

Transformation Plan Phase IV: Economic Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
14-01	Canfield	Lou	Haverkamp	Design & Development	FY2019	FY2019	Evaluate the pilot Development Center Ombudsman Program through a process designed with community stakeholders.		Evaluation completed
14-02	Canfield	Lou	Aslani, Bartley	Design & Development	FY2019	FY2020	Redesign the engagement process for development projects based upon multi-stakeholder input along with a pilot program to test process elements and benchmark outcomes. Progress will be evaluated by metrics that will include, but are not limited to, mailings sent, project signs posted and potential views, social media reach, community meetings held, average attendees per community meeting, attendee demographics relative to neighborhood reported by standard demographic categories, and post-community meeting survey to evaluate process satisfaction reported by standard demographic categories.		
14-03	Turkelson	Kristin	Bartley	Design & Development	FY2019	FY2019	Create and implement an annual training program for citizen planners and interested residents on planning, zoning and the development processes.		Training program completed
14-04	Wood	Kara		Economic Development	FY2019	FY2021	Complete the financial and logistical planning required to relocate facilities deployed on the 201 Market Ave SW Property and commence redevelopment of the site.		
14-05	Wood	Kara		Economic Development	FY2019	FY2019	Complete a comprehensive Economic Development Strategic Vision.		Comprehensive Economic Development Strategic Vision complete
14-06	Wood	Kara		Economic Development	FY2019	FY2020	Implement two new initiatives that support underrepresented entrepreneurs.	Currently supporting three; GRABB, WMHCC, and FSU	
14-07	Wood	Kara	Klooster	Economic Development	FY2019	FY2019	Revise policies for business development programs created via legislation (i.e PA 198 - IFT, PA 328 - PPE, PA 146 - OPRA) to align with estimated fiscal impact and financial return on investment in the City of Grand Rapids.		Policies revised

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14-08	Wood	Kara	Klooster	Economic Development	FY2019	FY2021	Aspire to achieve 22% MLBE participation in projects supported by City's economic development incentive programs.		Achieve 10% MLBE participation
14-09	Wood	Kara	Klooster	Economic Development	FY2019	FY2021	Identify two new financing structures that can support mixed-income development projects and complete at least two projects using those structures.		Identify two new financing structures to support mixed-income development projects
14-10	Wood	Kara		Economic Development	FY2019	FY2021	Review SmartZone strategic priorities with SmartZone board using the Racial Equity Tool Kit. Identify and invest in two initiatives that support the SmartZone Local Development Finance Authority's strategic priorities that Ensure Equitable Outcomes.		
14-11	Wood	Kara	Kitavi	Economic Development	FY2019	FY2020	Complete the South Division/Grandville CID's Tax Increment Financing and Development Plan.		
14-12	Sutter	Alison	Klooster	Executive	FY2019	FY2021	In partnership with Economic Development, evaluate economic incentives and identify where environmental sustainability (ex. LEED, green space, etc.) has been included and propose the inclusion of environmental sustainability into existing incentives (economic development tools) or the creation of new incentives/tools.		
14-13	Caudill	Patti		Human Resources Diversity and Inclusion	FY2019	FY2021	Increase use of City-related incentives by 20% for contractors who employ and/or offer pre-apprenticeship or apprenticeship programs to students 15-24 from community programs.	0%	20%
14-14	Heemstra	Lynn	Foster	Our Community's Children	FY2019	FY2021	Increase the number of City departments hiring LEAD graduates as permanent unsubsidized full time job placements by 30%.	4 full-time jobs	

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14-15	Heemstra	Lynn	Foster	Our Community's Children	FY2019	FY2021	Increase the number of LEAD graduates age 18 to 24 who receive permanent unsubsidized employment by 50%.	4 full-time jobs	
14-16	Heemstra	Lynn		Our Community's Children	FY2019	FY2021	Increase the number of businesses participating in the Mayor's 100 from 71 to 100.	71	85

Transformation Plan Phase IV: Social Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
15-01	Hondorp	Joel	Kvamme	City Clerk	FY2019	FY2021	Increase voter turnout by 10% in pilot area (precincts 16, 18, and 67) through community outreach and voter information sessions and determine feasibility of creating a program to increase voter turnout throughout the City's 77 precincts.	43.96% turnout in the Nov. 2016 election	
15-02	Hondorp	Joel	Kvamme	City Clerk	FY2019	FY2021	Provide support to liaisons, City Commissioners, the Mayor and City Manager in their recruitment efforts to support the Committee on Appointment objectives to increase diversity and inclusion of boards and commission. Report demographics (race, ethnicity, disability, gender and age) of boards and commission on a quarterly basis.		Create quarterly reports
15-03	Snow-Buckner	Amy	Glover, Schulz	Communications	FY2019	FY2019	Through a Bloomberg Philanthropies Mayors Challenge grant, elevate the voices of neighborhoods and businesses in policy decisions through enhanced communications, community engagement and data collection, including the creation of publically accessible dashboards.		Three engagement opportunities held-- one in each ward -- and create a dashboard with data from these opportunities on the City's website
15-04	Bohatch	Connie	Schaafsma	Community Development	FY2019	FY2021	Develop methods for increasing the number of vacant homes that get re-occupied and vacant properties put into productive housing uses.		
15-05	Bohatch	Connie	Schulz, Wood	Community Development	FY2019	FY2020	Finalize and implement recommendations of the Housing NOW! policy package. Monitor and publically report on the results periodically.		
15-06	Bohatch	Connie		Community Development	FY2019	FY2020	Create a strategy to reduce negative impacts and unintended consequences of complaint based code compliance.		
15-07	Bohatch	Connie	Banchoff	Community Development	FY2019	FY2021	Actively engage in helping produce the City-based outcomes established by the Coalition to End Homelessness and Emergency Needs Task Force.		

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Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
15-08	Magaluk	Courtney	Aslani	Design & Development	FY2019	FY2020	Implement the recommendations of the Heartside Quality of Life Plan, Southtown Area Specific Plan, and the South Division Corridor Area Specific Plan.		
15-09	Schulz	Suzanne	Magaluk	Design & Development	FY2019	FY2021	Complete Pre-Planning for the Update of the City Master Plan, including completion of a preliminary scope of work, formation of a Steering Committee, and fundraising efforts, and initiate a community based Master Plan process.		
15-10	Wood	Courtney	Steffen	Design & Development	FY2019	FY2021	Achieve Age-Friendly designation by World Health Organization and AARP.		
15-11	Kitavi	Kyama	Stout, Wood	Economic Development	FY2019	FY2021	Build connectivity between residents and business districts, CIDs and BIDs. Track and report on number of residents engaging with business districts and subcommittees of CIDs and BIDs.		
15-12	Wood	Jessica	DeLong	Economic Development	FY2019	FY2019	Complete the formation of an Affordable Housing Fund and facilitate its operation.		Form the Fund and facilitate its operation
15-13	Wood	Kara	Schulz, Bohatch, Naramore	Economic Development	FY2019	FY2020	Ensure equitable outcomes by completing an evaluation of transportation, housing and employment data to determine geographic priorities for various types of City investments through economic development programs, including a guide for redevelopment incentives available in the City of Grand Rapids.		
15-14	Cain	Asante		Executive	FY2019	FY2020	Facilitate at least 2 public safety trainings annually in 49507 or neighborhoods of focus through SAFE.		

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Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
15-15	Cain	Asante		Executive	FY2019	FY2021	Formalize procedures of the SAFE Taskforce while implementing at least 2 Pitch and Highlight Nights and 2 RFP's to reduce violence in our community annually.		
15-16	Rahinsky	David	DeLong	Police	FY2019	FY2021	Implement recommendations from the police policy review task force.		
15-17	Dood	Jeff	Caudill, DeLong	Executive	FY2019	FY2021	Double the number of Racial Equity Budget projects in FY2020 and increase by 50% in FY2021.	36	54
15-18	Foster	Desiree	Caudill, Deering, DeLong	Executive	FY2019	FY2020	Create quality of work-life policy amendments and amenities based on best practices and financial impact analysis.		
15-19	Stout	Stacy	Bohatch	Executive	FY2019	FY2021	Jointly define outcomes and align City support of resident-based organizations to achieve greatest community impact and sustainability of resident-based organizations.		
15-20	Stout	Stacy		Executive	FY2019	FY2021	Neighborhood Connectors will arrange core capacity training for neighborhood associations and similar resident-based organizations located in the W.K. Kellogg neighborhoods.		
15-21	Stout	Stacy		Executive	FY2019	FY2021	Neighborhood Connectors support incorporation of at least one new neighborhood or resident-based association in the W.K. Kellogg neighborhoods of focus where there was not one previously.		

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Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
15-22	Sutter	Alison		Executive	FY2019	FY2019	Engage communities and residents on energy and water efficiency programs available and partner with utilities to ensure low-income and people of color are informed about programs. Partner with fire safety home assessments and home improvement organizational work.		3 engagement activities
15-23	Sutter	Alison	DeLong	Executive	FY2019	FY2021	Create a social responsibility strategy for the City for inclusion in the Sustainability Plan.		
15-24	Caudill	Patti	Coronado	Human Resources	FY2019	FY2021	Extend REAL Cohort training on Race and Equity to 60 additional City staff members each year.	60	60
15-25	Coronado	Frank	Caudill	Human Resources	FY2019	FY2020	Identify minimum training standards for all city employees. Increase percentage of employees trained on cultural competence, racial equity, mental well-being, and implicit bias training annually and establish quantitative goal for future increases.		
15-26	Foster	Desiree		Human Resources Administrative Services	FY2019	FY2019	Identify and take steps to remove barriers to employment by transforming Civil Service Exams.		Transform Civil Service Exams
15-27	Hitchcock	Anita	Ross	Law Department	FY2019	FY2021	Establish a Community Justice Initiative, which offers alternative solutions to address crime and effect change in the offender and in the community.		
15-28	Hitchcock	Anita	Batzer	Law Department	FY2019	FY2021	Conduct a review of City Commission Policies, Administrative Policies and Department Policies to Ensure Equitable Outcomes.		

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Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
15-29	Hitchcock	Anita	Rewa	Law Department	FY2020	FY2021	After completing the work of the Police Policy and Procedure Taskforce and reviewing best practices, evaluate the need to hire a consultant to study the disparity of arrest rates for certain crimes.		
15-30	Heemstra	Lynn		Our Community's Children	FY2019	FY2021	With To College, Through College, increase postsecondary degree attainment for persons of color and first generation college students from Grand Rapids Public Schools from 18% to 40% by 2025.	18%	
15-31	Rahinsky	David		Police	FY2019	FY2021	Implement the recommendations of the Police Policy and Procedure Task Force.		
15-32	Rahinsky	David		Police	FY2019	FY2019	Investigate methods of measuring community sentiment regarding community and police relations.		Investigation completed
15-33	Rahinsky	David	Stout	Police	FY2019	FY2020	In conjunction with the community, design and implement an evidence-based violence reduction plan.		
15-34	Rahinsky	David	DeLong	Police	FY2019	FY2020	Invest in next version of Community Policing and citizen engagement capacity to improve community and police relation outcomes.	17 Officers/ 2 Sgts	

Transformation Plan Phase IV: Environment Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
16-01	Steffen	Jay	DeLong	Design & Development	FY2019	FY2021	Complete permitting phase and begin construction phase of River Restoration.		
16-02	Lunn	Mike		Environmental Services	FY2019	FY2021	Complete construction and commissioning of biodigestion. Report twice per year on performance metrics, including energy created. Build phosphorous recovery system to mitigate struvite due to new biodigestion process.		
16-03	Sutter	Alison	Energy Team	Executive	FY2019	FY2020	Finalize a comprehensive energy plan for all municipal operations, including onsite renewable energy generation opportunities. Measure and report on the City's FY2019 energy and greenhouse gas footprint and create quantitative energy reduction goals for municipal operations.		
16-04	Sutter	Alison		Executive	FY2019	FY2019	Issue an RFP, a series of RFPs, or developmental agreements for installing renewable energy (solar, wind, biomass, geothermal, CHP) at all appropriate city owned and operated facilities (Butterworth landfill, parking lots/garages, Lake Michigan Filtration Plant, building rooftops, etc.).		
16-05	Sutter	Alison		Executive	FY2019	FY2021	Create a policy roadmap for incentivizing building designers/owners/managers/operators/tenants to achieve net zero carbon by 2050 via the Zero Cities Project. Have one city owned facility achieve net zero carbon.		
16-06	Sutter	Alison	Lehman, Naramore, Wood	Executive	FY2019	FY2021	Create a Climate Change Mitigation and Adaptation Plan in concert with the community that ties to the City's comprehensive energy plan and includes revisions to the existing Grand Rapids Climate Resilience Plan. The plan shall work in collaboration with emergency management, Mobile GR and economic development, and shall assess disparate impacts of climate change born by communities of color and low income communities and identify short term and long term projects, policies and plans that need to be implemented to ensure the City's operations are accounting for anticipated impacts of climate change.		
16-07	Reimer	Gary	Energy Team	Facilities and Fleet Management	FY2019	FY2020	Finalize a comprehensive energy and carbon reduction plan for the City's fleet including quantitative goals focused on reducing the carbon footprint of the fleet. The plan will evaluate the availability, environmental and public health benefits, and financial implications of incorporating electric vehicles, transitioning some vehicles from diesel to less carbon intensive fuels such as compressed natural gas, and other more environmentally friendly fleet options.		

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Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
16-08	Naramore	Josh		Mobile GR	FY2019	FY2021	Make progress toward 90% vehicle/10% other modeshare. Improve the City's bike score, walk score, and transit score each by 5% by June 30, 2020.	Current walk score 55, bike score 35 and transit score 55	
16-09	Naramore	Josh		Mobile GR	FY2019	FY2019	Develop up to 300 spaces in commuter lots in conjunction with the Silverline and LakerLine BRT routes.	City built 292 space facility near Wealthy Silver line station in 2018	300
16-10	Naramore	Josh		Mobile GR	FY2019	FY2019	Implement the non-motorized master plan and bike plan, including a priority investment strategy to guide five years of non-motorized projects.		Implement plan
16-11	Naramore	Josh		Mobile GR	FY2019	FY2020	Consider investment in mode-shift strategies and infrastructure, including car and bike rental programs.		
16-12	Naramore	Josh		Mobile GR	FY2019	FY2019	Create and adopt a Vision Zero action plan.		Create and adopt plan
16-13	Marquardt	David		Parks and Recreation	FY2019	FY2020	Complete a programming study of the MLK Lodge to begin the examination of park lodges envisioned by the Your City, Your Parks Plan.		
16-14	Marquardt	David		Parks and Recreation	FY2019	FY2021	Add 1.8 miles of riverfront trail between Leonard St and Ann St to complete a regional trail system connection.	16.35 miles of riverfront trail	

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16-15	Marquardt	David		Parks and Recreation	FY2019	FY2021	Increase the proportion of the population within a 10-minute walk of a park in under-served and high-need areas by 5% from the 2017 analysis.	77% of residents with access to parks within a 10-minute walk in identified neighborhoods	
16-16	Sulak	Joe		Parks and Recreation	FY2019	FY2020	Complete Phase II of the Tree Maintenance Plan.		
16-17	Hurt	James	Sulak, Sutter	Public Services Department	FY2019	FY2020	Transform use of Domtar operations including assessing organic waste management, environmentally friendly alternatives for disposing of Urban Forest wood waste, and decreasing the amount of yard waste being stored by 50% as compared to FY2018.	40,000 yards stored	
16-18	Hurt	James		Public Services Department	FY2019	FY2020	Increase current 55,000 recycling customers to 60,000 and reduce contamination of recycling by providing 6 educational sessions for residents to improve the quality of recycled material to help reduce the amount of waste going into landfills.	55,000 recycling customers; 4 education sessions/yr	
16-19	Harran	Dave		Water	FY2019	FY2021	Reduce electricity consumption for water filtration and distribution system 5% from FY2018 by analyzing SCADA data and adjusting controls to optimize electricity consumption.	2,545.72 kW/MG; target goal of 1% reduction each year, equating to 2,520.27	

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Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
17-01	Snow-Buckner	Amy	DeLong	Communications	FY2019	FY2020	Implement the Strategic Communications Plan and a fully operational Office of Communications.		
17-02	Snow-Buckner	Amy		Communications	FY2019	FY2019	Develop one city/one voice branding for all City departments and offices.		Create a style guide
17-03	Snow-Buckner	Amy	Digital Media Manager	Communications	FY2019	FY2019	Use best practices to create a streamlined and coordinated social media presence while leveraging its power to engage historically marginalized communities and the community at large.		Create a Master Calendar for social media and a media strategy
17-04	Snow-Buckner	Amy		Communications	FY2019	FY2021	Evaluate and implement a periodic community sentiment survey in partnership with an existing effort or independently.		
17-05	Snow-Buckner	Amy	Cain	Communications	FY2019	FY2020	Improve two-way communications with employees through development of new workplace communications system.		
17-06	Lueders	Ruth	Dood	Comptroller	FY2020	FY2021	Evaluate centralization of accounts payable functions through an A3 and implement results.		
17-07	Lueders	Ruth	Dood	Comptroller	FY2019	FY2020	Evaluate timekeeping efficiencies through an A3 and implement results.		

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Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
17-08	Glover	Becky Jo	Thiel, Oeverman	Customer Service	FY2019	FY2019	Continue engagement with What Works Cities to improve the City's ability to treat equity data as a strategic asset to be used to provide reliable insights and provide better service to the community. Quarterly add 10 new datasets to the open data repository for use by both internal and external stakeholders.	270 datasets but only 106 have been vetted at this time	40
17-09	Glover	Becky Jo	Canfield	Customer Service	FY2019	FY2021	Develop governance and standards for using business intelligence focused on creating operational efficiency through access to real time data enabling staff to most effectively perform their job functions and providing transparent data to the public.		
17-10	Glover	Becky Jo	Canfield	Customer Service	FY2019	FY2020	Implement governance standards for document sharing and content management for enterprise-wide solutions (e.g. CityWorks, ESRI GIS, ACCELA etc.), including a document sharing and content management system for City Staff, and other similar cross-department enterprise systems.		
17-11	Glover	Becky Jo	Snow-Buckner	Customer Service	FY2019	FY2021	Create governance and standards for customer-facing letters, bills and emails through community testing and feedback in the development of the rewrite.		
17-12	Fleet	Mark	Canfield	Design & Development - Building Inspections	FY2019	FY2021	Achieve "Building Code Regulatory Agency" accreditation by the International Accreditation Service for the Development Center and Building Inspections.		
17-13	Pfauth	Kristin	DeVries	Engineering	FY2019	FY2021	Complete and integrate asset management plans for city assets based on asset management principles and consideration of balance and distribution, outcomes from engagement, and coordination with other projects.		
17-14	DeLong	Eric	Dood	Executive	FY2019	FY2021	Continue to manage legacy costs including OPEB and Pension.		

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Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
17-15	DeLong	Eric		Executive	FY2019	FY2019	Research and develop a proposed staff leadership structure to implement the REH Action Plan and achieve the City's equity goals.		Staff leadership structure developed
17-16	DeLong	Eric	Cain, Sutter	Executive	FY2019	FY2021	All departments/service groups shall complete a strategic plan covering FY2020 - FY2021 that includes: measurable key performance indicators, outcomes and metrics; includes a racial equity lens policy review; incorporates LEAN processes and asset management plans where appropriate; and aligns with the Sustainability, Transformation, and Fiscal Plans.		
17-17	DeLong	Eric		Executive	FY2019	FY2021	Reduce the general operating fund district court local subsidy by at least 50% from FY2018 levels.	\$5,100,000	
17-18	DeLong	Eric	Dood	Executive	FY2019	FY2019	Examine consolidated Police and Fire central dispatch with Kent County.		Examination completed
17-19	Sutter	Alison	DeLong	Executive	FY2019	FY2019	Establish a capital budget evaluation process to rank requests based on environmental sustainability, social responsibility, and balance and distribution criteria and report annually on outcomes.		Evaluation process established
17-20	Sutter	Alison		Executive	FY2019	FY2020	Leverage the Sustainability and Energy Advisory Committees, Community Sustainability Partnership, Good for Grand Rapids Campaign and other partners to educate and engage citizens on how environmental sustainability intersects with other City and Commission priorities.		
17-21	Lehman	John	Cain	Fire Department	FY2019	FY2019	Evaluate and update the Emergency Management relationship with Kent County. Ensure that 100% of city employees involved in the National Incident Management System complete their certifications and training to ensure adequate staff preparedness on an annual basis. Maintain emergency preparedness readiness across all systems.	83.6% (117/140) have NIMS 100, 200, and 700 level training, and 85.7% (120/140) have NIMS 300 and 400 level training	100% of the people identified on the incident command center org. chart will obtain NIMS 100, 200, 300, 400, and 700 level training

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17-22	Lehman	John	Cain	Fire Department	FY2019	FY2019	Convene a group of stakeholders to develop strategies to reduce the number of super-user emergency medical service incidents by 10%.		Complete an A3 process to define the problem and develop countermeasures
17-23	Dood	Jeff		Fiscal Services	FY2019	FY2020	Achieve general operating fund operational savings by establishing and meeting annual and 5-year departmental budget targets that align ongoing revenues with ongoing expenditures with a goal of creating annualized operational savings of 1% per year.	\$142,934,100	\$147,380,956
17-24	Dood	Jeff		Fiscal Services	FY2019	FY2021	Achieve upgraded general obligation and revenue bond credit ratings from 2018 levels.	AA	
17-25	Coronado	Frank		Human Resources	FY2019	FY2021	Create professional development plans for 20% of all staff annually. Implement a Learning Management System.	0%	The LMS system should be implemented by this fall. This will assist in creating professional development opportunities for 20% of all staff annually
17-26	Foster	Desiree	Jelks	Human Resources	FY2019	FY2021	Develop and implement a comprehensive plan on skill trades to address the 30% recruitment deficit and to increase recruit and retain in skill trades by 10% a year to eliminate the deficit.	Currently 14 vacant positions; 30% reduction of vacancy target should occur over the next 3 years (rate of 10% annually)	
17-27	Jelks	Mari Beth	Caudill	Human Resources	FY2019	FY2019	Finalize a written succession plan.		Plan completed
17-28	Jelks	Mari Beth	Snow-Buckner	Human Resources	FY2019	FY2021	Conduct an internal City staff perception survey and a strategic plan based on the results, including assigned accountability for improved results.		Internal staff perception survey and strategic plan development completed.

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17-29	Foster	Desiree	Jelks	Human Resources Administrative Services	FY2019	FY2020	Report quarterly on hiring time from time of requisition to time of hire, retention, retirements, and other key personnel metrics.		
17-30	Foster	Desiree		Human Resources Administrative Services	FY2019	FY2019	Formalize in writing and process the mission and aspects of the Grow Your Own initiative while measuring the number of employees that are hired and promoted through the Initiative.		Formalize the program and measure participation
17-31	Foster	Desiree	Jelks	Human Resources Administrative Services	FY2019	FY2019	Implement recommendations from the Civil Service Board that create flexibility in job assignments and compensation, including expanded Subject Matter Expert (SME) compensation (bilingual capacity, software practice leader, financial management system, etc.).		Recommendations implemented
17-32	Hitchcock	Anita	Rewa	Law Department	FY2019	FY2020	Evaluate and establish protocols for outside legal services.		
17-33	Naramore	Josh		Mobile GR	FY2019	FY2020	Improve 50 bus stops per year throughout the City.		50
17-34	Marquardt	David		Parks and Recreation	FY2019	Other: FY22 Aligns with Parks and Recreation Strategic Master Plan	Increase the level of maintenance of parks facilities so that 60% of parks are at a level B, as defined by the National Recreation and Parks Association or other identified indicators.	15.4% of parks are currently at Level B	
17-35	Rahinsky	David		Police	FY2019	FY2021	At least annually make Grand Rapids law enforcement data available publicly in a format that disaggregates information by race, age, and gender to discern trends, support equitable policing and increases trust.		Report data publicly

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17-36	Almonte	Tom	Lunn, Sutter	Public Services	FY2019	FY2021	Work with a cross-departmental team to maximize the operational value of the City's investment in the communication network that will be installed with the LED and lighting infrastructure upgrade.		
17-37	Almonte	Tom	Naramore, Schulz	Public Services	FY2019	FY2019	Develop a policy and strategies to provide the community with opportunities for donations, sponsorships, advertising, etc., in public right of way space and on City owned properties as a revenue generating approach to cover operations, maintenance, and capital costs of areas such as bus stops, shelters, parks, etc.		Policy and strategies developed, revenue acquired.
17-38	Almonte	Tom	Lunn, Sutter	Public Services	FY2019	FY2021	Complete comprehensive lighting distribution system and LED street lighting upgrade that includes a Smart Cities communication network that will serve as a platform for data and systems monitoring.		
17-39	Almonte	Tom	Dood	Public Services	FY2019	FY2021	Develop financial/operational metrics with performance measurements/kpis for all departments.		
17-40	Almonte	Tom	Dood	Public Services	FY2019	FY2021	Implement Shared Resources Model (recommendations) as called for by EMA study.		
17-41	Ganic	Alen	Cain	Public Services	FY2019	FY2021	Renew and re-resource LEAN team to act as a champion of LEAN throughout the City. Provide an annual update to the City Commission on LEAN performance metrics.		