



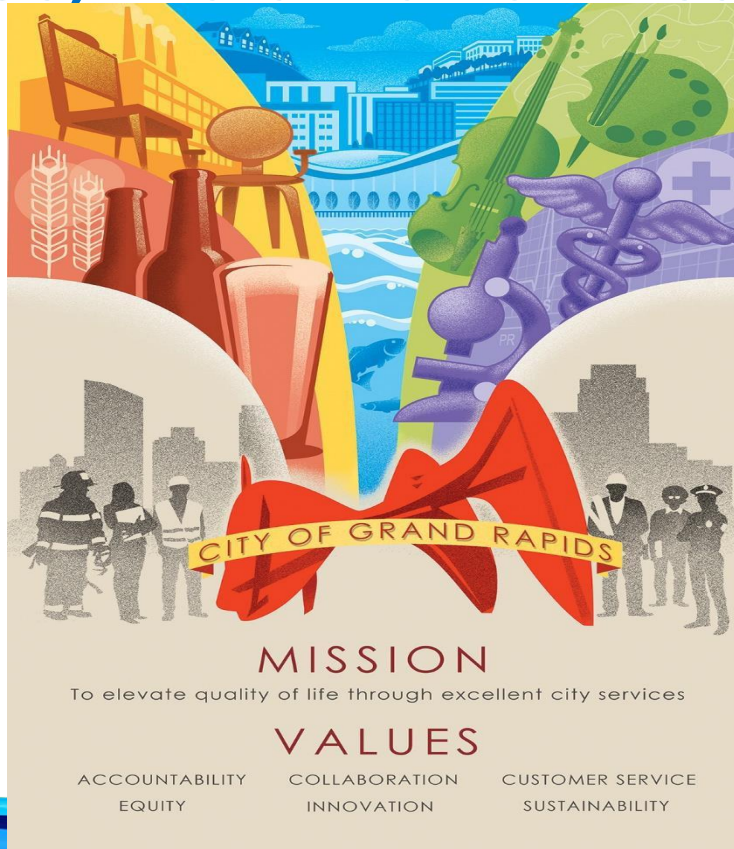
# FY2020 Mid-Year Performance Management Report



February 25, 2020



# Values, Vision and Mission Driven





# FY2020 Performance Management & FY2021 Budget Schedule

Tuesday, Feb. 25*	<b>FY2020 Performance Management Midyear Update</b> (1 – 5pm)
Tuesday, Apr. 28	<b>FY2021 Preliminary Fiscal Plan presentation</b>
Tuesday, May 5*	<b>Budget Review Workshop</b> (9 am – noon)
Tuesday, May 12*	<b>Budget Review Workshop</b> (1 – 4pm)
Tuesday, May 19	<b>Committee of the Whole Discussion</b> (9:30 am)
Thursday, May 21*	<b>Public Hearing at City Commission</b> (7 pm)
	<b>Deliberation and City Commission Adoption</b> (9 – 11 am)

\* Special meetings scheduled



# Agenda Items

- **FY2020 Financial Performance Update**
- **FY2021 Key Horizon Topics Discussion**
  - Police Strategic Plan
  - Oversight and Public Accountability Strategic Plan
  - Housing Update
  - FY2020 Capital Update
- **Key Metrics Dashboard**



A wide-angle photograph of the Grand Rapids skyline at sunset. The city's prominent buildings, including the modern glass skyscrapers of the Boji Tower and the historic brick buildings of the downtown area, are silhouetted against a warm, orange and yellow sky. A blue truss bridge spans the Grand River in the foreground, with its reflection visible in the water. The overall scene is peaceful and scenic.

# FY2020 Financial Performance Update





# Performance Through December 2020

General Fund	Amended Budget	Actuals (Includes Encumbrance)	% of Total Budget
Revenues	\$152,488,012	\$70,772,017	46.41%
Expenditures	\$149,808,073	\$74,271,183	49.58%
Revenue Less Expenditures	\$2,679,939	(\$3,499,166)	

- **Revenue lagging due to no midyear accruals**
- **Income Tax Projection for FY20**
  - Budgeted 4%
  - Current Projection 4.5%



# Financial Highlights - FY20

- **Parks Millage Approved - November 2019**
- **Sewer Bond Sale - February 2020**
- **Water Bond Sale - May/June 2020**
- **FMS System Upgrade - Late Spring 2020**
- **Strategic Plan Initiatives**
  - Improve financial reporting to Commission
  - Bond Rating Strategy Committee
  - Continue aligning the budget process to



A wide-angle photograph of the Grand Rapids skyline at sunset. The city's prominent buildings, including the modern glass skyscrapers of the Boji Tower and the historic, multi-story brick buildings of the downtown area, are silhouetted against a warm, orange and yellow sky. A blue truss bridge spans the Grand River in the foreground, with its reflection visible in the water. The overall scene is peaceful and scenic.

# FY2021 Key Horizon Topics Discussion



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

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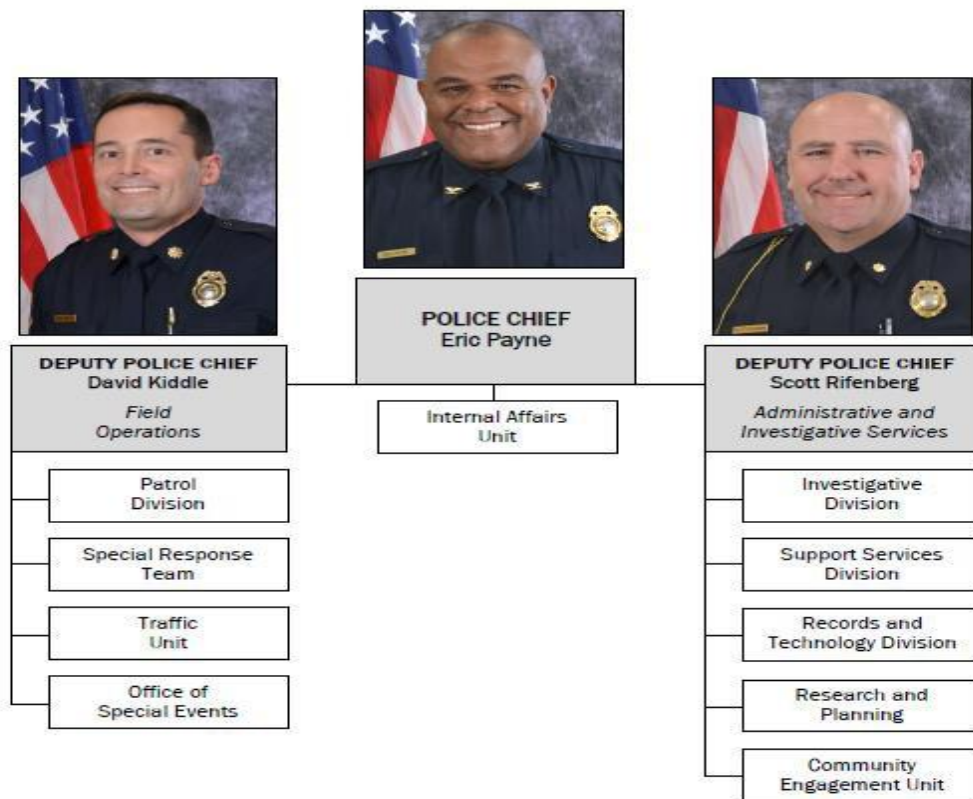
# Grand Rapids Police Department

Eric P. Payne, Police Chief





# Organizational Leadership



It is a testament to the dedication and professionalism of our personnel that the GRPD is acknowledged to be among the finest police departments in the state of Michigan. It is our mission to provide professional, progressive, and responsive police services, in collaboration with the community, to ensure a safer Grand Rapids, and as such, we commit to be:

## **PROFESSIONAL**

We will conduct ourselves in a manner that reflects well on our department, our community, and our profession. We will treat all citizens with dignity and respect.

## **PROGRESSIVE**

We will never become complacent in the way we deliver service. We will aggressively pursue emerging technology and innovative ideas.

## **RESPONSIVE**

We will listen to the community's wants and needs and not restrict our thinking to traditional paradigms. The concerns of our community will help shape the priorities of our agency.



# Geographical Service Areas



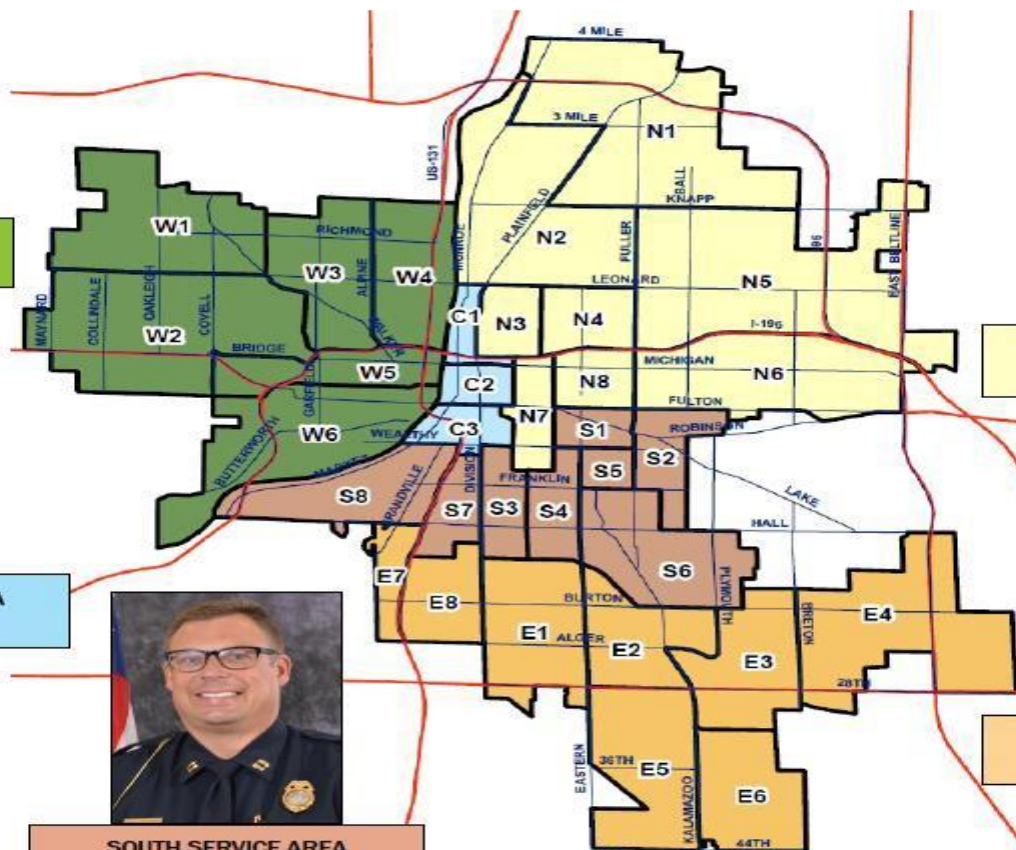
**WEST SERVICE AREA**  
Captain Matthew Ostapowicz



**CENTRAL SERVICE AREA**  
Captain Vincent Reilly



**SOUTH SERVICE AREA**  
Captain Mark Ostapowicz



**NORTH SERVICE AREA**  
Captain Michael Maycroft



**EAST SERVICE AREA**  
Captain Kristen Rogers



# Connecting with Community



## CRIME PREVENTION UNIT

### Crime Prevention Coordinator Julie Niemchick

Under the command of Captain Michael Maycroft, the mission of the Crime Prevention Unit is to facilitate collaboration between the department and the community, by engaging in conversation, education, and maintaining its strong, and very unique, relationship with the city's neighborhood associations. Crime Prevention Coordinator Julie Niemchick is responsible for fully trained Crime Prevention Organizers (CPO), as they lead each neighborhood association. The CPOs are provided with such information as statistical analysis, crime analysis, and crime trends, while they, in turn, assist the Department with home and business security surveys, personal safety demonstrations, and neighborhood watch organizing. The information shared among the GRPD, neighborhood associations, and City departments, has helped to solve a multitude of criminal and housing issues, and the neighborhoods and CPOs continue to be a valuable asset for the department.



[www.crimemapping.com](http://www.crimemapping.com) = online tool for monitoring crime

# 15

## Community Policing Specialists

(Geographically Assigned to 5 Service Areas)

Community Policing Specialists are assigned to proactively address quality of life issues, attend community meetings, organize enforcement techniques for street level crime, and partner with community stakeholders. They work closely with residents and businesses, utilizing the principles of Crime Prevention Through Environmental Design (CPTED), to help make homes and businesses as safe as possible.



## COMMUNITY ENGAGEMENT UNIT

Lieutenant Maureen O'Brien



The Community Engagement Unit is under the command of Lieutenant Maureen O'Brien. The primary focus of the Unit, which also includes a sergeant and three officers, is to oversee all recruiting and hiring efforts for department personnel (sworn and non-sworn, which also includes those in the intern program). In addition, recruitment efforts also focus on our youth programs (department's Explorer Post, Youth Police Academy, and Chief's Youth Advisory Board). The unit organizes, and provides staffing for, various community events throughout the year. The Unit participated in 207 community engagement events in 2019.

## PUBLIC INFORMATION OFFICER

Sergeant John Wittkowski



The department's Public Information Officer, Sergeant John Wittkowski, operates out of the Community Engagement Unit. The department is committed to staying engaged with the people it serves, through the mainstream media, social media, and public presentations. Enhanced relationships with our local media, and

the sharing of information through the social media platforms of Facebook and Twitter, continue to help the police department keep citizens informed of police related incidents that take place in our neighborhoods. All public information releases, as well as police engagement in the community and a variety of police and community related events, are found on the department's social media platforms of Facebook and Twitter, in nearly real time.



## Community Initiatives



### VOLUNTEER AND NEIGHBORHOOD SERVICES PROGRAM

The Volunteer and Neighborhood Services Program help the GRPD deliver critical services to our neighborhoods and relieve police officers of duties that are unrelated to crime. The minimum age requirement is 18 years old. Volunteers commit a minimum of 8 hours every month, on weekdays. Throughout 2019, the department's 21 police volunteers donated 3,019 hours to the community and to the GRPD.

### CITIZEN POLICE ACADEMY

This annual 10-week program, held in the fall, allows community members the opportunity to learn about department policies and procedures, as well as the pressures associated with law enforcement. Participants are instructed on traffic stops, criminal law, emergency vehicle operation, and use of force. Presentations include lectures, demonstrations, videos and hands on participation, and were offered by members of such areas as Patrol Operations, the Canine Unit, the Detective and Vice Units, Internal Affairs, and the Special Response Team. Each participant also completed a ride-along with an officer.



### MICHIGAN PRISONER RE-ENTRY / SUPPORT GROUPS FOR MEN AND WOMEN



The GRPD continued its partnership with the Michigan Department of Corrections, working with the prisoner re-entry program. Two groups of CLEAR meetings, for men and women, which were held with persons on parole. CLEAR stands for Coalition Leadership Education Advice Rehabilitation and it exists to break the cycle of recidivism, by building community and law enforcement relationships to lead, educate, and mentor returning citizens, thereby creating safer communities. The Men's CLEAR Group, led by Officer Dan Myers, is a group designed to serve returning citizens, as they attempt to successfully return from incarceration. This is a collaborative effort, with several partnerships, to address mentorship, employment, housing, and other areas of needed support. The partnerships include, but are not limited to, the following: Michigan Department of Corrections, Kent County Parole/Probation, Offender Success Region 4, Bellamy Creek Correctional Facility, 70X7 Outreach Ministry, Hope Network, Goodwill Industries, Alternative Directions, Living Water Ministry, Diocese of Grand Rapids Prison and Jail Ministry, Resurrection Life Jail and Prison Ministry, and Oakdale Park CRC. In 2019, the group served 77 different individuals on parole. Each meeting (59 total) had an average attendance of 7.5 men who were actively on parole. This number dropped slightly from 2018, due to positive employment numbers.

Officer Ruth Walters leads the department's CLEAR group for women, who are returning from prison. It is a place where women parolees receive support and mentoring from other women, who have successfully reentered the community after being incarcerated. The women receive support through the Department of Corrections, Kent County Prosecutors, Law Enforcement personnel, and community resources (Park Place and Danbury Place Apartments, SECOM Resource Center, The Pantry, 70x7 Life Recovery, Goodwill, and Hope Network ), for jobs, housing, and food. In 2019, 75 female parolees participated in the group and Officer Walters visited them in the Huron Valley Correctional Facility or Kent County Jail prior to their release, in hopes of helping them so they do not reoffend and end up back in prison. To accommodate those who can not attend meetings during the work day (due to having jobs), there is also a weekly evening meeting. This was the first year of the CLEAR for Women Picnic, and it is the hope this event will be held each year.



### COFFEE WITH A COP

Coffee with a Cop brings police officers together with the community members they serve, allowing for a discussion of issues and the opportunity to learn more about each other. Coffee with a Cop events were held throughout the year, at various locations in the city.





# Mentoring Youth



## GRAND RAPIDS POLICE EXPLORER POST #1871

Established in 2015, our Explorer post enlists interested youth in the community, who are ages 14 to 20. Through their commitment to the program, the Explorers gain insight into the field of law enforcement, while being engaged in hands-on activities that promote growth and development.

Annual events include an awards dinner in December and participation in the Explorer State Competition, which is held in late April, at Fort Custer State Park. In 2019, Explorer Post #1871 had 16 members.



## ONBASE WITH GRPD

In its fifth year, the OnBase program teamed our Community Police Specialists with approximately 70 underserved youth, ages 9 to 12, with the primary objectives being to mentor kids and build relationships with them, in a non-enforcement capacity. Twice a week, at two different locations, the kids were introduced to the game of baseball and the importance of teamwork. After 2 ½ weeks of practice, 6 teams were compiled, with ball games being played at Huff Park, twice a week. The summer culminated in a friendly, competitive tournament against each other, as well as a field trip to Comerica Park to see a Detroit Tigers game. The program's success is due to the dedication of the GRPD and the Grand Rapids Parks and Recreation Department.



## BOYS AND GIRLS CLUBS OF GRAND RAPIDS YOUTH COMMONWEALTH (GRYC)



In a continuing partnership with the Boys and Girls Clubs of GRYC, 3 officers were assigned (1 each) to the Steil, Seidman, and Paul I. Phillips Youth Centers. As part of their duties, the officers facilitated programs that involved sports teams, mentoring, neighborhood projects, field trips, and classroom activities. The annual Cops For Kids golf outing (which partners youth with officers) and Shop with a Cop events also promoted positive

connections between youth and law enforcement. In addition, department personnel also participated in summer programming events at Camp O'Malley.

## PATHWAYS TO POLICING PROGRAM

In the fall of 2017, the GRPD expanded its partnership with the Boys and Girls Clubs of GRYC, by starting a new mentoring and training program, in an effort to get young people in our community interested in becoming police officers. "Pathways to Policing" is a 12-week program that is designed to give teens and young adults a chance to explore law enforcement careers. The program includes hands-on training, test preparation, interview skill development, and life skill development. At the end of the first 6 weeks, participants take the Civil Service Exam that's required of officer candidates before entering the force. A second 6 week program readies participants for mock interviews, that are conducted by police officers. In 2019, 25 students completed the program.

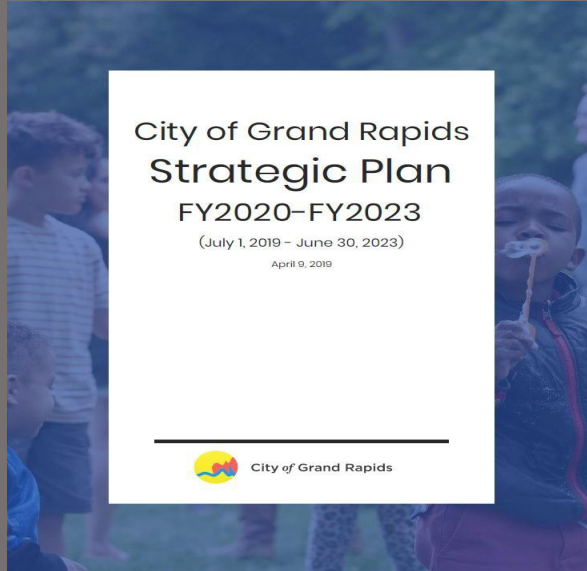


## YOUTH POLICE ACADEMY (YPA)

The department hosted (2) 40-hour, week long, YPA sessions, in June and July, for current high school sophomores, juniors, and seniors in the Kent County area, who were interested in a future career in law enforcement. In 2019, 40 students were provided hands-on instruction by officers representing different units within the department, all while learning the roles and responsibilities of our officers.







## Safe Community

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

### Objective 4:

**Provide professional community oriented policing services to enhance trust, and ensure the legitimacy of the police department and the safety of every resident, business and visitor.**

### Strategies

1. Complete the police staffing and deployment study to develop an adequate and consistent staffing model throughout the entire community
2. Ensure the Commission on Accreditation for Law Enforcement Agencies (CALEA) mandated evaluations are completed and policies and procedures are adhered to in a way that fairly and equitably addresses disparities
3. Use findings from the annual review process to identify gaps in current administrative or operational subjects in order to develop training curriculum that increases performance and improves the safety of the community and sworn police personnel. This training may include, but is not limited to, Ethics every two years, Unbiased Policing every two years, and Mental Health Awareness every 3 years
4. Equip police officers with tools and support to help during mental health crises
5. Participate in the National Police Foundation Open Data Initiative and share information and data publicly
6. Annually document and share publicly the statistical findings of Internal Affairs findings (i.e. unreasonable use of force complaints and violations of the Unbiased Policing Policy)
7. Increase Grand Rapids Police Department community engagement
8. Employ interdepartmental data sharing and problem solving with resident voices in order to gain a holistic understanding of situations taking place within our community
9. Evaluate and design innovative policing models that equitably protect and serve residents while creating a path to healthy relationships between police and community



## Staffing and Deployment Update

- 3 Sworn positions being redirected to Patrol/Community Policing through the hiring of 3 civilian positions; they will be placed in the Property Management Unit, Subpoena Services, and Traffic Unit (Spring 2020)

*Currently conducting background investigations on selected individuals*

- March 23, 2020 – With the implementation of a 2<sup>nd</sup> shift Community Policing Specialist (CPS), the hours of operation (during the week) will increase from 8:00 AM – 6:00 PM to 8:00 AM – Midnight / 2<sup>nd</sup> Shift CPS will also work alternating Saturdays

**Day Shift Staffing** = 10 CPS Officers + 1 CPS Sergeant assigned

**Afternoon Shift Staffing** = 5 CPS Officers + 1 CPS Sergeant assigned

*(Increases monthly hours of coverage from 160-300 hours.)*



# Hillard Heintze

## Staffing and Deployment Recommendations

### Create a Strategic Plan for the Police Department

- 3-year plan is in process, with a completion date of Spring 2020

*Department Structure and Staffing / Policing Strategy*

*Technology Efficiencies / Media/Communication (Internal and External)*

### Use of Civilian personnel for duties that do not require a Sworn Officer

- In Process: 3 positions identified for transition (Background phase of hiring)

*Property Management / Traffic Unit / Subpoena Services*

### Review calls for service to determine if response is necessary by Police Personnel

- In Process:

*Property Damage Crash Investigation (Crash Reporting Centers) – 7,078 in 2018*

*Alarm Response – 3,750 in 2018*



# Hillard Heintze

## Staffing and Deployment Recommendations

### Detective Unit Case Management should be restructured/revised

- Review cases for proper assignment
- Review completed cases for proper closer codes and disposition of evidence

### Increase Crime Analysts positions to assist with deployment strategies

- 2 Civilian Analysts have been hired

*1 Detective Unit Analyst*

*1 Data Analyst*

### Increase the use of Technology to determine deployment strategies

- New Crime mapping and data analytics program purchased
- Research conducted on Aerial Response Technology as a first responder





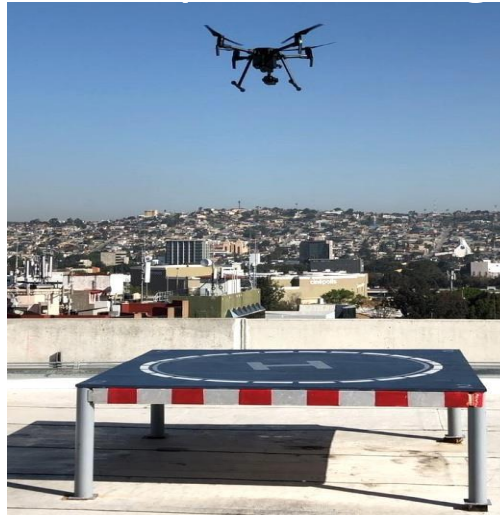
# GRAND RAPIDS PUBLIC SAFETY

## Aerial Response Program



### Uses

- First Responder (Police & Fire)
- Tactical Incidents



### Timeline

- **March** - Community Engagement
  - ✓ Town Hall style meetings
  - ✓ Community Relations Commission
- **April** - Seek Commission approval for pilot project
- **May** - Implement pilot project
- **July** – Evaluate/seek approval to move forward if appropriate



## Current Sworn Staffing (August 2019 – Present)

<b>Current Authorized Sworn Personnel</b>	<b>297</b>
<b>Sworn Positions Currently Filled</b>	<b>289</b>

- 19 Retirements of Sworn GRPD Personnel in the last 6 months
- 22 Police Officers hired and passed training in 2019
- 7 Police Officers hired in 2020 (currently in training) with 3 additional recruit classes projected for 2020



# Grants and Opportunities

- GRPD applied for, and was awarded, a grant from the Office of Victims of Crimes (OVC), which is a 3-year grant that will allow the department to hire a specialist to improve overall response to Crime Victims (background phase)
- 2020 COPS Grants are available and the GRPD will be requesting 10 Officers (5 CPS and 5 CPOs that will be assigned to Service Area beats)
- GRPD also started a Volunteer/Victim Advocate Unit, that is intended to assist families during times of grief due to an unexpected death or a major fire incident (20 Volunteers in training)



# Staffing Development

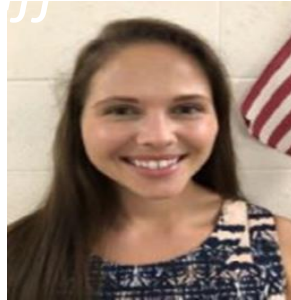
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## Update *New Civilian*



**Devi Arunkumar**

*Crime Analyst*



**Jennifer Zobel**

*Crime Analyst*



**Julie Markowski**

*Police Advocate for  
Performance and Resiliency*



# RECRUITING AND HIRING INITIATIVES *Growing Our*





# Recruiting and

## Police Academy Sponsorship Program and Hiring

Year	W/M	W/F	B/M	B/F	H/M	A/F	Total
2017	3	3	3			1	10
2018	4	4		2			10
2019	6	3	1		1		11

## Police Recruiting and

Year	W/M	W/F	B/M	B/F	H/M	A/F	Total
2017	7	1	1				9
2018	3	1					4
2019	7						7





City of Grand Rapids  
Office of Oversight &  
Public Accountability

# Status Update to Commission

February 25, 2020





# Purpose

The purpose of this presentation is to provide a status update regarding the Office of Oversight and Public Accountability (OPA) and OPA's strategic planning efforts.





## **12 Core Elements of Effective Civilian Oversight**

1. Independence
2. Adequate Jurisdictional Authority
3. Unfettered Access to Records
4. Full Cooperation
5. Access to Law Enforcement Executives and Internal Affairs Staff
6. Support of Process Stakeholders
7. Adequate Resources
8. Public Reporting/Transparency
9. Use of Statistical Pattern Analysis
10. Community Outreach
11. Community Involvement
12. Respect for Confidentiality



# Types of Oversight

Review



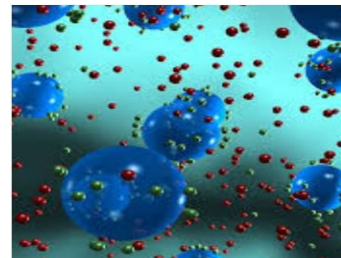
Investigative



Auditor/Monitor



Hybrid

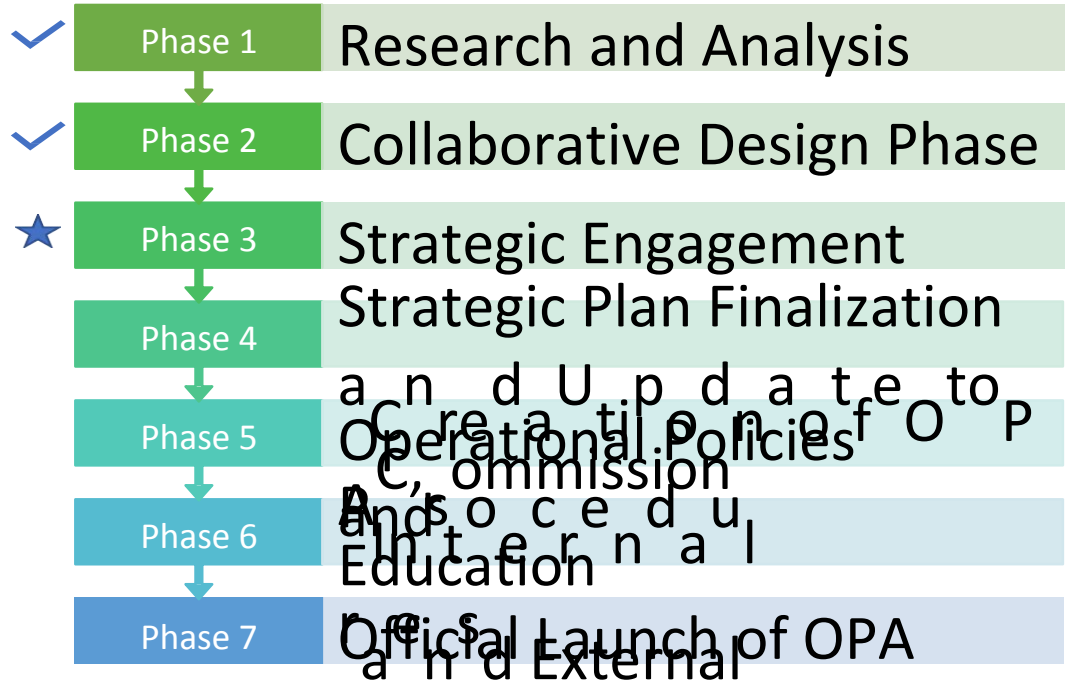




**PLAN YOUR WORK  
AND WORK YOUR  
PLAN.** -Napoleon Hill



# OPA Strategic Launch Project Outline





## Phase 1: Research and Analysis

### Research & Data

- ✓ Studied national models
- ✓ Direct contact with Oversight Directors from around the Country
- ✓ Attended national conferences on oversight
- ✓ Gained membership in the National Association for the Civilian Oversight of Law Enforcement

### Collaboration with Partners regarding Strategic Direction of OPA

- ✓ Engagement with Police Leadership (Chief, Deputy Chiefs, IAU Staff)
- ✓ Engagement with Fire Leadership (Chief, Deputy Chiefs)
- ✓ Engagement with Police Officers Union Leadership
- ✓ Engagement with Command Officers Union Leadership
- ✓ Engagement with Fire Union Leadership
- ✓ 50+ Meetings with Community Members
- ✓ Engagement with Equity and Engagement Office
- ✓ Office of Innovation
- ✓ City Attorney's Office





## Phase 2: Collaborative Design





## **Collaborative Design Team Workshop**

**When:** December 13, 2019

**Where:** Center for Community Transformation

**Attendees:** 40+ Attendees

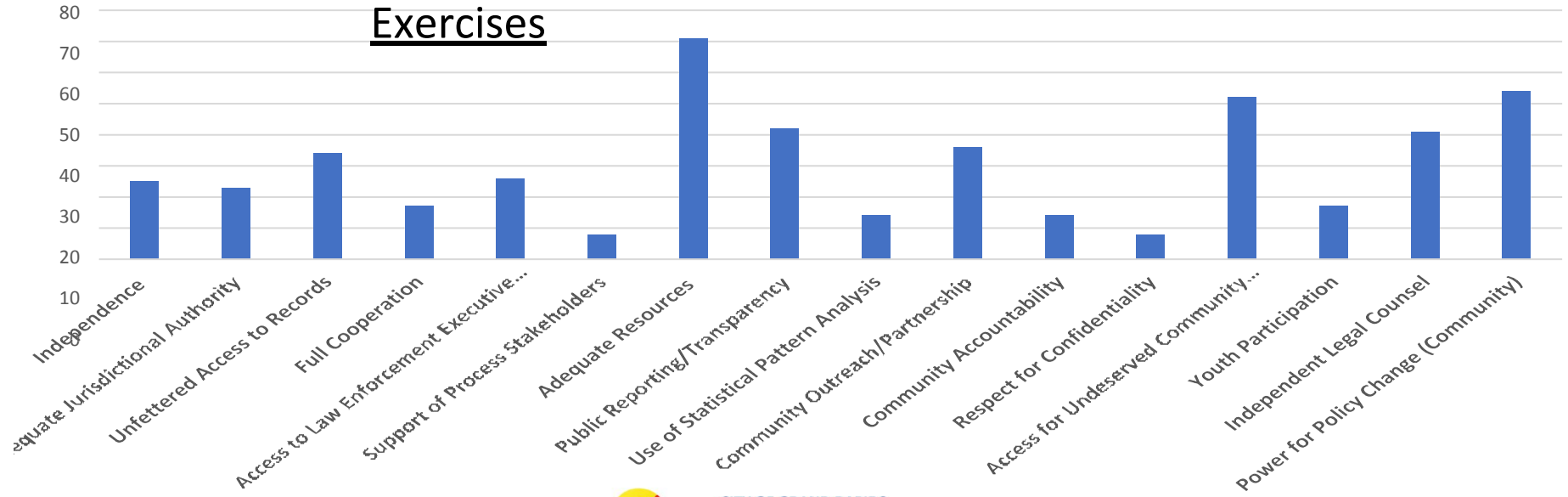
**Workshop Purpose:** To collaborate on the creation of a model that is tailored to the needs of Grand Rapids and to develop a strategic operational plan that would allow OPA to build bridges to trust between public safety and community.

**Workshop Components:** Introduction to Civilian Oversight, Review of NACOLE Models, Introduction to City's Strategic Plan, Creation of Mission Statement, Prioritization Exercises, Collaboration Regarding Strategic Initiatives, & Discussion of Proposed Models.





## Collaborative Design Prioritization Exercises



CITY OF GRAND RAPIDS  
OFFICE OF OVERSIGHT & PUBLIC ACCOUNTABILITY



# SWOT

## Analysis

### Strengths

- Professional Accredited Staff
- Accountability to One Another
- Process Validity

### Opportunities

- Community Engagement/Involvement
- Research and Data
- Large Amount of Employees Retiring/New Hires

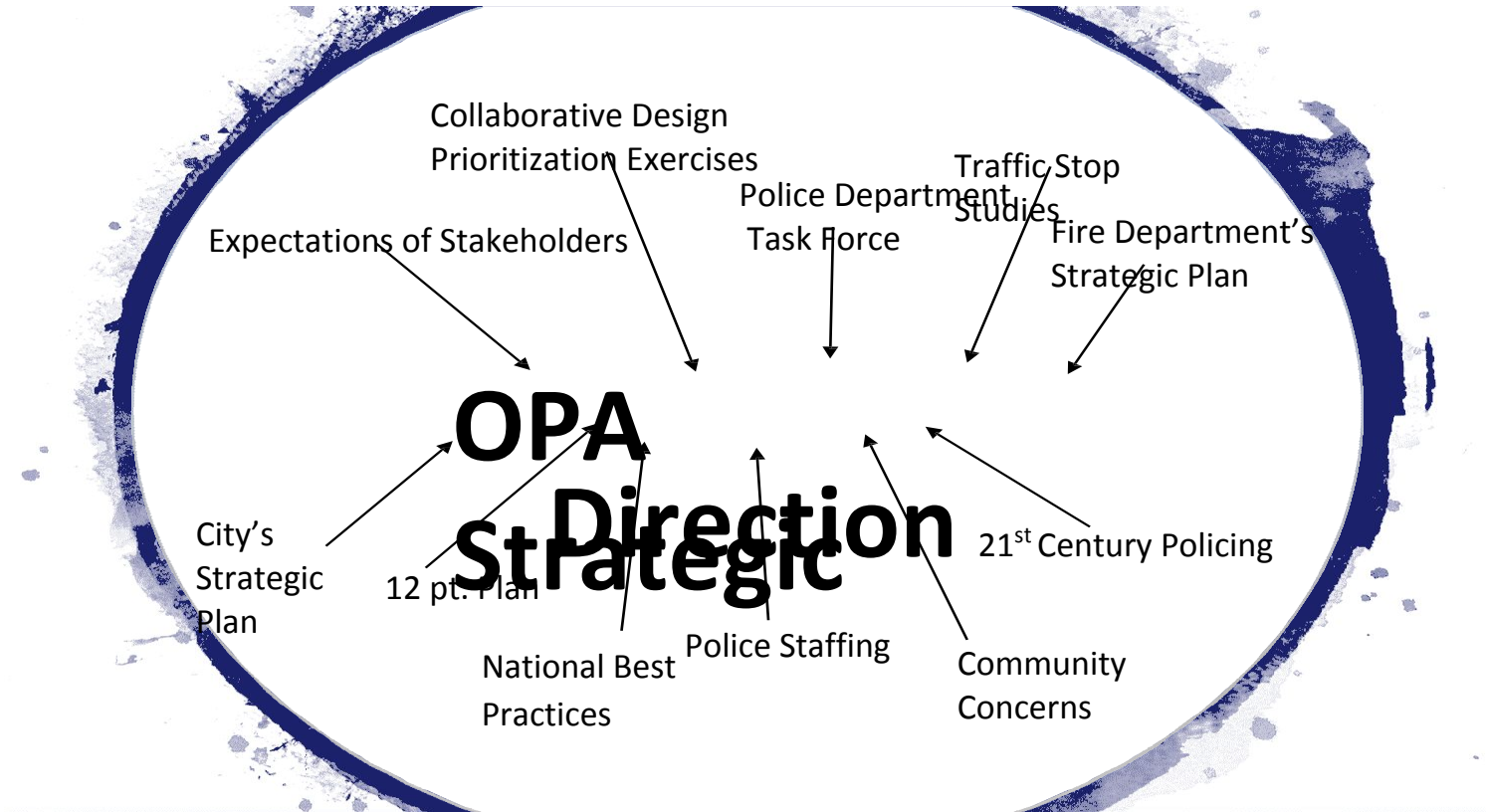
### Weaknesses

- Lack of Transparency
- Lack of Independence (PD Controlled)
- Reluctance to Adverse Rulings
- Lack of Diversity

### Threats

- Labor Process
- National Issues Related to Policing
- Potential Chilling Effect







OPA's

# Mission

that guides our daily  
work

Through targeted change, accountability, restorative justice, empowerment and engagement OPA will help create and improve just outcomes and respectful relationships between public safety and community.

\*Created by the Collaborative Design  
Team



# C.A.R.E.

OPA's Strategic  
Priorities



## CHANGE

*OPA will help improve public safety policies and operations through innovation and collaboration.*

## ACCOUNTABILITY

*OPA will help improve individual, supervisory and organizational accountability for public safety activities through civilian oversight of all public safety operations.*



**CITY OF GRAND RAPIDS**  
**OFFICE OF OVERSIGHT & PUBLIC ACCOUNTABILITY**

## RESTORATIVE E JUSTICE

*OPA will help reduce barriers to trust that have been created by systemic inequities in the criminal justice system or that cause disparate outcomes.*

## ENGAGEMENT & EMPOWERMENT

*OPA will help enhance communication and education with the public regarding public safety matters.*





## **CHANGE**

**OBJECTIVE 1:** Embed Equity Into all Public Safety Operations.

**OBJECTIVE 2:** Evaluate current policies and practices to design innovative policing models and policies that equitably protect and serve residents while simultaneously creating a path to healthy relationships between police and community.

**OBJECTIVE 3:** Increase the amount of public safety data available to the public.



## **ACCOUNTABILITY**

**OBJECTIVE 1:** Establish the Office of Oversight and Public Accountability.

**OBJECTIVE 2:** Improve Complaint Processes through increased innovation and collaboration.

**OBJECTIVE 3:** Evaluate and Improve Civilian Appeals Board Operations.





## RESTORATIV E JUSTICE



## ENGAGEMENT & EMPOWERMENT

**OBJECTIVE 1:** Partner with the City Attorney's Office to address historical systemic inequities and to create alternatives that can be utilized in addition to traditional prosecution.

**OBJECTIVE 2:** Partner with stakeholders to identify systemic issues that cause disparate outcomes in the justice system and implement strategies and programming to address those issues within the City's span of influence.

**OBJECTIVE 3:** Facilitate the implementation of programming that addresses systemic barriers and facilitates communication between public servants

**OBJECTIVE 1:** Develop a comprehensive Public Safety Community Engagement Strategy in partnership with community, GRPD, and GRFD.

**OBJECTIVE 2:** Educate community regarding the function of the Office of Oversight and Public Accountability.

**OBJECTIVE 3:** Recognize, promote, and reward exceptional service provided by public safety staff to the Grand Rapids Community.

**OBJECTIVE 4:** Educate community regarding applicable laws and policy to increase community understanding and to aid in crime reduction.

**OBJECTIVE 5:** Work in Partnership with Stakeholders to increase civilian crime prevention efforts.



## Phase 3: Strategic Engagement Schedule

**February – April :**  
Continued 1:1  
Informational Meetings

**February – April:**  
Engagement with the  
Police Department and  
Fire Department (Dates  
TBD)

**February 5<sup>th</sup>:** Follow Up  
Sessions with Command  
Union and Fire Union

**February 12<sup>th</sup>:** Follow Up  
Session with Police  
Officers Union

**February 25<sup>th</sup>:**  
Community Led  
Engagement Session in  
partnership with **LincUp**

**March 7<sup>th</sup>:** Community  
Engagement Session at  
**Neighborhood Summit**

**March 11<sup>th</sup>:** Community  
Led Engagement Session  
in partnership with  
**ALPACT** (Time TBD)

**March 12<sup>th</sup>:** Community  
Led Engagement Session  
in partnership with  
**EQUITY PAC** (6pm-

**March 19<sup>th</sup>:** Community  
Led Engagement Session  
in partnership with **UCC**  
(5:30pm- 7:30pm)

**April 1<sup>st</sup>:** Community Led  
Engagement Session in  
partnership with **Hispanic  
Center of West Michigan**

**April 2<sup>nd</sup>:** Community Led  
Engagement Session in  
partnership with **NAACP**  
(5:30pm- 7:30pm)

**April 16<sup>th</sup>:** Community  
Led Engagement Session  
in partnership with **Baxter  
Community Center**

**April 20<sup>th</sup>:** Fresh Start  
Expungement Clinic,  
Center for Community  
Transformation ( 9am-

**April 24<sup>th</sup>:** Phase 4-  
Collaborative Design Team  
Workshops to incorporate  
stakeholder feedback

**Mid April/May:** Phase 4-  
Finalize OPA's Strategic  
Plan

**May 2020:** Phase 5-  
Creation of Operational  
Policies and Procedures

**June 2020:** Phase 6-  
Community  
Outreach/Education

**July 2020:** Phase 7-  
Official Launch of OPA



A dark blue oval with a white border containing the text "Planned OP Community Program" in white. The letters "y" and "s" are positioned to the left of the oval.

## Planned OP Community Program

- **Operation Fresh Start:** Expungement Clinics
- **I AM THE DREAM:** Civil Rights Youth Academy
- **City of Grand Rapids Law Day:** An event to reflect on the role of law in the foundation of the country and to recognize its importance for society.
- **ReGrow:** Returning Citizen Reentry Program
- **Talk About It:** Public Safety/Community Mediation Program
- **Big Ups!:** Public Safety Commendation Program
- **Trusted Voice:** Civilian Crime Prevention Program
- **Know Your Rights and Responsibilities:** Community Education Campaign
- **Racial Healing Circles:** Facilitated community discussion regarding understanding the historic tension around public safety and race
- **ASK! Social Justice Diversion Program:** a program designed to reduce disparities and recidivism by allowing defendants charged with minor offenses the opportunity to earn a dismissal by taking responsibility for their actions and engage in personal and



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OFFICE OF OVERSIGHT & PUBLIC ACCOUNTABILITY



# Fire Station & Fire Equipment Plan

## Update

- Station - Division property option secured
- Fire Equipment - 5 used pieces of fire equipment purchased. Comprehensive plan review in process.

## Issues

- Station - Capital reserve levels to support construction.
- Fire equipment - Timeline to get new and used vehicles in service. Long-term funding needs to align with revised plan.

## Options

- Station - Co-locate park or affordable housing on site.
- Fire equipment - Financing mechanisms for purchases. Transition preventive maintenance program back to city fleet department.



# Homelessness

## Update

### Financial Support:

- | Program Type                 | Households Assisted |              |
|------------------------------|---------------------|--------------|
|                              | FY19                | FY20 (Q1-Q2) |
| Short-Term Rental Assistance | 139                 | 76           |
| Rapid Re-housing             | 46                  | 37           |
| Homelessness Prevention      | 111                 | 78           |
- Public Inebriate Center (\$50K)

### Staff Support:

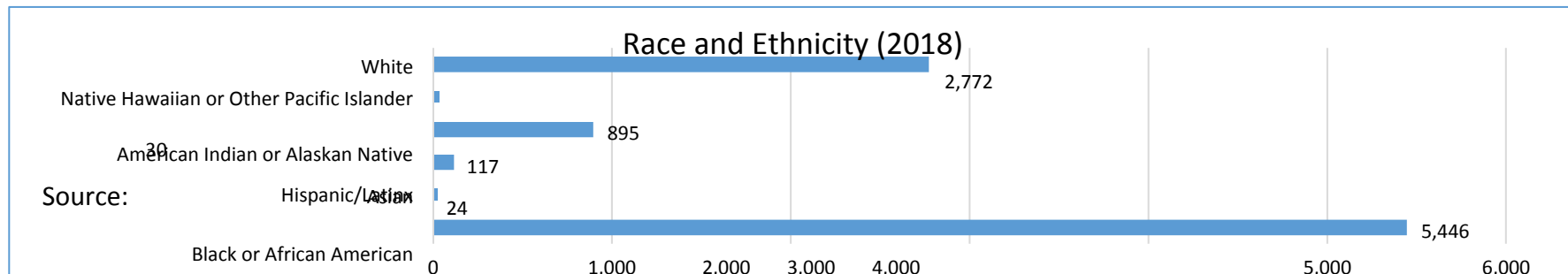
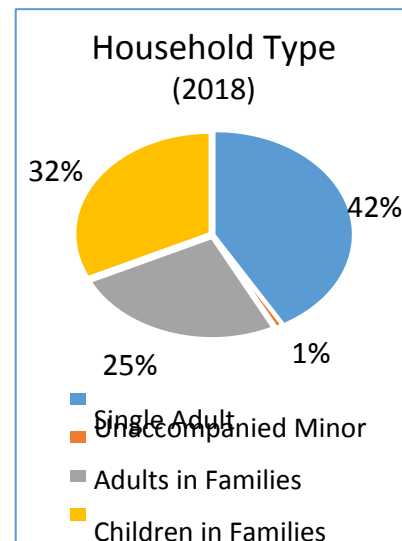
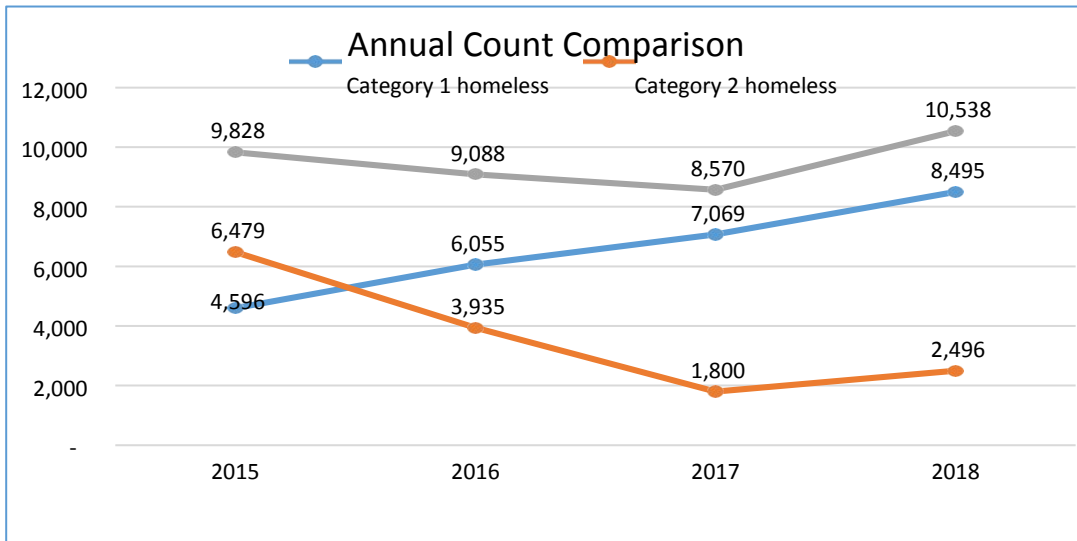
- Eviction Prevention Program, Housing Continuum of Care, Frequent Users System Engagement (FUSE), PI Center
- Housing Stability Alliance (KConnect), Essential Needs Task Force (ENTF), Behavioral Health Crisis System

FY2020 Mid-Year Report





# Homelessness – Current State Data



Source:

Source: Coalition to End Homelessness 2018 Annual Report



# Homelessness

Current State of City Involvement			
Areas of Focus	Lead	Support	Defer
Employment			X
Housing Stability/Services		X	
Public Health			X
Public Safety	?	X	
System Coordination/Design		X	

## Issues

- Highest concentration in 49503, 49504 and 49507 zip codes
- Disproportionate by race
- Need is greater than available resources
- Addressing immediate public safety needs
- Limited staff capacity to effectively engage in



# Homelessness

## Options

- Lead in public safety with proactive, multi-disciplinary team
- Increase support in areas of housing stability and services
- Increase staff capacity to effectively engage in system coordination/design



# Questions?



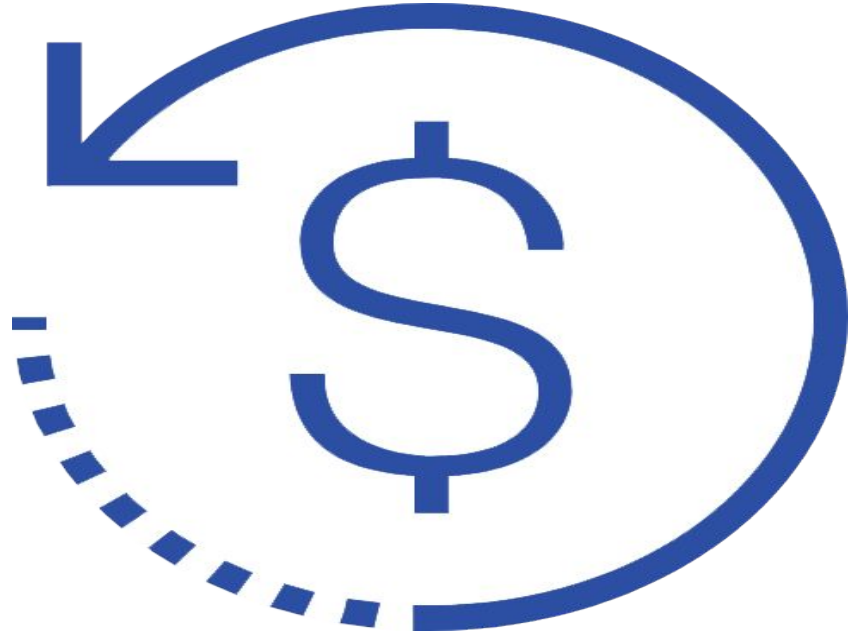
# Economic

# C

# Affordability Prosperity

*Residents, employees and  
businesses have pathways  
to financial growth and*

*security.*  
and





# Equitable Economic Development

## Update

- Completed Equitable Economic Development & Mobility Strategic Plan
- Launched Retail Retention and Recruitment Program Partnership
- Approved State Land Bank Agreement
- Wedge developer selected



# Equitable Economic Development

## Issues

- Micro-Local Business, Minority-Owned Business and Women-Owned Business programming for private development projects
- Equitable Development Scorecard
- Communications efforts
- Small business development – access to capital
- Affordable housing (non-LIHTC) agreements

## Options

- Further align Equal Business Opportunity and Economic Development Programming
- Investments to eliminate barriers
- Communications consultant



# Development in CIAs

## Update

- Four facade programs implemented
- Third Ward Business Retention Incentive Program (BRIP) guidelines approved and applications opened
- Developing board administration documentation

## Issues

- Geographic disparities in investment / increment growth
- Resource constraints for program implementation
- Varying board capacities and resources for program development

## Options

- Add City staff capacity to enhance ability to implement programming and projects
- Targeted programming investments



# MLBE Program Improvement/Expansion

## Update

- FY20 = 44 MLBEs (29 Construction, 11 Goods & Services, 4 Professional Services). This is a 15/57% increase from FY19.
- FY19: 18.1% (\$10.6M) of total construction/engineering bid projects (\$59.9M) was spent with MLBEs.
- FY18: 24.9% (\$13.6M) of total construction/engineering bid projects (\$54.7 M) was spent with MBLEs.



# MLBE Program Improvement/Expansion

## Issues

- CGI vendor registration difficult
- State bonding requirement for construction projects over \$50,000
- Certified accountant for MLBE registration
- MLBE/diverse vendor info not readily available

## Options

- MLBE Technical Assistance Fund
- City incentives to prioritize MLBEs
- Review MLBE policies and ordinance
- Streamline & innovate purchasing practices
- Outreach and partners



# Marijuana

## Update

- 24 marijuana facilities approved by Planning Commission
  - 18 provisioning centers / 5 growers / 1 processor
- 18 committed to >24% MLBE participation
- 1 State licensed and operational facility
- Recreational zoning ordinance amendments proposed by Planning Commission scheduled for City Commission public hearing 3/17/2020



# Marijuana

## Issues

- Non-local and concentrated ownership
- Limited tax revenue collection and distribution
- Ongoing regulation and enforcement of marijuana businesses

## Options

- Continue to explore social equity program
- Finalize regulatory framework



# Housing Update

## Update

- Housing Needs Assessment
- Affordable Housing Fund
- Public Property Inventory
- Zoning Audit
- Equitable Development Strategies

## Options

- Funding Sources/Uses
- Policy Adjustments
- Staffing Needs

## Issues

- Collaborative platform



# Housing Needs Assessment

## How do we define the problem?

### Partnership with KConnect & GR Chamber

- Comprehensive, shared data-set related to existing housing inventory and housing needs through 2025.
- Identification of all market gaps/needs
- Price point and geographically specific data sets
  - **< 30% of area median income** (\$16,000/yr or less)
  - **30 – 60% AMI** (\$16,000 - \$32,200)
  - **60 – 80% AMI** (\$32,300 - \$42,900)
  - **80 – 120% AMI** (\$43,000 - \$63,900)
  - **120% + AMI** (\$64,000/yr and up)



# Affordable Housing Fund

## National Best Practice Report – Dr. Virginia Beard

- Define core activities for model Housing Fund, including a long-range Inclusionary Housing Plan
- Maximize existing & potential funding sources
- Potential Leadership/Management Structure
- Collaboration with non-profits, City/County/Institutional partners, Housing Commission, the development community, regional employers, and neighborhood residents

FY2020 Mid-Year Report





# Zoning Audit

- A lack of overall housing supply creates competition and impacts price for those with the least income.
- Allowing for an increase in supply will reduce scarcity & slow price increases for existing housing.
- Building upon the Great Housing Strategies/Housing Now, target additional zoning adjustments which best support housing supply without displacing existing residents.
- Define robust neighborhood engagement & communication process as part of the master plan update and future zoning amendments.



# Public Property Inventory

- Define the portfolio of potential assets:
  - Identify Immediate Housing Opportunities
  - Leverage assets for long-term neighborhood growth
    - Parks as economic driver & neighborhood catalyst
    - Mixed-income developments *near transit*
    - Collaborative partnerships in property assemblage along high-frequency transit corridors



# Equitable Development Strategies

**Public investments in housing should (*at bare minimum*) demonstrate an equal benefit to non-white households as compared to white households.**

- Identify measures to dissolve disparities between white and non-white households
- Support affordability, ownership and wealth creation for Black and Hispanic households while allowing neighborhoods to grow without threat of displacement.
- No neighborhood should be entirely transformed by change AND no neighborhood should be entirely immune from change



# Options

**Funding – Sources/Uses** A dedicated source of consistent funding will be needed to achieve the recommended objectives.

*Recommended figure to be refined following results of Housing Needs Assessment.*

**Policies** – A series of policy reforms will be required to establish an ecosystem that fosters equitable growth and affordability across the city.

**Staffing** – Many of the recommendations will require investments in staff to support new leadership, programs & administration, compliance & monitoring.



# Issues

**Collaborative Platform** – Housing is a regional issue. Efforts to provide solutions at the city level must be open to regional influences, partnerships and co-operative arrangements over the long-term in order to be successful at the systems level.

**Community Engagement** –An Inclusionary Housing Plan (perhaps as a part of the next Master Plan update) must include a robust communication & engagement strategy with a diverse and representative community participation process. Neighborhood changes to be guided in a way that provides broad benefits to existing residents as well as new.





# Questions?



# Mobilit

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





# Traffic Signals & Safety Update

- Continued ped countdown signal investment
- Updated memorandum of understanding with local agencies and the MI Department of Transportation
- Completed first year of four-year conversion to durable crosswalk painting

## Issues

- Increased contractual service costs with shortage of electrical staff
- Reductions in federal funding & lack of funding for signals
- Asset management investment required

## Options

- Develop funding options for signal system



# Micromobility Options

## Update

- May Mobility pilot now exceeds 50,000 rides
- RFP for bikeshare and e-scooter pilot closed on Feb. 7
- DASH ridership is up 36% (600,000+ rides in 2019)

## Issues

- Policy, education, engagement and infrastructure around bikeshare and e-scooters
- Survey demonstrates growing interest in both DASH and May Mobility resulting from pilot
- Contractual services for DASH, Route 19 and Silver Line have grown to almost \$3 million



# Micromobility Options

## Future considerations

- Invest in education about parking, bikeshare and e-scooters
- Support investment in circulator services and operations
- Extend funding support for 2nd year of May Mobility
- Support for innovation



# Parking

## Update

- Wedge development with 185 additional spaces proposed
- 300 Studio Park spaces
- 75 spaces at 601 Ottawa in partnership with Kent County
- Increased westside parking usage



# Parking

## Issues

- Demand imbalance of where parking availability exists versus where demand exists
- Aging infrastructure requiring capital investments
- Lack of public land in high demand areas for capacity investments

## Future Considerations

- Re-initiate Library Lot project
- 235/273 Market (Napa Lot) temporary surface lot
- Continue to invest in demand management strategies/pilots
- Rate study implementation for FY2021



# Sidewalk Snow Support Assist Pilot

## Update

- Bid awarded to two vendors for 100+ miles of sidewalk across 3 Wards
- One qualifying snow event

## Issues

- Pilot funding was insufficient to cover bus stops
- Funding source competes against other operational investments like signals, pavement markings, etc.

## Options

- Identify funding to continue a 2nd year of the pilot
- Expand the pilot to a larger area



# Questions?



# Health

# and

*The health of all people and*

*the environment are*  
**Environment**  
*advocated for, protected*

**t**

*and  
enhanced.*





# Solar

## Update

- 37% of municipal electricity supplied by renewable energy in 2019
- Working on issuing 3MW solar Request for Proposal (RFP) for Butterworth – this could increase renewable performance by approximately 6% (43%)
- Phase II will include RFPs for solar on remaining Butterworth land available and on City facilities



# Solar Issues

- City's distribution system is a limiting factor on generating and supplying City facilities from solar at Butterworth
- Will collaborate with Consumers Energy to identify electricity accounts that will be offset by generation
- Economic analysis and return on investment analysis will be completed in late summer after RFP responses are received and participating accounts identified

## Options

- Power Purchase Agreement (PPA)
- City owns and operates solar installation



# LED Street Lighting Investment

## Update

- \$8.8M Bond 1 issued in Dec 2018
- 13 awarded projects \$6.6M
- 6 projects final design/bid \$2.2M
- 2-year plan is on budget and schedule
- RFI results confirmed Bond1 financing approach

## Issues

- Contractor capacity and market impacts
- Limited electrical engineering resources

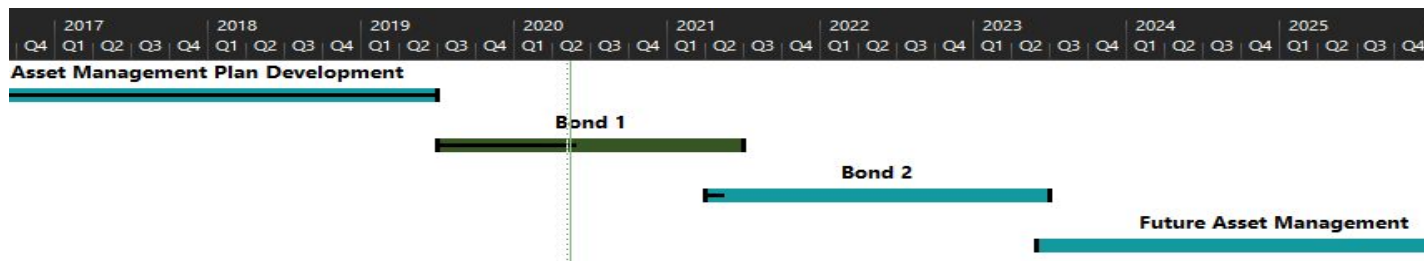
## Future considerations

- Long-term asset management investment
- Bond 2 financing analysis

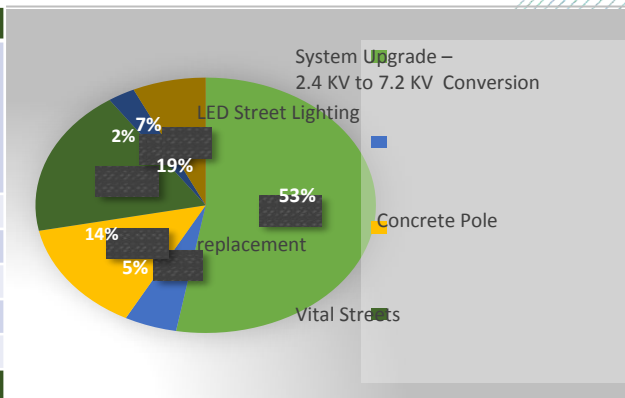


# LED Street Lighting Investment

## Bond One Program Overview



Bond #1 Draw Down	Cost Est.	Current Status
System Upgrade – 2.4 KV to 7.2 KV Conversion Phase I Awarded \$1,435,700 Phase II (A) Award at next CC meeting \$758,000 Phase II (B) OEM Substation Upgrade Est. \$200,000 Phase III 100% design, preparing bid packet	\$ 4,235,458	Final Design / Bid
LED Street Lighting	\$ 400,000	Final Design
Concrete Pole replacement	\$ 1,125,000	Construction
Vital Streets	\$ 1,496,176	Post Construction
Asset Management Program	\$ 208,000	Bid/Construction
Overhead Primary Crossing Replacement	\$ 558,655	Post Construction
<b>Total</b>	<b>\$ 8,857,571</b>	





# LED Street Lighting Investment

## Bond 1

### LED Pilot Conversion

- All HPS Light Inventory have been converted to LED for operation and maintenance
- 400 LED lights installed under provisional test
  - Flex Net System Test Complete
  - Wireless communications
  - Coordinating system with Water & Sewer
- LED Conversion Project in Final Design

Grandville Avenue



Newberry Street





# LED Street Lighting Investment

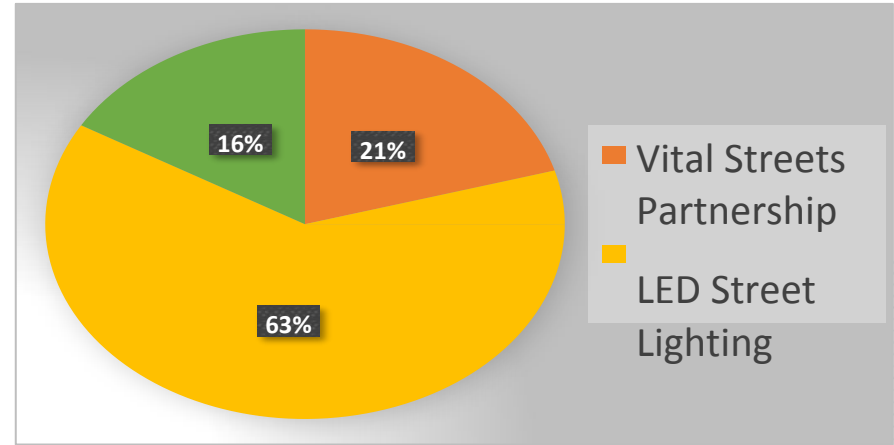
Bond 2

Program

Overview

## Bond 2 Investment:

- Kicks off in FY2021
- Goals
  - Two-year Citywide LED upgrade
  - Complete 450 Concrete Pole Replacement
  - Vital Street Partnership
- Estimated total \$11,500,000





# LED Street Lighting Investment

## Implementation Plan Overview

- Bid Process – finalize color standard, select fixtures, select financing approaches and secure vendors
- Annex Areas – highest electricity cost reduction
- Safe Neighborhoods – Balance and Distribution by

Bond 2 Implementation Plan and Schedule								
FY21			FY22					Total Fixtures
Energy Cost	Safe Neighborhoods					General	Downtown	
Annex Area	SE Quadrant	SW Quadrant	NW Quadrant	NE Quadrant	DT Area	4 Quadrants	DT Area	
3807	4669	2194	2700	530	234	3603	300	18037



\* The LED fixture quantities above will be slightly reduced through our LED piloting program

FY2020 Mid-Year Report



# Park Acquisition Plan

## Update

- Plan: Acquire 5 properties (or 20 acres) by 2025
- 7 properties under consideration, 5 in NOF, 3 in 3rd ward, 1 west side
- 2 in NOF recommended by Parks Advisory Board for pursuit
- Goal: 9.5 acres per 1,000 residents in NOF  
(Baseline: 3.7 acres per 1,000 residents in NOF)



# Park Acquisition Plan

## Issues

- Land valuations ranging \$500,000-\$1,000,000+ per property
- FY2020 Appropriation of \$300,000
- Alignment of funding with partnership opportunities

## Future Considerations

- Future City capital investment
- Seeking state or foundation grants
- Establishing partnerships/donations



# Stormwater

## Update

- Grand River Water Quality Index of 73 for 2019
- Glen Echo and Alger Ravine bank stabilization projects underway
- Richmond daylighting project completed

## Issues

- Update 2013 Level C financial and operational metrics
- Proposed Municipal Separate Storm Sewer System (MS4) Permit - Industrial Permitting Requirements

## Options

- Identify operation and asset management



# Compost Update

- Construction contracted awarded in fall 2019
- Site improvements to be completed by April
- Finalizing composting operator contract with WeCare Denali
- Composting operations of yard waste scheduled to begin by May

## Issues

- Accumulation of material from previous years
- Weather conditions have slowed construction
- Available space to open site for residents in April

## Options

- Budget amendment for removal of material



# Addressing Lead-Based Paint Hazards

## Update

- Lead awareness & education campaign launched fall 2019
- Lead Free Kids GR Advisory Committee issued final report & 21 options for consideration to City Commission February 2020
- Prevention of childhood lead poisoning & exposure #1 on City's legislative priority agenda
- Collaborative effort with Kent County underway to facilitate action to address and prevent lead-based paint hazards



# Addressing Lead-Based Paint Hazards

## Issues

- 80% of City housing units built before 1978 – when the federal government banned consumer uses of lead-containing paint
- Not enough lead certified contractors to perform work
- Lead testing is not required for rentals or at the time of sale

## Options

- Propose & support State legislative initiatives
- Enhance existing rental certification process





# Questions?

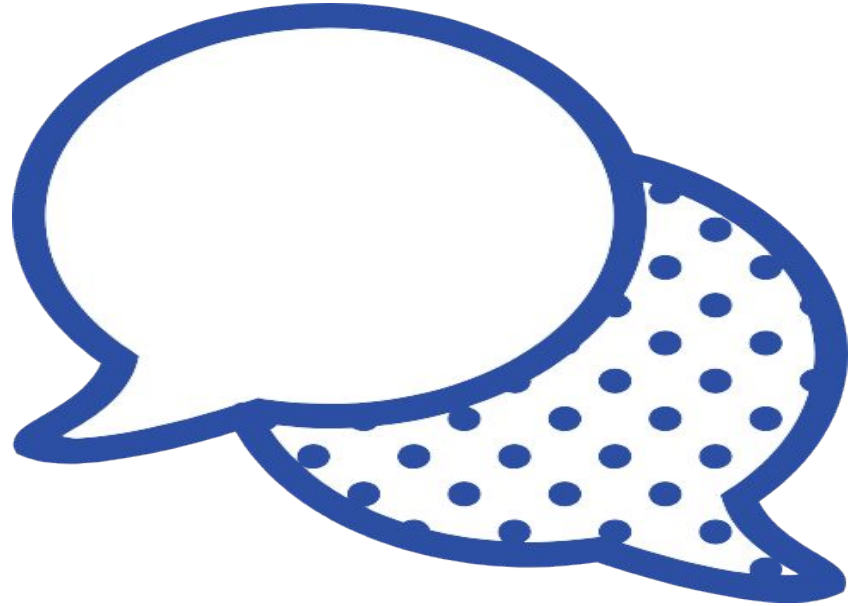


# Engaged and

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# Connected Community

*Residents and stakeholders have awareness of and voice in decisions that affect them and receive culturally responsive*





# Community Survey Results

## Update

- Survey conducted Sept-Nov 2019
- 399 responses
- 19% response rate, +/- 5% margin of error

## Issues

- Operationalizing results
- Cadence for ongoing surveys/feedback

## Options

- Alternating years between community-wide survey & focused in-Ward or demographic deeper dives



# Community Engagement

## Update

- Expansion/growth in Neighborhood Match Fund and Summit
- Focused engagement
- Exploring staffing & digital engagement options
  - Includes development of engagement plan

## Issues

- Coordination and resourcing
- Capacity-building
- Review/recommendations from Task Force on Elected Representation

## Options

- Continue realignment of engagement with



# Language Services

## Update

- Gathering language access policies and protocols from other municipalities, and researching best practices
- Language access implementation will require staff training, program metrics and evaluation, possible Subject Matter Experts (SMEs) and multi-department coordination



# Immigrant/New American Support Options

- New American Welcome Plan to be released April 2020 with a set of recommendations.
- Draft City-related Welcome Plan recommendations:
  - Support structure for plan implementation
  - Iterate and Promote Our City Academy
  - Advocacy for policy supportive of New Americans
  - Business & Entrepreneur Investments
  - Employment and Retention
- Know Your Rights & Responsibilities



# Building Communications Capacity

## Update

- Census and Lead Awareness campaigns
- Spanish livestream of Commission meetings
- Expanded social outreach (Nextdoor)
- Temporary communications specialist

## Issues

- Growing demand across organization, including education around strategic priorities & ordinances

## Options

- Increasing/aligning staffing to meet observed needs consistent with best practice



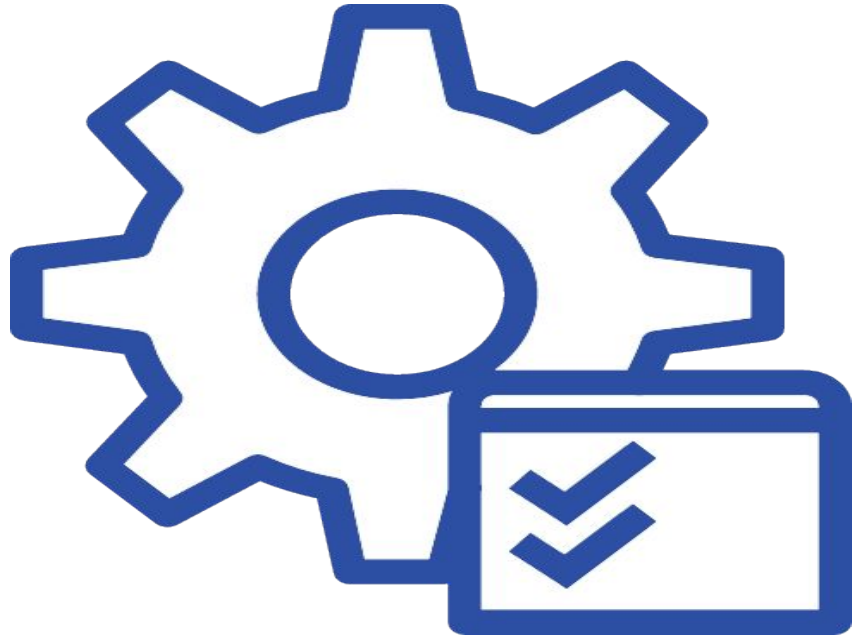
# Questions?



# Governmenta

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*A fiscally resilient  
government powered by  
high performing and  
knowledgeable staff  
equipped with the  
appropriate tools and  
resources to offer  
excellent, equitable and*





# Master Plan

## Update

- Pre-plan phase: 2020
  - MSU Extension Citizen Planner course
  - Site visits and planner exchange
  - Neighborhood review of Master Plan and ASPs
- Public plan phase: 2021-2022
- Plan adoption phase: 2023

## Issues

- Equitable engagement

## Options

- Childcare, meals, participant incentives
- Use ambassador model



# Equity Fund

## Update

- Initial investments in progress
- Updated data on Neighborhoods of Focus to be released March 2020

## Issues

- Fund guidelines and processes needed
- Systemic change in investments beyond fund dollars is needed for substantial community-level impact
- Staff capacity to manage new internal projects and/or fund contract management
- Additional investment for initial projects

## Options

- Design fund to align to geographic areas and/or population segments most in need



# Retain and Recruit Staff

## Update

- All contracts completed w/improved benefits
- Improvements to medical plan
- Improved OD & wellness support
- Negotiated & non-rep pay changes
- Hire Reach pilot program
- Employee affinity groups
- Telecommute/AWS pilot program scheduled

## Issues

- Ongoing competition for talent (<3% unemployment)
- Need for more regular/disciplined comp methodology

## Options

- Establish/fund regular comp study schedule
- Increase internal resources within HR to better distribute



# Building Security

## Update

- Completed CPTED reviews for city owned facilities
- Completed staff awareness training
- Implemented various security measures

## Issues

- Ensure convenient access to city services
- Maintain public access points to facilities
- Maintain safe facilities for visitors and staff

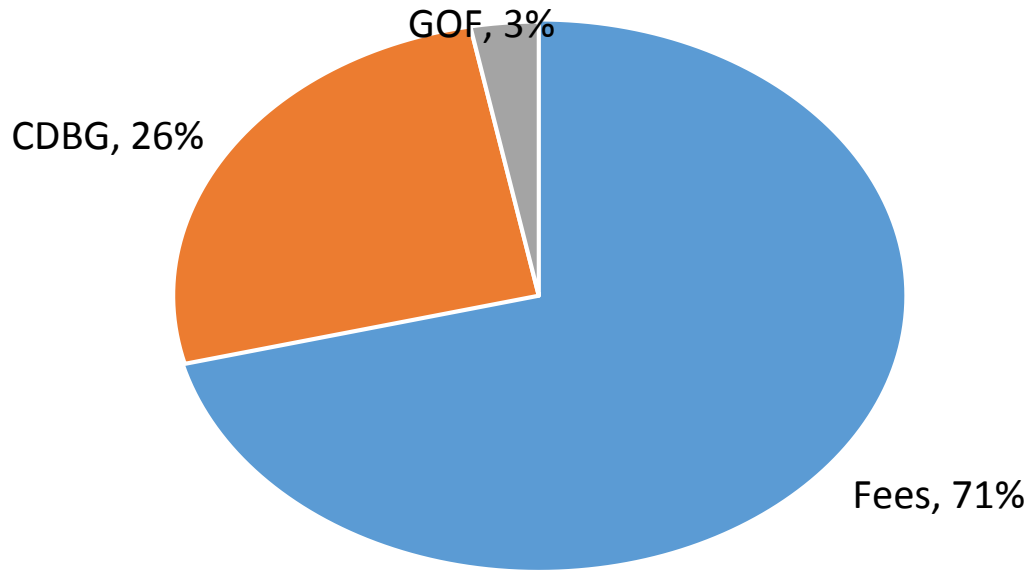
## Options

- Capital improvement investments in facilities



# Code Compliance and CDBG

FY 2020 Code Compliance Funding



## Services Not Supported by Fees

- Community Liaison
- 3<sup>rd</sup> Ward Equity Projects
- Special Case Action Team (SCAT)
- Housing Appeal Board
- Grand Rapids Hoarding Task Force (GRHTF)



# Code Compliance and CDBG

## History

- Community Development Block Grant (CDBG) funds have supported code enforcement activities since local program inception in 1975

Fiscal Years	Average CDBG Amount Per Year
1990 through 1999	\$558,000
2000 through 2009	\$812,000
2010 through 2019	\$1,368,000

- More recently:

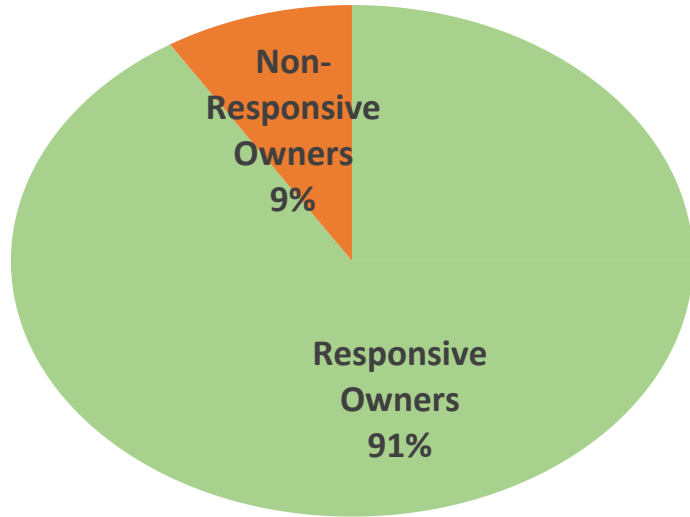
## Use of CDBG for Code Enforcement

- Limited to low- and moderate-income neighborhoods
- Reduce, eliminate, prevent blight and deterioration
- Used by many cities across nation
  - Reviewed 12 in Michigan (4% - 39% of total award)



# Code Compliance and CDBG

Cases Since 2015 (91K)



## Examples of Non-Responsive Cases

- City uses a contractor to correct a nuisance violation
- City takes legal action
- City assesses fee for blight monitoring
- City issues condemnation orders
- City assesses fee for occupancy without a rental certification



# Code Compliance and FY20 CDBG

Community  
Development

\$1.368M  
CDBG

Code  
Compliance

\$500,000  
Program  
Income

Community  
Development

Neighborhood  
Investment  
Plan

## Program Income

- Allows allocation of more funds annually than awarded by HUD
- Supports public service and administrative activities capped by federal program regulations

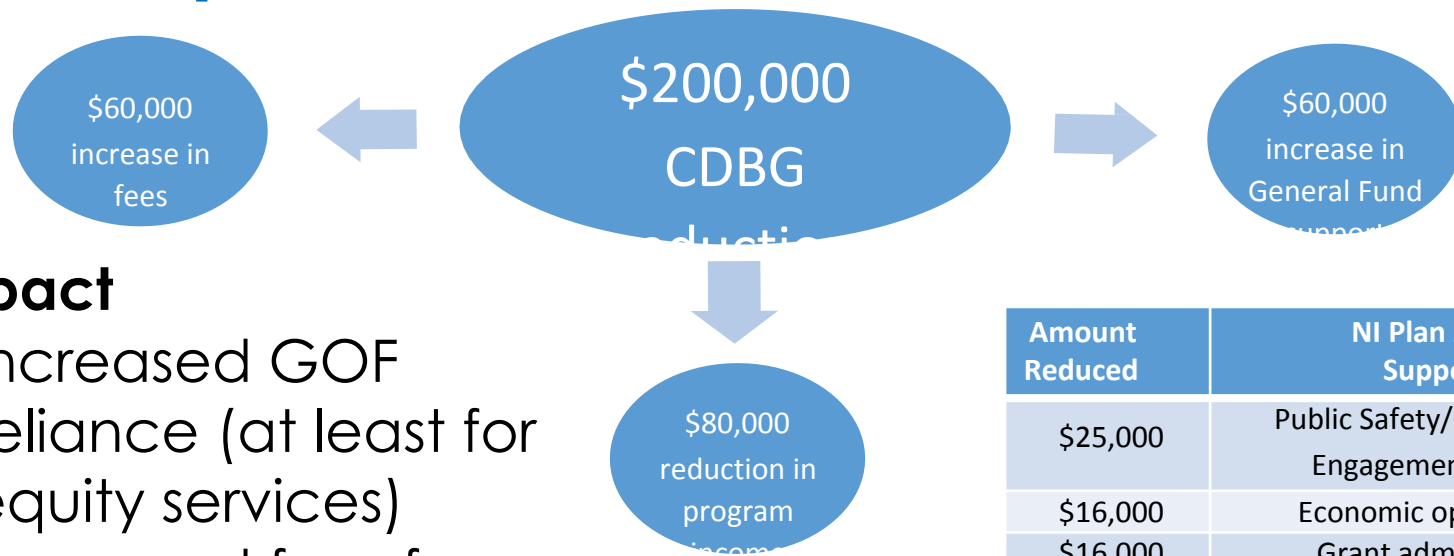
Amount	NI Plan Activity Supported
\$153,000	Public Safety/Civic Engagement
\$100,000	Economic opportunities
\$102,000	Grant administration
\$80,000	Fair housing services
\$44,000	Minor home repair services
\$21,000	Accessible housing services
<b>\$500,000</b>	

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# Example of CDBG Reduction



## Impact

- Increased GOF reliance (at least for equity services)
- Increased fees for responsive and non-responsive owners
- Reduced program income, reduced NI Plan funding

Amount Reduced	NI Plan Activity Supported
\$25,000	Public Safety/Civic Engagement
\$16,000	Economic opportunities
\$16,000	Grant administration
\$13,000	Fair housing services
\$7,000	Minor home repair services
\$3,000	Accessible housing services
<b>\$80,000</b>	





# FY2020 Capital Update





# FY2020 Capital Background

- FY2020 Capital Plan includes just over \$100 million in investments in 224 separate projects.
- Projects have long development lead times – almost 60% of FY2020 projects have yet to start, are in the engagement phase or are now in design.
- 15% of projects have already been completed and another 15% are under construction.
- 10% of projects are on schedule to start construction this year.



# FY2020 Investments in NOFs

- Neighborhoods of Focus (NOFs) include 36% of the total census tracts in the City.
- The FY2020 Capital Plan includes \$68.5 million in location specific investments.
- Of this amount, 38% or \$25.9 million will take place in Neighborhoods of Focus.
- 40% of FY2020 Neighborhoods of Focus projects have been completed or are under construction, compared to 30% in the City overall.



# FY2020 Notable Projects Completed or Underway

- 17 miles of Vital Streets projects completed (Hall Street, Alger Street, and Eastern Avenue)
- Progress on Coldbrook Control relocation continues and will be completed in 2021
- Hastings Street, Lafayette to College scheduled to begin in FY2020 (street and trail)
- Street Lighting infrastructure projects are well underway
- Transit stop improvements are underway
- Acquired land for the Division Fire Station
- Completed \$1.2 million in FY2020 Parks projects
- Calder Stabile reconditioned
- Daylighting stream at Richmond Park



# FY2020 Future Capital Considerations

- Continued progress in equitable capital investment
- Continued investment in asset management
- Balance between rates and capital investment
- Reevaluation of Stormwater C guideline
- Capital Reserve Fund investment capacity



# Questions?





# Key Dashboard Metric Recommendations





# Key Metric Dashboard

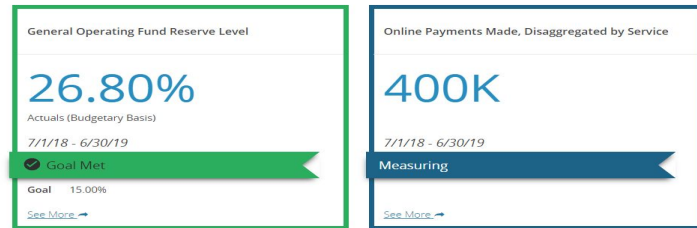
- 37 out of 140 metrics
  - 23 are currently included
- Key to performance measurement and current status
  - Green = Target Met (3)
  - Yellow = Near Target (2)
  - Blue = Measuring (14)
  - Red = Target Not Reached (4)



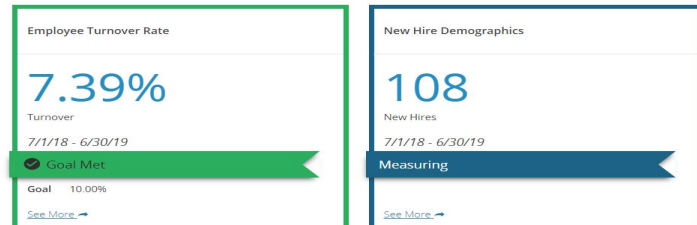
# Key Metric Dashboard

## Government Excellence

Foster and maintain fiscal sustainability



Attract, Hire, Train, and Retain High Performing Employees



## Economic Prosperity and Affordability

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



Increase residents' educational attainment, employment and wage growth





# Wrap Up. Thank You.