1 Multi-modal Transportation

July – December Accomplishments
• To date, 22 shelters have been installed. Progress delayed due to COVID disruption of staff and ridership and federal reviews
• Initiated extra cleanliness services at bus stops through Next Steps and Steepletown.
• Piloting new raised-curb bike facility on Alger Street, including winter maintenance
• Scooter pilot launch with 52,000 rides and installed 176 scooter parking stations and 70 bike parking facilities YTD.
• Completed 2nd year of four-year transition to durable pavement markings
• Have inspected 66 miles of sidewalk YTD. During 2020 construction season, 1.6 miles of new sidewalk and 673 ADA ramps were installed
• DASH ridership impacted by pandemic – 50,000+ rides per month pre-pandemic and 25,000 rides per month during pandemic when service restored

January – June Commitments
• Mobility advertising policy introduction
• Pedestrian advertising project construction at DeVos Plan and Monroe Ave
• Manage FY2021 financial impacts of pandemic on Mobile GR Fund
• Deploy and maintain 54 new trash cans at transit stops

Mobility
O2 21st Century Mobility Options

July – December Accomplishments
• Scooter pilot launch in September with 52,000+ rides
• GO!Bus Pilot completed with Kaizen Health
• GRFD responder-to-vehicle alerting system installation
• May Mobility logged 67,000+ ride pre-COVID. Relaunched on August 31 and has logged 9,000+ rides since then

January – June Commitments
• Add more vehicle types to scooter pilot and launch additional vendor(s) Q4
• Initiate outreach for NOF based transportation pilot (car share), focus on MLK residents with OEE
Mobility O3 Parking

July – December Accomplishments

- Parking access revenue control equipment change installation 100% complete
- Review and plan for parking enforcement changes with GRPD
- Re-engaged partner in potential Wedge lot development with Economic Development Office
- Work continues on development of activation and accessibility plans for Government Center Ramp/Calder Plaza

January – June Commitments

- Complete all parking enforcement changes and transition responsibilities from GRPD to Mobile GR by July 1
- Working with DGRI on new wayfinding system

Mobility O4 Transportation Network

July – December Accomplishments

- Launched 2nd year of sidewalk snow support pilot program
- Constructed $9.9 million in Vital Street projects
- Awarded communications contract to help implement Equitable Economic Development and Mobility Plan

January – June Commitments

- Complete South Division TOD project plan with community partners
- Pedestrian design guideline finalization
- Implement Traffic calming program changes
- Roll out communications to implement Equitable Economic Development and Mobility Plan
Safe Community
Performance Analysis

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

New Dashboard Metrics

- **American Red Cross**: 84% of designated employees received either the American Red Cross or American National Incident Management System (ANIMS) and incident command training.

- **Police Department**: 58% of designated employees received either the American Red Cross or American National Incident Management System (ANIMS) and incident command training.

- **Number of community events**: 158 events from 1/1/20 to 12/31/20.

- **Homelessness**: 376 persons from 7/1/20 to 6/30/20.

- **Goal Met**: 351 persons.
Safe Community
New Dashboard Metric Details

Persons Experiencing Homelessness that became Stably housed by Race

- Homeless
- Services
- Transferred

2020
- [Graph]

2021
- [Graph]

Persons at Risk of Homelessness that became Stably housed by Race

- Transferred
- Region
- Race

2020
- [Graph]

2021
- [Graph]

Persons Experiencing Homelessness that became Stably housed by Ethnicity

- Transferred
- Region
- Race

2020
- [Graph]

2021
- [Graph]

Persons at Risk of Homelessness that became Stably housed by Ethnicity

- Transferred
- Region
- Race

2020
- [Graph]

2021
- [Graph]

Safe Community
Existing Key Dashboard Metrics

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

- Total: 113

Measuring

Goal: <= 1

FY 2021 MID-YR PERF. MGMT. UPDATE
Safe Community
O1 Emergency Preparedness

July – December Accomplishments

• Promoted ICS/NIMS courses to organization staff and stakeholders
• After-Action Debrief developed for the May 2020 Civil unrest incident and for response and recovery efforts for COVID-19 (March-September 2020)
• Significant progress has been made to share collaborative data between the Fire, Police, and Code Compliance departments.
• 415 trees have been removed due to their deteriorated state to reduce overall tree risk.

January – June Commitments

• Beta testing for an app that connects residents to their NHA and City leadership.
• The Traffic Unit has had conversations with MobileGR and is pursuing new initiatives to address traffic concerns and city infrastructure
• Begin training for VEOCI incident management tool
• Finalize and adopt Emergency Operations Plan

Safe Community
O2 Emergency Response

July – December Accomplishments

• Draft Emergency Operations Plan (EOP) developed and Emergency Operations Center Guide created
• The GRFD and dispatch continue to adjust street segment speeds in CAD based on analysis of response metrics.
• The GRPD is analyzing calls for service data and comparing it to the current beat configuration to see if a more efficient beat configuration can be identified.

January – June Commitments

• Finalize and adopt the Emergency Operations Plan (EOP)
• Continue efforts to ensure EOC staff are completing ICS courses
• Emergency Manager will work with the City Training Coordinator to develop trainings and to track progress of training.
• GRPD is working with Holly Young to develop a legal bootcamp.
• OPA's Bi-Annual report is scheduled to be released in April 2021.
Safe Community
O3 Emergency Recovery

July – December Accomplishments
• Established the Economic Resiliency and Recovery Work Group
• Developed a draft Strategic Recovery Plan for COVID-19

January – June Commitments
• Outline work to develop a Recovery Framework
• Begin updating the Hazard Mitigation Plan for Kent and Ottawa Counties in coordination with Kent County and Ottawa County emergency managers
• Begin efforts to develop a formal Continuity of Operations Plan (COOP) for City operations as informed by COVID response experience

Safe Community
O4 Community and Police Relations

July – December Accomplishments
• GRPD updated Use of Force policies and trained all personnel.
• Both OPA and GRPD released three-year Strategic Plans. Began implementing both OPA’s and GRPD’s comprehensive strategic plans.
• GRPD hosted multiple deployments of Operation: Safe Streets, which started with community engagement and resulted in multiple arrests, seized firearms, narcotics and NO external IAU complaints
• GRPD held multiple listening sessions with the community regarding leveraging technology in police operations, such as UASS and gunfire detection tech
• GRPD hosted two successful gun buyback programs that resulted in over 200 firearms

January – June Commitments
• GRPD, OPA, Human Resources, and the Office of Equity and Engagement will evaluate current recruitment and evaluation processes to improve diversity in recruitment and retention of public safety staff
• Transitioning to Neighborhood Based Policing Model.
• Re-engage with community amidst COVID recovery efforts.
• Police to partner with mental health professionals via Mental Health Mobile Crisis Response Team.
• Begin new engagement strategy under new non-sworn PIO.
• Continue progress in reducing homicide rate – 86% YTD reduction (Feb. 23, 2021 vs. Feb. 23, 2020)
• GRPD will improve the use of intelligence and data driven strategies to address violent crime
• GRPD will work with stakeholders by assisting in the selected community-based crime reduction strategy
Safe Community
O4 Community and Police Relations

July – December Accomplishments
• Increased OPA’s capacity by hiring a fulltime OPA specialist.
• OPA published briefings, reports, presentations, and recommendations specific to policing in Grand Rapids and the City Commission’s priority to public safety. This includes the Independent Comprehensive Report Regarding Past Public Safety Studies and Recommendations
• GRPD, OPA, the City Attorney and the City Manager’s Office worked in partnership with other City departments to lead the City’s Police Reform efforts and revised GRPD policies and procedures on multiple policies including, but not limited to, use of force policies
• A full time Victim Advocate is on staff and working with families and on restorative justice programs
• GRPD launched the Victim Services Unit to assist families experiencing an unexpected death

January – June Commitments
• Police will start implementing additional crisis intervention training and mental and behavioral health team.
• OPA will release a report regarding the alignment of all City public safety committees and taskforces.
• Finalize evidence-based violence reduction and intervention RFP
• Support prioritization of federal and state investments in community policing and police relationships
• Prioritize state legislation that promotes responsible criminal justice reform, including arbitration reform
• Implement recommendations from the Michigan Joint Task Force on Jail and Pretrial Incarceration

Safe Community
O5 Safe, Stable and Permanent Housing

July – December Accomplishments
• Added social work and substance abuse professionals to the Homelessness Outreach Team (HOT), and approved HOT staff expansion and extended service hours
• HOT: visits 15+ locations/week that include assisting approximately 55 people/week and totals more than 2,090 interactions since April 2020
• Invested more than $2.7 million of both annual and ERRIS monies to prevent eviction, increase housing stability and rapidly rehouse homeless persons and families, including supporting a downtown rehousing initiative
• Invested in 12 Neighborhoods for Leadership/Civic Engagement outcomes, including addressing code violations that resolved 96 cases before enforcement began
• Made 26 housing units lead-safe and rehabbed another 22 housing units

January – June Commitments
• Deploy additional HOT team in March to allow two teams on duty daily Monday-Friday
• Help facilitation deployment of anticipated $38.5 million of Emergency Rental Assistance funds to prevent eviction for City and County tenants
• Make an additional 20 housing units lead-safe and rehab another 20 housing units
• Create a dashboard to monitor City ERRIS investments
Thank you.