

# City of Grand Rapids **FY2020 Progress Update**

October 22, 2019

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## 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.

### 1.1 Embed Equity

- Passed new Human Rights Ordinance, which includes unique provisions to reduce biased crime reporting along with updates to better protect the rights of all residents. (Equity and Engagement)
- Continued implementation of projects related to the Third Ward Equitable Development Fund, including:
  - Façade improvement programs
  - Keeping people in their homes – 88 homes reviewed, 11 signed participation agreements or identified as candidates
  - Lead awareness – Partnered with Kent County and launched public awareness campaign.(Executive Office, Equity & Engagement, Community Development, Legislative Affairs)
- Received \$300,000 Kellogg Equitable Grand River Restoration grant. (Equity and Engagement)
- GRPL established an anti-racism task force. (Libraries)
- Contracted with outside attorneys per Michigan Indigent Defense Commission standards to represent defenders at appropriate steps of the legal process. (Community Development)

### 1.2 Fiscal Sustainability

- Contributed \$1 million in additional funds (over and above the required contributions) to the City's General Pension Fund in late FY19. (Fiscal Services)
- Received \$8.6 million in grant funding for City projects and initiatives.
- Increasing financial transparency (capital projects, budget) using open data tools through Socrata. (CS/I, GVSU Capstone team, Comptroller, Fiscal Services)
- Continued streetlighting/primary circuit infrastructure upgrades. (ESD)
- Secured a new healthcare administration contract projected to reduce costs by \$13 million over three years with no significant change in benefit to employees. (Human Resources)
- Received renewal of the Utility of the Future Award from the National Association of Clean Water Agencies and the Water Environment Federation, demonstrating commitment and progress in leading an innovative and successful utility. (ESD)
- Received the Premier Utility Management Performance Award from the Michigan Water Environment Association. (ESD)

- Concentrated Waste Line recognized as Project of the Year by the American Public Works Association. (ESD)
- Travel Guidelines were published to assist with recently updated travel policies. The Travel Report to Commission was updated to summarize travel expense codes by department numbers in the financial system, which allows for easier reconciliation to expenses as they occur. (Comptroller)
- Completed workpapers for the FY2019 Comprehensive Annual Financial Report and onsite audit by external auditors. (Comptroller)
- Transition from FY2019 to FY2020 with the new budget load to Finance and the Labor contract updates to Payroll. (Comptroller)

### **1.3 Employees**

- 62 employees hired including City Engineer, Assistant City Attorney, Deputy City Attorney, Police Chief, Interim Director of Office of Oversight and Public Accountability, and City Assessor. (HR + other departments)
- Promoted 10 police officers. (Police)
- Finalized four-year Electrical Apprenticeship program, with plans to hire five apprentices across several departments. (HR, Facilities, Water, ESD)
- 26 participants registered for the latest class of Public Works Academy, with 24 completing the program. (DPW)
- Began pilot testing the Hire Reach evidence-based selection process with select classifications. (HR)
- Completed collective bargaining, successfully negotiating priority goals including improvements to parental leave, health insurance and sick leave. (HR)
- Updated compensation for Election Inspectors to be in line with market rates. (City Clerk)
- Implemented remaining items from compensation study through GREIU collective bargaining. (HR)
- Hosted leadership retreat with staff to continue discussion and alignment of departmental work plans with the Strategic Plan. (OSPM)
- Launched internal Innovation Team and online hub for staff to access innovation strategies and information. (CS/I)
- City Treasurer named national city executive of the year – LocalSmart Award from StateScoop. (Treasury)
- Purchasing Agent Amie Merren received the Marvin F. Klang Award – highest honor given by the Michigan Public Purchasing Officers Association. (Purchasing)
- Several employees recognized by the Michigan Water Environment Association (ESD):
  - Emily Miner – P.K. Sarda Lab Professional of the Year
  - Charles Schroeder, PE – Outstanding Environmental Engineer
  - Nicole Pasch – Public Utility Management Professional of the Year

### **1.4 Facilities/Workspaces**

- Completed restoration of the Calder Stabile. (Facilities)
- Upgraded City Hall heating and cooling systems. (Facilities)
- WRRF improvements (ESD):
  - South Plant Actuators, Pumps, and RAS – Actuators installed, pumps to be installed 2<sup>nd</sup> quarter.

- Maintenance Shop Expansion – New Maintenance Shop.
- WRRF Master CAD Update.
- Improvements to Safety Access Items at WRRF, MAPS, and MARB.
- Alger Ravine - Quality Assurance Project Plan Submitted.
- Vapor Intrusion Investigation of WRRF Site – Site Specific Cleanup Criteria requested from EGLE.
- WRRF Lab Modernization – Temporary lab construction near completion. (ESD)
- ELC has 3 major Asset Management Lifecycle replacements projects in the final stages of design, this work is being funded through the bonds we received in December of 2018. Our focus is on our primary electrical distribution systems, to include 2.4KV to 7.2KV conversion. (ESD)

### **1.5 Technology & Data/Performance Management/Internal Communications**

- Designing and implementing a performance management framework. (OSPM)
- Hired an Energy, Climate and Performance Management Specialist to enhance data-informed planning and execution of performance goals. (OSPM)
- Recognized by Governing Magazine and Living Cities as the nation's top data driven city. (CS/I)
- Center for Digital Government's 2019 City Government Experience Award for creation and implementation of GR PayIt which allows residents and others to pay for multiple City services using a single account. (Treasury, CS/I)
- City's website placed 4<sup>th</sup> in Overall City Government Experience competition. (CS/I)
- Complied with State and Federal Laws through passage of ordinances related to 5G and began implementation of new Administrative Rules to address residents' concerns within legal limits. (Legislative Affairs, OSPM, ESD)
- Continued to enhance IT security and network protection, working with contract Information Security Officer. (IT)
- GRPL passed a Strategic Framework. (Libraries)
- Rolling out mobile hot spots to reduce barriers to digital access. (Libraries)
- Commission awarded two contracts totaling \$1.66 million for upgrades to the City's street lighting system. (Engineering, ESD)
- Launched the first group of smart water, sewer, and electric meter and analytics platforms. (ESD, Water)
- Initiated LED Street Lighting Conversion, including 7-pin control modules that operate on a wireless FlexNet control platform. We have approximately 100 new street lights in operation. Plan to replace 300 failing concrete street lighting poles throughout the city, installing new LED street lighting and controls. (ESD)
- Currently at 60% design to install 500 LED streetlights with controls in neighborhoods, with approximately 1/3 going into each Ward. (ESD)

### **1.6 Master Plan**

- Released South Division Corridor Area Specific Plan and Southtown Business Area Specific Plan for public comment to amend 2002 Master Plan. (Planning)
- Completed the Age-Friendly Grand Rapids Plan. (Planning)
- Established comprehensive Bicycle Action Plan. (Mobile GR)



# Economic Prosperity & Affordability

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

## 2.1 Business Services

- Repealed outdated regulations such as those regarding "Motion Picture Theaters." (City Clerk)
- Retained Ombudsperson. (Development Center)
- Managed migration of CGI/Advantage360 to Azure to provide improved business tools and future single sign-on for users. (Fiscal Services, Comptroller)

## 2.2 Business Growth

- Approved Brownfield Development Agreement for \$83 million Grand Rapids Innovation Park. (Economic Development)
- Worked with Spectrum Health on its decision to build a Center for Transformation and Innovation downtown. (Economic Development)
- Received the American Public Works Association Michigan Chapter Project of the Year award for the concentrated waste forcemain project used to serve growing businesses. (Public Works)
- Approved \$19.5 million FALK Industrial Development Project. (Economic Development)
- Approved \$282,000 Obsolete Property Rehabilitation for Pottery Lan. (Economic Development)
- Attracted Acrisure, global insurance company, to Studio Park project in collaboration with MEDC and the Right Place. (Economic Development)
- Opening of Studio Park, \$160 million public-private partnership with studio, housing, retail, hotel, 900+ parking spaces and new global HQ. (Economic Development)
- Facilitated community benefit and business parking solution for Consumers Energy regional headquarters. (Mobile GR)
- Approved a licensing ordinance for marijuana businesses. (Planning, Legal)
- Grand Rapids recognized as the #1 metro area for sustainable development by Site Selection Magazine. (Sustainability, Economic Dev)
- Entered into a tentative agreement on partnership with DGRI and the GR Area Chamber of Commerce to commission a retail market study and retain a retail specialist housed at the Chamber to reduce ground-floor vacancies and recruit an appropriate retail mix. (Economic Development)
- Completed draft of Third Ward Business Retention Incentive Program designed to assist existing businesses with building or business investments that will improve their operations or expand their capacities or capabilities. (Economic Development)
- SmartZone approved moving forward with an expansion of the existing incubator to attract larger tech companies to the Certified Technology Park. (Economic Development)
- Opportunity Zone Prospectus being finalized with marketing strategy to be developed in Q2. (Economic Development)

### **2.3 Resident Education/Employment/Wage Growth**

- City Commission and Brownfield Redevelopment Authority approved projects expected to create 308 new jobs at the completion of those projects. (Economic Development)
- Established a memorandum of understanding with Grand Valley Metropolitan Council for river restoration. (Executive, Legal)
- Secured a \$95,000 United Way – ELO Network grant. (OCC)

### **2.4 Housing**

- Secured Housing Practice Leader services to examine, recommend, and facilitate the City's Housing efforts through partnership with Housing Next. (Executive)
- Partnering with Grand Rapids Area Chamber of Commerce for a Housing Needs Assessment. (Executive)
- Received state approval of Eastern Elementary Redevelopment for mixed-income housing. (Economic Development, Community Development)
- Established partnerships with Mel Trotter Ministries and 3:11 Youth Housing for innovative programs with tax foreclosures.
- Secured approval of an agreement with the Michigan State Land Bank Authority to allow the City to preserve the land resources of the KCLBA and provide services related to tax foreclosures all in service to affordable housing outcomes. (Economic Development, Legal)

### **2.5 Destination City**

- Aligned local ordinances to State fireworks laws. (Fire Department)
- Processed 105 event applications/permits totaling 188 authorized special events. (Special Events)
- Partnered with Project [1] (ArtPrize) for inaugural event. (Special Events)
- Established commemorative designation of Michigan Street from Monroe Avenue to College Avenue as Medical Mile. (Engineering)



## **Engaged & Connected Community**

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

### **3.1 Enhance Communication**

- Launched several high-profile communications campaigns: river restoration, Census 2020, Lead awareness, human trafficking. (Communications)
- Offered residents the opportunity to sign up for real-time public safety messages. (Police)
- Launched fourth installment of OurCity Academy. (OCC)
- Building out Socrata capital projects, budget and open data modules with GR Digital to enhance delivery of information to the public. (CS/I, GVSU Capstone team)

### **3.2 Community Engagement Strategy**

- Hired Census Coordinator and Ambassadors to begin ramping up for Census 2020 effort. (Development Center)

### **3.3 Gauge/Enhance Community Perception**

- Launched Task Force on Elected Representation to evaluate proposals on election- and representation-related issues. (Executive)
- Launched randomized community survey to gauge resident perception of and satisfaction with City services. (Executive)

### **3.4 Elevate Resident Voice**

- Amended Parks and Recreation Advisory Board to increase opportunities for stakeholders and residents to contribute their voice. (Parks and Recreation)
- Consolidated, moved, and established polling locations to provide better election services. (City Clerk)



## **Health & Environment**

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

### **4.1 Carbon Emissions/Climate Resilience**

- Launched a Community Collaboration on Climate Change in partnership with the community focused on equitable climate change planning. (OSPM)
- Urban Core Collective selected as Zero Cities Project equity partner. Began co-creating a program focused on reducing carbon emissions of low-income housing in Neighborhoods of Focus. (OSPM)
- Working with National Renewable Energy Laboratory (NREL) to complete a techno-economic solar assessment of seven city facilities. (OSPM)
- Finalizing an MOU with Consumers Energy that will support the City's plan to issue an RFP for solar development at Butterworth Landfill. (OSPM)
- Participating in the SolSmart campaign to assess and identify how we can be a more solar-friendly city for residential and small-scale commercial solar installations; recommending changes to Zoning Ordinance on how residential solar is regulated. (OSPM, Planning, Development Center)
- Completed upgrades to heating and cooling systems at the Ottawa Hills and Van Belkum locations. (Library)

#### **4.2 Green Space/Recreational Activities**

- Completed/near completion of Plaster Creek Family Park and Burton Elementary/Middle School outdoor classrooms and playscapes. (Parks and Recreation)
- Completed substantial renovations to four parks with various upgrades for recreation and education (Briggs, Joe Taylor, Lookout and Reservoir). (Parks and Recreation)
- Received \$400,000 Outdoor Foundation – Thrive Outside Initiative grant (OCC)
- Received \$10,000 National League of Cities – Connecting Children to Nature grant. (OCC)

#### **4.3 Water Resources**

- Continued construction of Biodigester with Combined Heat and Power. Mechanical and electrical equipment is being installed and tank construction has begun. EGLE Air Quality Permit to Install was issued to City of Grand Rapids WRRF in August. (ESD)
- Awarded construction contract for Renewable Natural Gas Conditioning System. Installation of equipment will occur during the next three quarters. (ESD)
- Replaced 129 lead service lines. (Water)
- Four of six rounds of PFAS testing completed and three of four tests completed with non-detect results. (Water)
- PFAS minimization study is underway. (ESD)
- Fish passage improvements 90% complete at Indian Mill Creek Dam. (ESD)
- Richmond Park Daylighting 70% complete. (ESD)

#### **4.4 Waste Generation and Diversion**

- Approved development of compost site and initiated construction contract to build facility. (DPW)

#### **4.5 Health Disparities**

- Lead committee received TACTIC report from the National Center for Healthy Housing. Recommendations currently under review. (Legislative Affairs, Community Development)
- Received \$1.3 million CHIP Lead Hazard Control Grant and \$4.2 million lead hazard control grant. (Community Development)
- Lead Awareness and Education campaign in partnership with Kent County launches October 21 including billboards, self-assessment tool, bus wraps, marketing materials and direction on receiving services from the city and the county. (Legislative Affairs, Community Development and Communications)
- Began awareness campaign regarding Human Trafficking. (CS/I, Communications)
- Received \$45,000 Kent County Health Department – Medical Marijuana Oversight grant.
- Launched partnership between Seamless, Start Garden and GVSU Capstone team to use air quality data to produce an innovative solution that can be used by residents to determine pollution levels (particulate matter and CO<sub>2</sub>) that could impact health, particularly for those suffering from asthma or COPD. (CS/I, ESD)
- Developed and implemented process regarding separation distance from public parks for proposed medical marijuana facilities. (Planning)



# Mobility

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

## **5.1 Multi-Modal Transportation**

- Established comprehensive Bicycle Action Plan. (Mobile GR)
- Issued RFP for sidewalk snowplow pilot project. (Mobile GR)

## **5.2 21<sup>st</sup> Century Mobility Options**

- Launched an autonomous and electric vehicle pilot with May Mobility. (Mobile GR)

## **5.3 Parking**

- Set monthly parking rates and opened 300 City-managed spaces at Studio Park. (Mobile GR)
- Developing an innovative solution that integrates on-street parking spaces and availability, integrated with weather and walking distance from parking space to destination. (Mobile GR, CS/I, GVSU Capstone team)
- RFP under consideration for development partner to add approximately 200 parking spaces downtown, with potential for additional commercial or residential development. (Economic Development)

## **5.4 Transportation Network**

- Support for regional West Michigan Express Pilot Project. (Mobile GR)
- Grand Valley Metropolitan Council (GVMC) indicates streets in good repair is at 57.1% from 60.6% in 2018. A deeper analysis of the information will be done in the coming months. (Engineering)
- City Commission authorized \$9.5 million in Vital Streets funds for 12 projects which leveraged an additional \$14.15 million in funding, resulting in a \$23.65 million investment. (Engineering)
- Work on 115 Engineering projects that may or may not have had Vital Streets funding. (Engineering)
- The Equitable Economic Development and Mobility Strategic Plan (EEDMSP) work group successfully held 20 focus groups in late September in order to test a series of draft objectives and strategies that will guide implementation of the plan. Draft EEDMSP will be reviewed by the Steering Committee in November with a goal of completion in calendar year 2019.





# Safe Community

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

## **6.1 Emergency Preparedness**

- Hired Emergency Management Administrator. (Fire)
- Passed CPTED ordinance, first of its kind in the country. (Planning)
- Completed bike box at Lake Michigan Drive and Seward, as well as traffic signal and pavement markings along Michigan Street. (Mobile GR)
- Hosted annual Fire Prevention Week. (Fire)
- Governor appointed Hank Kelley to Traffic Safety Advisory Commission. (Mobile GR)
- Received \$257,552 FEMA – Fire Prevention & Safety Grant. (Fire)
- Received \$1.2 million FEMA – Fire Prevention & Safety Grant. (Fire)
- Received \$742,005 Auto Theft Prevention Authority grant. (Police)
- Received \$20,136 Office of Highway Safety Planning grant. (Police)

## **6.2 Emergency Response**

- Responded timely and effectively to storm activities in September. (All Departments)

## **6.3 Recovery from Emergencies**

- Continued work to restore critical and secondary infrastructure from September storms. (Fire, DPW)

## **6.4 Community Oriented Policing**

- Hired Police Chief, Deputy Police Chief, and five police officers. Promoted 10 police officers. (Police and HR)
- Created the Office of Oversight and Public Accountability and hired an Interim Director. (Executive - OPA)
- Implemented a policy guiding police interaction with Foreign Nationals. (Police)
- Approved civilian resources/authorized volunteers for parking enforcement. (Mobile GR)
- Transmitted Cure Violence Program Assessment Report and Budget Options. (Community Development)
- Established Crime Prevention Through Environmental Design (CPTED) ordinance and fees. (Planning)
- Launched a Community Safety through Parks and Recreation pilot program that included hiring seven Park Ambassadors that worked at MLK and Joe Taylor Park seven days per week (Aug – Oct) to assist park users, park programming and park maintenance. (Parks and Recreation)
- Expanded recreational offerings for Joe Taylor Park and hosted community events in Joe Taylor, Garfield and Highland Parks. (Parks and Recreation)
- Offered residents the opportunity to sign up for real-time public safety messages. (GRPD)

### **6.5 Safe, Stable and Permanent Housing**

- Keeping People in their Homes (part of Third Ward Equity implementation) reviewed eligibility for 88 homes, with 11 identified as candidates and/or with signed participation agreements. (Community Development, Equity and Engagement)