



FY 2025

**ANNUAL  
PERFORMANCE  
REPORT (CONTINUED)**

FOR THE  
**CITY OF GRAND RAPIDS**

October 7, 2025

## REPORT OBJECTIVES

- Review Citywide performance in FY2025 (July 1, 2024 – June 30, 2025)
- Celebrate our accomplishments of the prior fiscal year
- Serve as a foundation for future planning



# UPDATES AND DISCUSSIONS ON STRATEGY AND PERFORMANCE

September 23, 2025

FY2025 Annual Performance Presentation

**October 7, 2025**

**FY2025 Annual Performance Presentation (continued)**

November 13, 2025

Commission Prioritization Workshop & Commission Retreat

February 2026

FY2026 Mid-year Performance Update

April 2026

City Manager presents FY2027 Preliminary Fiscal Plan/Budget

May 2026

Commission adopts FY2027 Final Fiscal Plan/Budget

September 2026

FY2026 Annual Performance Presentation





# Values

Our values are how we make decisions. They are embedded throughout the entire plan and drive all City work.

## Accountability

Always acting with integrity and transparency and being responsible for what we do and say.

## Collaboration

Working together in partnership with others; teamwork.

## Customer Service

Professionally serving those who live in, work in or visit the city. Providing respectful, excellent, high quality service and assistance before, during and after the person's interactions with the City.

## Equity

Leveraging City influence to intentionally remove and prevent barriers created by systemic and institutional injustice.

## Innovation

Challenging how things have been done before. Fulfilling community needs by offering new ways to serve our customers and enhance operations. Being nimble, self-aware and open to feedback.

## Sustainability

Making decisions with the goal of achieving long-term net positive benefits that are informed by an understanding of how those decisions will impact climate resiliency and the environment, people and communities, and finances, both today and in the future.

## Vision

Grand Rapids will be nationally recognized as an equitable, welcoming, innovative and collaborative city with a robust economy, safe and healthy community, and the opportunity for a high quality of life for all.

## Mission

To elevate the quality of life through excellent City services.

## Priorities



### 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.



### Economic Prosperity and Affordability

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



### Engaged and Connected Community

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



### Health and Environment

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



### Mobility

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



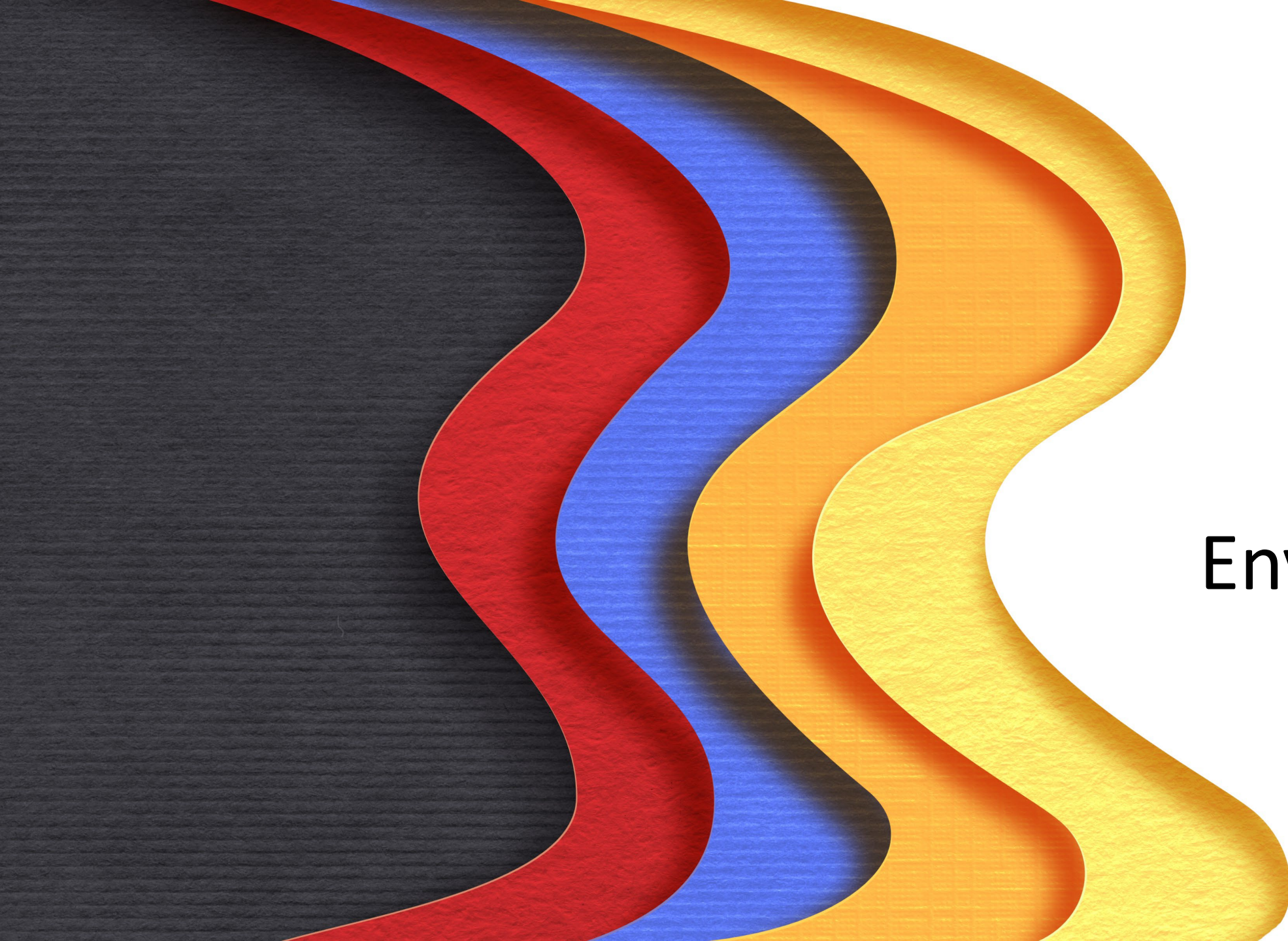
### Safe Community

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

FY2025 Focus Areas

Governmental Excellence		
<ul style="list-style-type: none"> <li>Maintain fiscal sustainability</li> <li>Hire and retain a talented and diverse workforce</li> <li>Implement new Enterprise Resource Planning system</li> <li>Decrease FOIA backlog</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate and implement facilities assessment recommendations</li> <li>Continue to leverage legislative and funding opportunities</li> <li>Enhance investment in cemeteries to ensure quality infrastructure, operations and maintenance, and improve customer service</li> </ul>	<ul style="list-style-type: none"> <li>Relocate City staff and services to Scribner</li> <li>Continually improve customer experience and public outcomes in development and permitting processes</li> </ul>
Economic Prosperity & Affordability		
<ul style="list-style-type: none"> <li>Create affordable and market rate housing supply</li> <li>Continue implementation of a GR land bank</li> <li>Continue implementation of short-term zoning changes to support housing</li> <li>Update brownfield guidelines to utilize new brownfield legislation to support housing development</li> <li>Improve neighborhood business corridors and optimize authorities</li> </ul>	<ul style="list-style-type: none"> <li>Support improvement in the Continuum of Care and other community partners' coordination and outcomes</li> <li>Continue to support the Market Corridor Development</li> <li>Adopt and begin implementing the Community Master Plan</li> <li>Implement Third Ward Equity Funded projects</li> </ul>	<ul style="list-style-type: none"> <li>Continue implementation of river redevelopment (secure permits, break ground, start work on upper reach design &amp; permits)</li> <li>Continue construction of river edge projects (Lyon Square, Public Museum, East Walk, Leonard to Ann trail)</li> <li>Celebrate ArtPrize 15-year anniversary</li> <li>Complete required Affirmatively Furthering Fair Housing Equity Plan for federal entitlement programs (formerly Analysis of Impediments to Fair Housing)</li> </ul>
Engaged & Connected Community		
<ul style="list-style-type: none"> <li>Implement the updated communications plan</li> <li>Create and begin implementation of a comprehensive Citywide community framework for engagement</li> <li>Begin redesign of City website</li> </ul>	<ul style="list-style-type: none"> <li>Improve engagement with neighborhood organizations</li> <li>Continue immigrant / refugee community engagement</li> <li>Integrate for discussion the results of the biennial National Community Survey to be completed in FY24</li> <li>Strategically enhance the celebration of arts, culture, and heritage</li> </ul>	<ul style="list-style-type: none"> <li>Continue to increase transparency and accessibility of City data, processes and platforms (agenda management; open data; vendor registration; website)</li> </ul>
Health & Environment		
<ul style="list-style-type: none"> <li>Achieve 100% municipal renewable energy</li> <li>Finalize strategy for and begin deploying solar at Butterworth Landfill</li> <li>Complete Climate Action and Adaptation Plan (CAAP) and evaluate opportunities for implementation</li> <li>Reduce municipal fleet emissions</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate recommended Equitable, Healthy and Zero Carbon Buildings Initiative (E.H.Zero) programs and policies</li> <li>Measure and report out on impacts of E.H.Zero residential renovation pilot</li> <li>Reimagine materials management program</li> <li>Continue to implement urban forestry plan focusing on priority 1 and 2 trees</li> </ul>	<ul style="list-style-type: none"> <li>Achieve milestones on major park capital projects (MLK Park Lodge; complete Plaza Roosevelt Park; start Roosevelt Park lodge renovation)</li> <li>Continue lead service line replacements</li> <li>Continue implementing the Lead Hazard Control program to address lead-based paint in homes</li> <li>Continue implementing lead-based paint dust screening in pre-1978 constructed residential rental properties</li> </ul>
Mobility		
<ul style="list-style-type: none"> <li>Enhance connectivity of and maintain bike/pedestrian trails throughout the city</li> <li>Enhance micro-mobility options for first/last mile</li> <li>Reduce speeding and improve pedestrian &amp; micromobility safety</li> </ul>	<ul style="list-style-type: none"> <li>Strategize on communitywide carbon emissions reductions for the transportation sector</li> <li>Collaborate on regional strategic transportation planning activities (The Rapid, County, GVMC)</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate and update parking rates to ensure competitiveness and to maintain our assets</li> </ul>
Safe Community		
<ul style="list-style-type: none"> <li>Improve community-police relations</li> <li>Enhance crime prevention and violence reduction actions</li> <li>Continue to expand Cure Violence</li> </ul>	<ul style="list-style-type: none"> <li>Explore and evaluate place-based / collective impact safe community pilots</li> <li>Improve co-response models</li> <li>Create a wildlife management plan</li> </ul>	<ul style="list-style-type: none"> <li>Build new fire stations and a training center</li> <li>Continue emergency management and resilience planning and implementation</li> </ul>

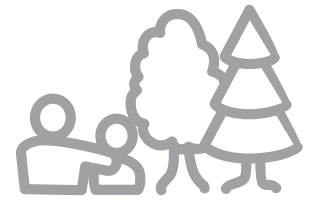




Health &  
Environment

# HEALTH AND ENVIRONMENT

## FY2025 OBJECTIVES AND KEY INVESTMENTS

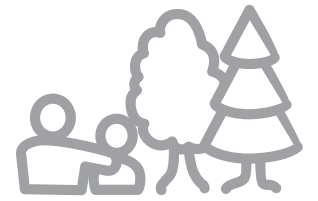


Str Plan Objective	FY2025
<b>Carbon Emissions, Climate Adaptation and Resilience</b>	<ul style="list-style-type: none"> <li>• Advance the Climate Action and Adaptation Plan (CAAP)</li> <li>• Expand renewable energy initiatives, including the Butterworth solar project</li> <li>• Increase municipal energy efficiency through building and fleet improvements</li> <li>• Support communitywide greenhouse gas reduction and environmental justice initiatives</li> </ul>
<b>Green Space and Recreation</b>	<ul style="list-style-type: none"> <li>• Expand the Greenway network and river and creek restoration projects</li> <li>• Invest in major park facilities such as MLK Lodge, Ottawa Hills, Camelot, and Ah Nab Awen</li> <li>• Continue forestry initiatives to strengthen the urban tree canopy</li> <li>• Enhance recreation opportunities in underserved neighborhoods</li> </ul>
<b>Water / Sewer / Stormwater Service and Water Resources</b>	<ul style="list-style-type: none"> <li>• Replace lead service lines citywide and expand water main improvements</li> <li>• Upgrade the Water Resource Recovery Facility and filtration systems</li> <li>• Advance stormwater management projects, including basin upgrades and flood protection studies</li> <li>• Strengthen environmental sampling and mitigation for contaminants like PFAS</li> </ul>



# HEALTH AND ENVIRONMENT

## FY2025 OBJECTIVES AND KEY INVESTMENTS (continued)

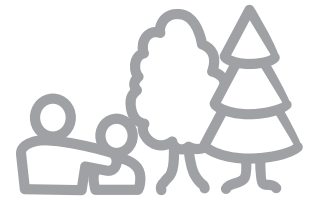


Str Plan Objective	FY2025
<b>Materials Management</b>	<ul style="list-style-type: none"> <li>• Implement the reimagined Materials Management Program for refuse, recycling, and composting</li> <li>• Expand corridor cleanup programs and neighborhood collection events</li> <li>• Increase recycling and composting education and outreach</li> <li>• Develop new service models for long-term waste reduction and diversion</li> </ul>
<b>Health Disparities</b>	<ul style="list-style-type: none"> <li>• Strengthen partnerships with county and regional health systems to reduce disparities</li> <li>• Support programs addressing housing, environment, and wellness as determinants of health</li> <li>• Expand neighborhood-based environmental and health equity initiatives</li> </ul>



# HEALTH AND ENVIRONMENT

## FY2025 SELECT ACCOMPLISHMENTS

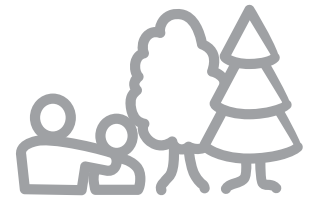


### Sustainability

- Completed the City's first Climate Risk and Vulnerability Assessment
- Completed the draft Climate Action and Adaptation Plan and final community engagement
- Hired key sustainability staff to advance decarbonization goals
- Secured state and federal funding for solar energy projects, including Butterworth and Solar for All
- Launched the GR Solarize Program to expand residential solar access
- Secured grant funding to expand the E.H. Zero Initiative
- Completed home energy efficiency renovations in the South DICE zone under the E.H. Zero Initiative
- Launched process to update City's GHG building performance data



# HEALTH AND ENVIRONMENT FY2025 SELECT ACCOMPLISHMENTS



## Fleet & Facilities

- Advanced GRPD boiler replacement evaluation for energy efficiency
- Developed a draft long-term fleet electrification strategy with U of M partners
- Began building a real-time fuel dashboard for city fleet emissions
- Upfitted six vans to run on renewable natural gas

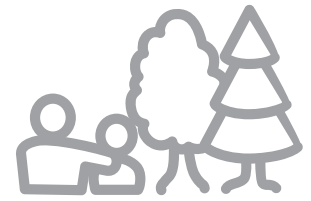
## Water Systems

- Replaced 1,735 lead service lines
- Lined/replaced 3.9 miles of sanitary sewer pipeline and 2.5 miles of watermains
- Zero drinking water violations and maintained lead levels <8ppb
- Distributed 5,789 lead-reducing pitcher filters as part of Third Ward lead reduction campaign
- Received national recognition as a River Champion from American Rivers



# HEALTH AND ENVIRONMENT

## FY2025 SELECT ACCOMPLISHMENTS (continued)



### Materials Management

- Launched pilot organics collection program at City facilities
- Launched a circular strategy for organics, tree waste, and wastewater residuals
- Continued engagement for a materials management strategy, to be presented to Commission in October

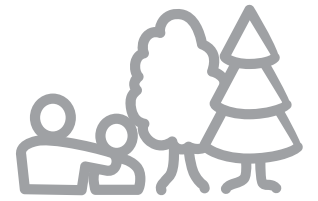
### Renewable Energy

- Began preliminary design work for Butterworth behind-the-meter solar
- Achieved 100% renewable energy goal through renewable energy credit purchases
- Secured a broker/partner to market RNG and environmental attributes through the biodigestion program
- Initiated solar installation at the Community Archives
- Piloted biomass fuel production using forestry waste at Domtar



# HEALTH AND ENVIRONMENT

## FY2025 SELECT ACCOMPLISHMENTS (continued)



### Parks & Recreation

- Increased by 10% the number of children connected to nature through outdoor programming (54,700 participants)
- Launched new pool pass program providing free swimming to resident youth for the summer (7,000 passes issued)
- Opened new fully accessible pool locker room facility at MLK Park
- Developed a new standard design package for all new City park trails
- Began facilities and amenities assessment of all park sites and infrastructure
- Forestry pruned 3,354 trees as part of the Priority 2 tree canopy project
- Completed a Forestry Operations Management Plan (implementation to begin in FY27)
- Completed design on over 15,000 linear feet of reconstructed and new trail development
- Received \$500,000 Environmental Justice Grant to support urban agriculture initiatives



# HEALTH AND ENVIRONMENT

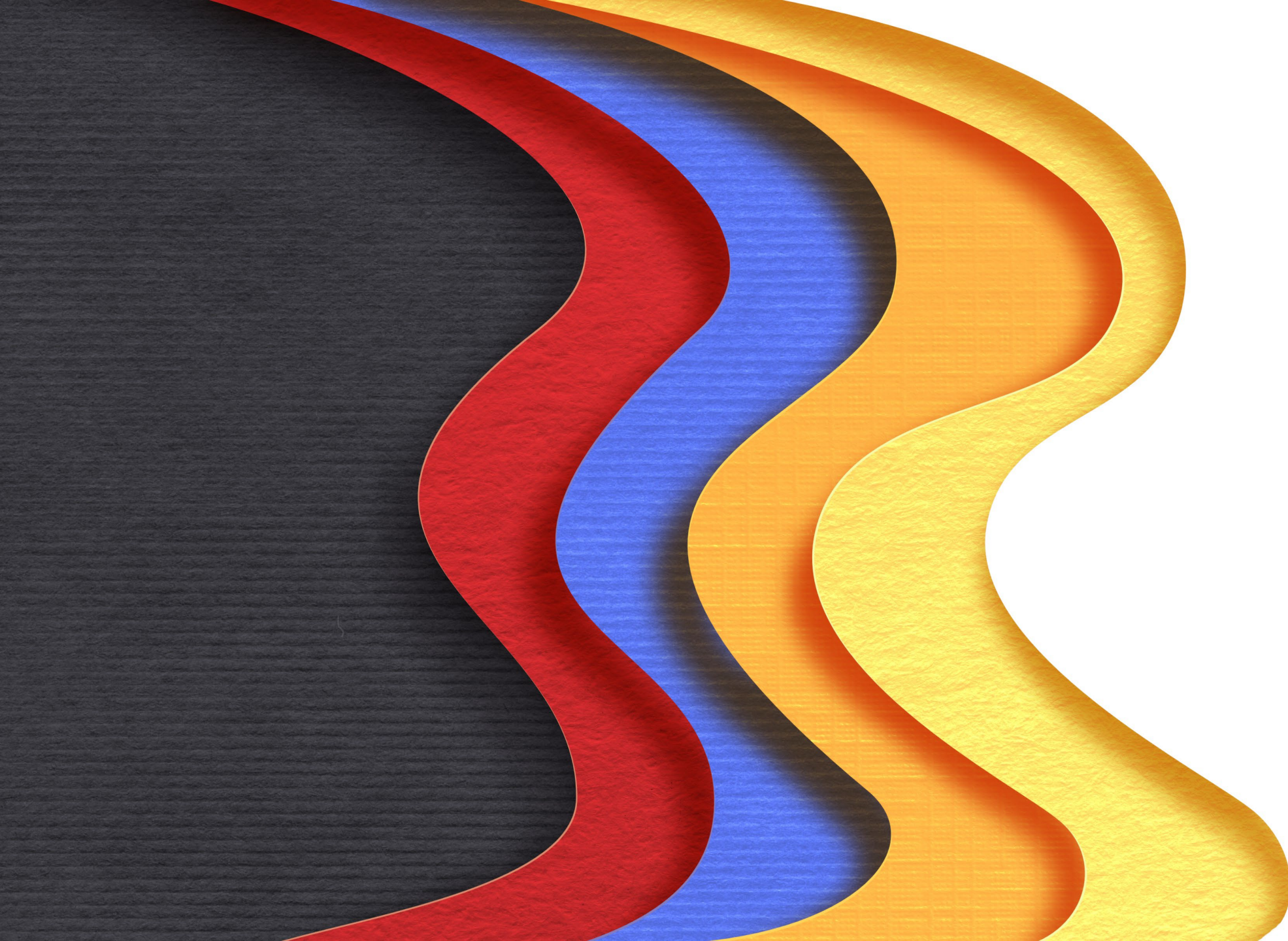
## KEY METRICS MEASURED THROUGH JUNE 30, 2025



Strategic Priority	METRIC	Measure FY or CY	FY 2021 End (or) CY 2020 End	FY 2022 End (or) CY 2021 End	FY 2023 End (or) CY 2022 End	FY 2024 End (or) CY 2023 End	FY 2025 End (or) CY 2024 End	CY 2025 Mid (Jan-Jun)	Current Target
HE.1.2	Percent renewable electricity for municipal operations	CY	37.50%	37.50%	44.43%	48.22%	100%	-	100% by FY25
HE.1.4	Percent of City fleet that is low or no emission (Passenger vehicles)	FY			23.35%	23.98%	28.30%	-	Measuring
	Percent of City fleet that is low or no emission (Heavy duty vehicles)				81.33%	85.80%	91.20%	-	Measuring
HE.2.1	Percent of population within a 10-minute walk of a park or active green space	FY	81%	81%	81.3%	81.3%	81.7%	-	> 81%
HE.2.2	Number of participants in recreation programs/year	CY	27,000	78,286	99,900	105,000	111,327	48,038	Measuring
	Percent increase			190%	28%	5%	6%	-	≥ 5%
HE.2.3	NCS Survey: Overall quality of parks and recreation opportunities	FY		73%		71%		-	Benchmark
HE.3.1	Number and Percent of Lead Service Line Replacements completed (State Required)	FY	399	988	1,685	2,000	1,735	-	Pre-FY25: 1,210 FY25: 1,900
			1.6%	4.1%	7.0%	8.0%	7.7%	-	Measuring
HE.3.2	Water Quality Index for the Grand River	FY	75	77	76	76	76	-	> 70
HE.3.3	Gallons of water pumped from treatment plant per person per day	FY	126	126	128	120	120	-	Measuring
HE.3.4	Number of gallons of stormwater infiltrated	FY	10,810,944	37,441,000	51,440,228	13,617,565	9,364,298	-	100 Million Over 5 Years
HE.3.5	Number of residents referred to and using the County for assistance with water/sewer bills (85% of users must be below 200% poverty level)	CY	842	863	915	767	850	321	Measuring
HE.3.6	Number of EGLE water quality standards not met	CY	0	0	0	0	0	0	0
HE.4.2	Percent of residential waste diverted by weight <i>Yard Waste not included in current diversion percentage</i>	CY	17.0%	17.5%	17.9%	17.0%	17.3%	20.0%	≥ 45%
HE.5.1	Percent of children with elevated blood lead level	CY	10.6%	6.9%	7.7%	8.1%	8.7%	-	Measuring
HE.5.2	Number of homes where lead hazards were controlled and cleared	FY	60	49	46	49	47	-	≥ 60
HE.5.3	HOT - Number of mental health service referrals	FY		5	118	50	54	-	Measuring
	HOT - Number of substance use disorder screenings			89	72	50	39	-	Measuring
HE.5.4	HOT - Number of emergency department and jail diversions	FY		60	56	143	48	-	Measuring
HE.5.5	Number of children (< 18) participating in City offered or supported opportunities to connect to nature	CY		30,690	40,981	48,919	54,733	24,990	> Previous CY
HE.5.6	Number of projects and acres in brownfield program	CY	6 projects	3 projects	12 projects	8 projects	16	11	Measuring
			7.7 acres	15.9 acres	34.2 acres	32.8 acres	44.8	-	≥ 15 acres

	Data unavailable and/or metric was not being tracked
-	Not applicable - based on reporting period
-	Measuring but not currently available
#, %, \$, or Text	Measuring and reported

#, %, \$, or Text	Metric meets or exceeds target
#, %, \$, or Text	Metric is within 10% of target
#, %, \$, or Text	Metric is outside of 10% of target
Benchmark	For National Community Survey - Statistical comparison to other communities



Mobility

# MOBILITY

## FY2025 OBJECTIVES AND KEY INVESTMENTS



Str Plan Objective	FY2025
<p><b>Mobility and Safety Solutions</b></p>	<ul style="list-style-type: none"> <li>• Expand sidewalk snow assist and pedestrian safety programs</li> <li>• Install traffic calming projects, hybrid beacons, and audible crosswalk technology</li> <li>• Increase staff capacity for traffic safety, signage, and parking customer service</li> <li>• Strengthen parking management systems to improve reliability and safety</li> </ul>
<p><b>Accessible, Multi-Modal Transportation</b></p>	<ul style="list-style-type: none"> <li>• Maintain DASH operations and neighborhood greenway networks</li> <li>• Continue shared micromobility and carshare programs</li> <li>• Improve transit stops and connections to ensure equitable mobility access</li> <li>• Support long-term planning for a connected, multi-modal transportation system</li> </ul>
<p><b>Well-Maintained and Coordinated Transportation Network</b></p>	<ul style="list-style-type: none"> <li>• Deliver more than 130 Vital Streets projects across the city</li> <li>• Expand sidewalk and trail projects to connect neighborhoods to employment and recreation</li> <li>• Integrate complete streets principles into road design and reconstruction</li> <li>• Coordinate major street improvements on corridors like Michigan, Chavez, and Division</li> </ul>



# MOBILITY

## FY2025 OBJECTIVES AND KEY INVESTMENTS (continued)



Str Plan Objective	FY2025
<b>Parking</b>	<ul style="list-style-type: none"><li>• Adjust parking rates incrementally to maintain competitiveness with the private market</li><li>• Invest in parking ramp maintenance and modernization projects</li><li>• Expand customer service and technology upgrades to improve the parking experience</li><li>• Ensure parking strategies support both downtown vitality and neighborhood needs</li></ul>



# MOBILITY – Vital Streets

## FY2025 SELECT ACCOMPLISHMENTS



### FY2015 - FY2025:

- **61.07% good and fair (as of September 2024)**
  - Increased from 56% in CY2023
- **2,149 projects**
- **648 miles of streets**
- **\$219.7 million in Vital Streets dollars**

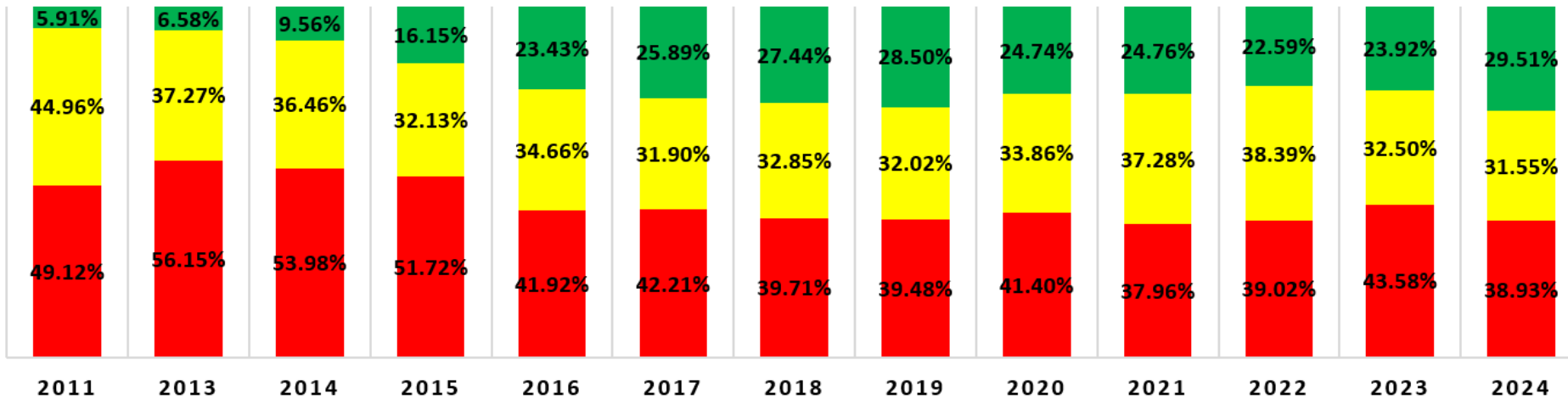
### FY2026:

- **77 projects**
- **34 miles of streets**
- **\$29.7 million in Vital Streets dollars**

**GOAL: 70% Good and Fair by July 2030**

### ALL STREETS PERCENTAGE

■ Poor ■ Fair ■ Good



# MOBILITY – Vital Streets

## FY2025 SELECT ACCOMPLISHMENTS (continued)



### Projects Completed in Calendar Year 2024

#### Reconstructions (1.56 miles)

- Division/Fulton intersection reconstruction
- Robinson Road - Lake Drive to Plymouth Avenue
- Cesar E. Chavez Avenue - Clyde Park Avenue to Stolpe Street
- Cesar E. Chavez Avenue - Stolpe Street to Hall Street
- State Street - Lafayette Avenue to Madison Avenue
- Fremont Avenue - 3rd Street to 4th Street
- Eleanor Street - Plainfield Avenue to Diamond Avenue

#### Resurfacings (4.68 miles)

- Knapp Street - Truxton Avenue to East City Limits
  - East Paris Avenue - 28th Street to Burton Street
  - Hall Street - Madison Avenue to Eastern Avenue
  - Turner Avenue - Richmond Street to Ann Street
  - Walker Avenue - Leonard Street to Parkhurst Avenue
  - 6th Street - Turner Avenue to Front Avenue
  - Leffingwell (Leonard- north city limit)
- 73 Miles of sidewalk inspected/repaired
  - 1.4 Miles of new sidewalk installed

# MOBILITY – Vital Streets

## FY2025 SELECT ACCOMPLISHMENTS (continued)



### State Street (Lafayette to Madison) Reconstruction



# MOBILITY – Vital Streets

## FY2025 SELECT ACCOMPLISHMENTS (continued)



### Cesar Chavez (Clyde Park to Hall) Reconstruction



# MOBILITY – Vital Streets

## FY2025 SELECT ACCOMPLISHMENTS (continued)



### Hall Street (Madison to Eastern) Reconstruction



# MOBILITY – Vital Streets

## FY2025 SELECT ACCOMPLISHMENTS (continued)



### Fuller Avenue



# MOBILITY – Vital Streets – 2025 Bicycle Facility Changes

## FY2025 SELECT ACCOMPLISHMENTS (continued)



### Changes to Existing Bicycle Facilities (2.0 centerline miles)

- Ann St NW (Plainfield Ave to Monroe Ave) – replaced standard bicycle lanes with raised bicycle lanes (0.55 mi)
- Ann St NW (Monroe Ave to Turner Ave) – replaced shared lane markings with buffered bicycle lanes (0.43 mi)
- Cherry St SE (State St to Lafayette Ave) – replaced substandard width bicycle lanes with wider bicycle lanes (0.12 miles)
- North Division Ave (Fulton St to Michigan St overpass) – replaced standard bicycle lanes with raised bike lanes (0.40 mi)
- O’Brien Rd SW (Butterworth St to Covell Rd/Walker City Limit) – widened paved shoulders where needed, marked as bicycle lanes (0.50 mi)

### New Bicycle Facilities (4.0 centerline miles)

- Alexander St SE (EGR City Limits to Eastern Ave\*\*) – neighborhood bikeway (+1.0 mi)
- Boston St SE (Plymouth Ave to Fuller Ave\*\*) – bicycle Lanes (+0.70 mi)
- Front Ave SW (Wealthy St to Butterworth St\*) – bicycle lanes (+0.40 mi)
- Fuller Ave SE (Adams St to Kalamazoo Ave\*) – bicycle lanes (+0.30 mi)
- Giddings Ave SE (Hall St to Martin Luther King St\*\*) +0.50 mi – neighborhood bikeway)
- Giddings Ave SE (Wealthy St to MLK St\*) – bicycle lane *one way northbound* (pairs with existing southbound bicycle lane on Ethel Ave) (+0.35 mi)
- Louis St NW (Ionia Ave to Monroe Ave) – bicycle lanes (+0.10 mi)
- Norwood Ave/Milton St/Youell Ave/Wilcox Park Dr SE (Robinson to Carlton) – neighborhood bikeway (+0.45 mi)
- Wealthy St SW (Front Ave to Market Ave\*) – buffered bicycle lanes (+0.20 mi)



# MOBILITY – Parking

## FY2025 SELECT ACCOMPLISHMENTS (continued)



- Strategic Portfolio & Investment Planning
  - Continued to guide long-term planning for the City’s parking assets by launching the Parking Investment Strategy program, now underway with significant progress and updates to inform future decisions on reinvestment, modernization, and financial sustainability.
- Technology & Systems Modernization
  - Fully implemented the Zeyphire monthly parking management system, improving customer service and operational efficiency.
  - Continued implementation of the Modii parking software, consolidating maps and parking finder assets. A soft-launch “beta” is planned during ArtPrize 2025 to provide residents and visitors with a centralized tool to locate municipal parking and share feedback. Integration of PARCS and on-street projected availability features is expected later in 2025.
- Infrastructure & Accessibility Improvements
  - Completed Government Center accessibility and wayfinding upgrades, including new wheelchair-accessible ramps, improved signage, and wayfinding throughout the facility. Work also advanced on the installation of a new elevator to ensure full ADA accessibility.

# MOBILITY – Parking

## FY2025 SELECT ACCOMPLISHMENTS (continued)



- **Safety & Cleanliness**
  - Increased staffing levels (by 20%) for the parking security team, with reassessed schedules and operations designed to better address community concerns and improve on-site presence.
  - Instituted a dedicated Facility Manager role to streamline long-term facility planning and maintenance efforts.
  - Enhanced cleanliness and upkeep standards across parking ramps, ensuring a safer and more welcoming customer experience.
- **Event Management**
  - Expanded staff training and launched process improvement initiatives to enhance event-night operations.
  - Identified and addressed gaps in customer service to ensure visitors can enter and exit ramps more quickly and safely during high-demand events.
  - Strengthened preventative maintenance and asset management practices for parking equipment, reducing downtime and minimizing service disruptions during peak use.
- **Innovation & Assessment**
  - Progressed with improved parking data collection, utilizing drone (UAV) technology to support more efficient systemwide assessment of inventory and occupancy for parking in Downtown Grand Rapids.



# MOBILITY – System Safety & Sustainability

## FY2025 SELECT ACCOMPLISHMENTS (continued)



- Coordinated with Police and Fire on the micromobility program
- Fully staffed the traffic technician and customer service teams
- Expanded the shared micromobility affordability program
- Completed 6.2 miles of major street resurfacing and reconstruction projects across multiple corridors
- Completed 1.4 miles of sidewalk connectivity projects in Collindale, Covell, and Ken-O-Sha Industrial Park; proactively inspected/repaired 73 miles
- Expanded the sidewalk snow assist program on major routes
- Added 11 rectangular rapid flashing beacons for pedestrian safety

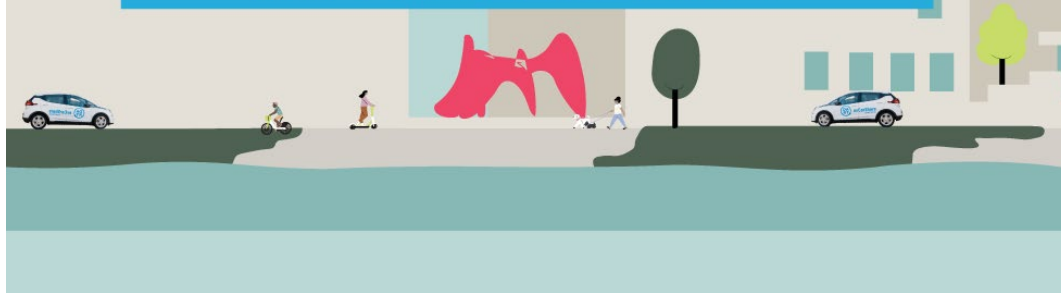


# DART evCarShare

6 LOCATIONS

\$5 PER HOUR

ALL ELECTRIC





### Step 1

Download the MDO app and apply with driver's license and debit/credit card

### Step 2

Application Process (3-5 Days)  
Driving record approved  
Schedule orientation

### Step 3

Orientation (Typically 1 Week)  
Complete a 20-minute phone orientation

### Step 4

Reservation (Instant)  
Book your trip for \$5/hour for the first 150 miles

### Step 5

Drive (Instant)  
Unlock with your phone, complete a quick checklist, and go!

DartGR.org

**CarShare  
Parking Only**



Reserve for \$5/hr

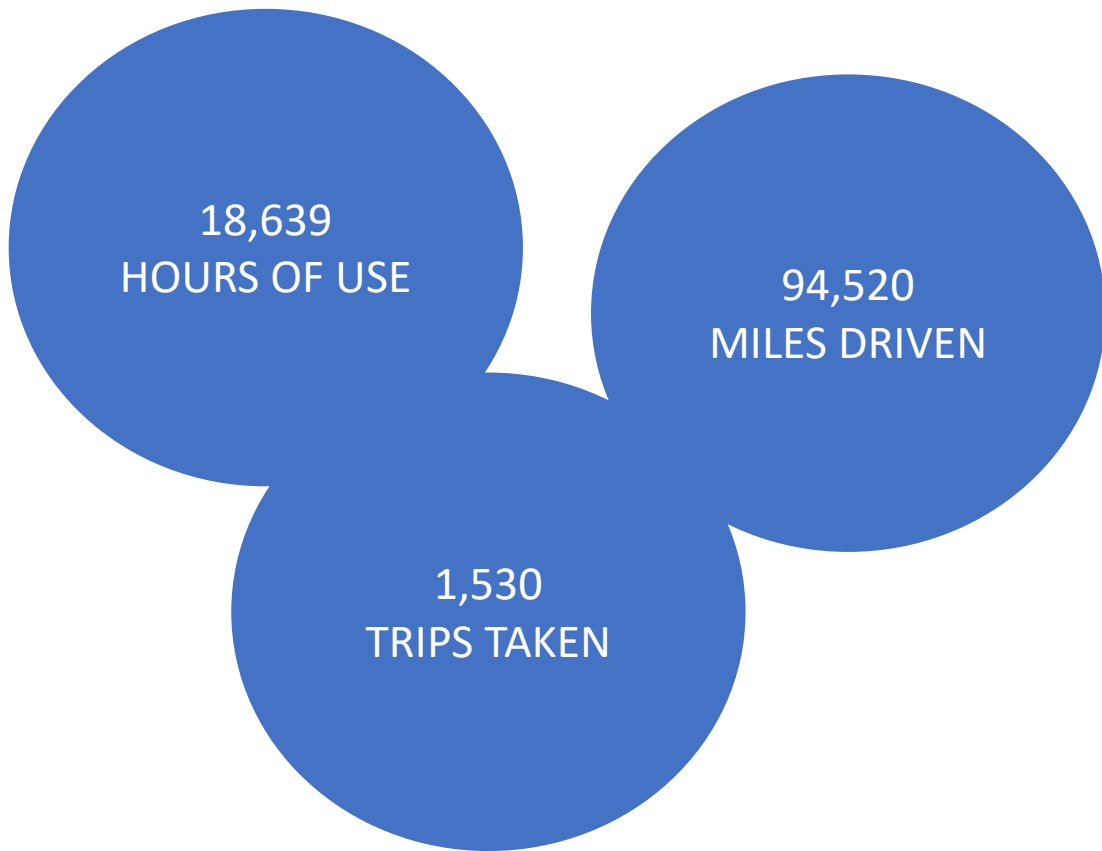


DartGR.org  
(616) 816-2030

### Price

\$10 application fee  
\$5 per hour (Minimum of an hour)  
150 miles are included per trip  
(\$.45 per mile after 150 miles)  
(Max rental time of 24 hours)

# DART – Grand Rapid's EV Carshare Program (October 2024 – July 2025)



Happy 1st Birthday, DART!  
*Program Launched in October 2024*

### Six (6) Locations in City Parking Facilities

- West Fulton Lot
- Madison Square Lot
- Eastown Ethel Lot
- Burton/Division Heights Lot
- Weston/Commerce Ramp
- Government Center Ramp



# DASH EXPERIENCE IMPROVEMENTS - New Bus + Celebrated 1 Year of 7 Day/Week Service in January 2025!



## Brand New Bus for DASH in FY25

- Features on-board info screen
- Easy-to-maintain, cool pink seats

GR Transportation  
January 22, 2024 · 🌐

Big announcement! Starting January 29th, the DASH is going to be running all 7 days of the week!

The new schedule is:  
M-F: 7am - Midnight.  
Sat: 11am - 1am  
Sunday 11am - 5pm

The WORK line will also have extended hours.

A big thank you to our DASH team, who has been working very hard to return 7-day-a-week service to the DASH.

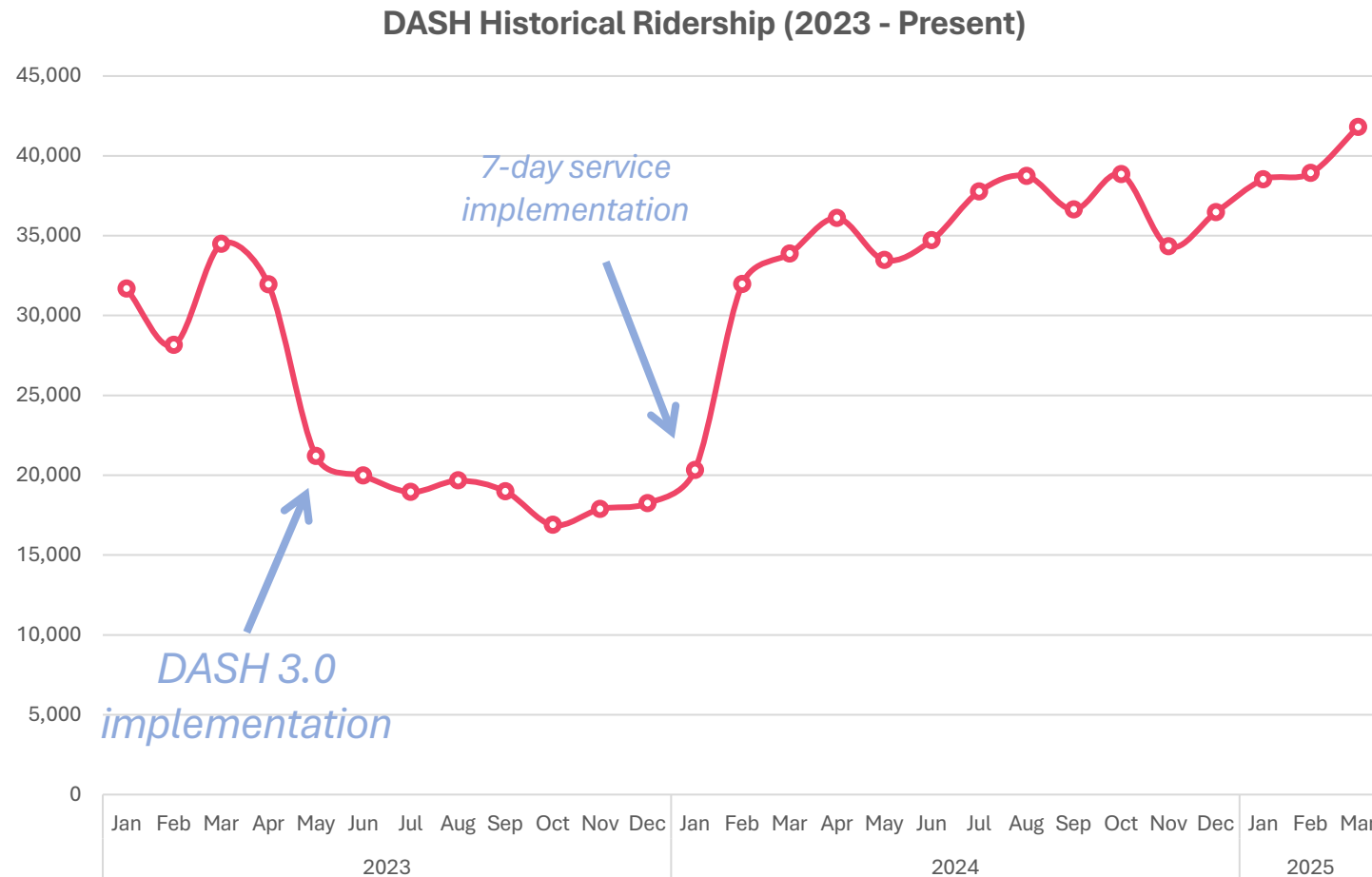
Visit [www.grandrapidsmi.gov/DASH](http://www.grandrapidsmi.gov/DASH) for the route map and more information.



👍❤️ Kristin McBurney Bennett and 196 others

25 comments 96 shares

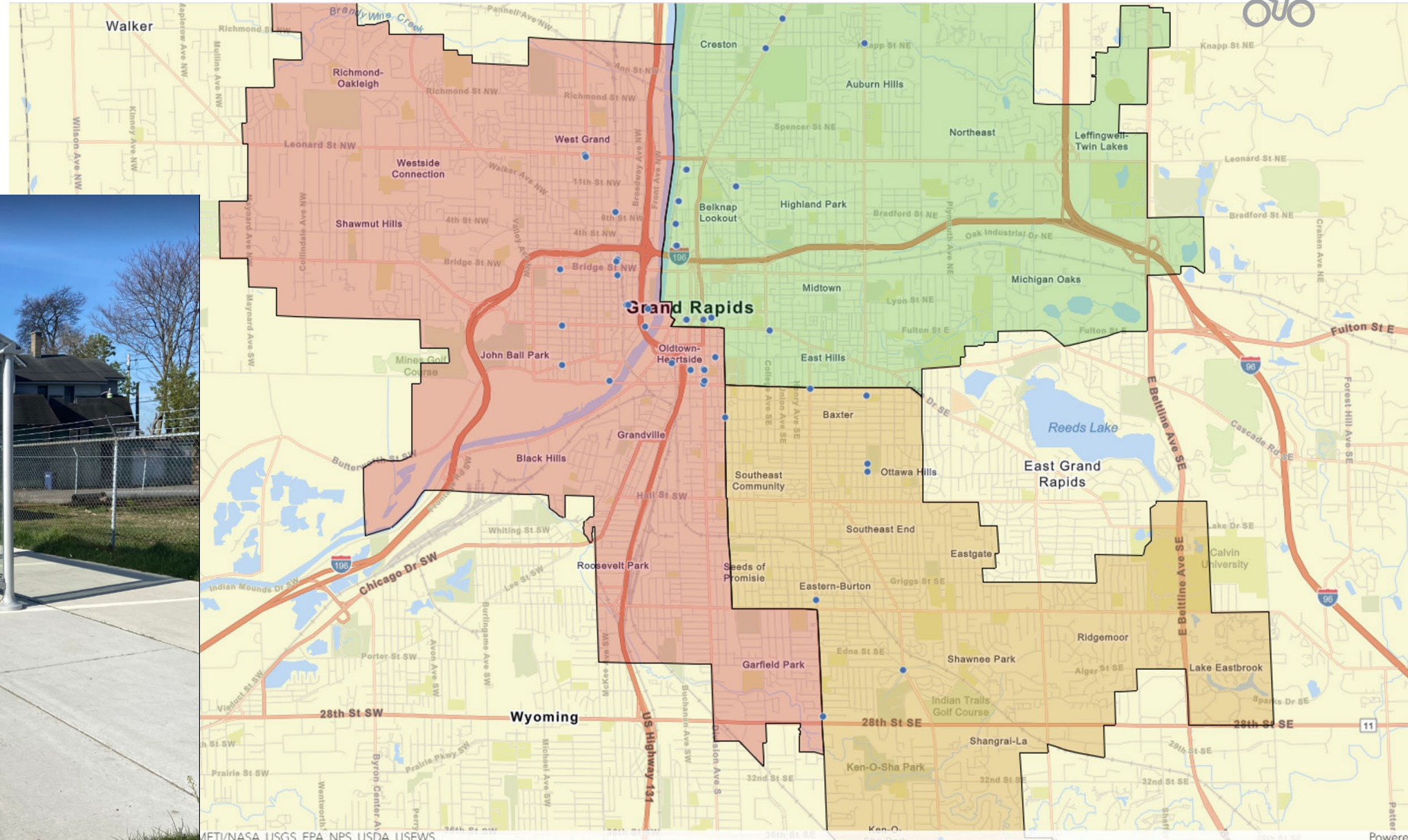
# DASH EXPERIENCE IMPROVEMENTS - Year over Year Sustained Ridership Growth + 1 Year Anniversary of 7 Day/Week Service



# DASH EXPERIENCE IMPROVEMENTS – Bus Stop Improvement Program



## FY25 Bus Stop Improvements



# Division Ave Zicla platform build – April 26, 2025



# MOBILITY

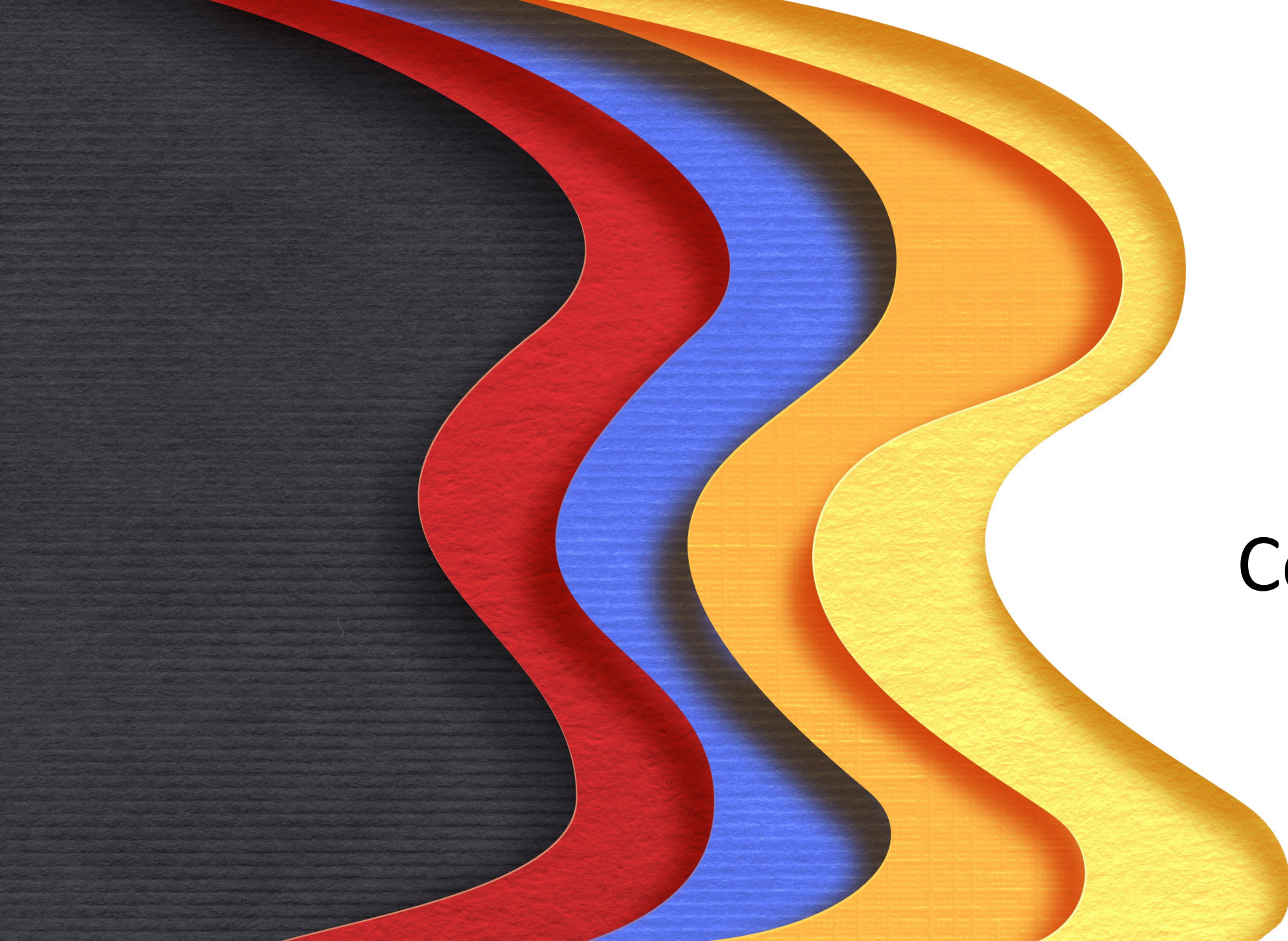
## KEY METRICS MEASURED THROUGH JUNE 30, 2025



Strategic Priority	METRIC	Measure FY or CY	FY 2021 End (or) CY 2020 End	FY 2022 End (or) CY 2021 End	FY 2023 End (or) CY 2022 End	FY 2024 End (or) CY 2023 End	FY 2025 End (or) CY 2024 End	CY 2025 Mid (Jan-Jun)	Current Target
MB.1.1	Total number of crashes with serious injuries and fatalities	CY	115	106	88	85	106	-	Measuring
	Percent change			-7.83%	-16.98%	-3.41%	24.71%	-	-10%
	Crashes with Serious Injuries (Pedestrian)		18	10	14	14	21	-	Measuring
	Crashes with Serious Injuries (Bicycle)		6	6	4	4	13	-	Measuring
	Crashes with Serious Injuries (Vehicle)		82	79	66	58	62	-	Measuring
	Crashes with Fatalities (Pedestrian)		4	6	0	2	3	-	Measuring
	Crashes with Fatalities (Bicycle)		0	1	1	1	1	-	Measuring
Crashes with Fatalities (Vehicle)	5	4	3	6	6	-	Measuring		
MB.2.1	NCS Survey - Used the following instead of driving:	FY						-	Benchmark
	Public transportation			27%		34%		-	
	Carpooled			48%		56%		-	
	Walked or biked		65%		71%		-		
MB.2.2	Total number and percent change in ridership for all micromobility	CY		459,203	378,189	476,825	496,720	177,421	Measuring
				-17.64%	26.08%	3.90%	-	2%	
	Total number and percent change in ridership for e-bikes			17,684	91,966	107,931	83,922	25,843	Measuring
				420.1%	17.36%	-23.00%	-	Measuring	
	Total number and percent change in ridership for e-scooters			441,519	286,223	368,894	412,798	151,578	Measuring
			-35.2%	28.88%	11.90%	-	Measuring		
	Number and percent change in ridership DASH		280,745	324,730	278,003	413,198	-	Measuring	
				15.67%	-14.39%	48.63%	-	5%	
MB.3.1	Percent of roads in state of good repair	CY	60.15%	62.04%	60.98%	56.42%	61.07%	-	≥ 70% by 2030
MB.3.2	Percent of residents that rank the overall quality of the transportation system as excellent or good	FY		57%		52%		-	Benchmark
MB.4.1	Total percent paid off-street parking available (average)	CY			54.3%	47.31%	52.10%	-	> 25%
	Total percent paid off-street parking available (median)				52.4%	46.85%	50.83%	-	≥ 15%
MB.4.3	Percent of residents that rank the ease of public parking across the community as excellent or good	FY		38%		40%		-	Benchmark

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Benchmark	For National Community Survey - Statistical comparison to other communities



Safe  
Community

# SAFE COMMUNITY FY2025 OBJECTIVES AND KEY INVESTMENTS



Str Plan Objective	FY2025
<b>Constitutional and Community Policing</b>	<ul style="list-style-type: none"> <li>• Expand recruitment, training, and internship programs to strengthen police staffing</li> <li>• Continue the co-response model with Network 180 to connect residents with mental health services</li> <li>• Implement cultural competency and de-escalation training that is community-informed</li> <li>• Increase the use of data and technology to improve accountability and efficiency</li> </ul>
<b>Fire and Emergency Medical Services</b>	<ul style="list-style-type: none"> <li>• Construct new fire stations at Division and Kendall, and a new fire training center</li> <li>• Expand firefighter and cadet recruitment and training programs</li> <li>• Modernize fire equipment and technology, including breathing apparatus and radios</li> <li>• Strengthen emergency medical response capacity citywide</li> </ul>
<b>Emergency Management</b>	<ul style="list-style-type: none"> <li>• Strengthen staffing and resources for citywide emergency management</li> <li>• Expand community resilience planning and preparedness initiatives</li> <li>• Modernize emergency communication systems to ensure rapid and reliable response</li> </ul>

# SAFE COMMUNITY FY2025 OBJECTIVES AND KEY INVESTMENTS (continued)



Str Plan Objective	FY2025
<p><b>Collaborative Solutions</b></p>	<ul style="list-style-type: none"> <li>• Expand violence prevention through Cure Violence, SAFE Task Force, and youth partnerships</li> <li>• Strengthen neighborhood-based safety initiatives such as CPTED and community security programs</li> <li>• Support expanded partnerships with schools, nonprofits, and neighborhood organizations</li> <li>• Grow mental health response and diversion programs to reduce reliance on enforcement</li> </ul>
<p><b>Oversight and Accountability</b></p>	<ul style="list-style-type: none"> <li>• Expand OPA capacity for oversight, training, and community engagement</li> <li>• Enhance transparency through body-worn camera management and reporting</li> <li>• Continue expungement programs, rights education, and resident-focused outreach</li> <li>• Increase public accountability through community-informed police training and studies</li> </ul>



# SAFE COMMUNITY

## FY2025 SELECT POLICE ACCOMPLISHMENTS



- Secured a \$500,000 federal grant to create a domestic violence response team with community partners
- Increased co-response team partnership with the Behavioral Health Crisis Center, diverting individuals from jail and ER
- Renewed co-response team contract with Network 180 including a 3rd full-time social worker to the co-response team to cover night shifts
- Ensured community safety during a busy election season with multiple high-profile visits
- Staffing reached 301 sworn officers plus 8 recruits in the police academy
- Started planning for the formal return of the community officer program
- Implemented IA Pro Blue Team software to improve use of force incident tracking

# SAFE COMMUNITY

## FY2025 SELECT POLICE ACCOMPLISHMENTS (continued)



- Sponsored 26 recruits to attend the GVSU and GRCC police academies
- Hired 10 officers from other departments
- Modernized psychological evaluations for new hires; more in-depth reports include screening for bias
- Presented on the significant policy, procedure, and cultural changes within the department to COW and the Public Safety Committee

### 2023

#### JANUARY

- Reorganized command staff to prioritize and elevate Training Unit
- Transition from impact striking to grappling/Jiu Jitsu-focused subject control program
- Started community education and outreach program on social media to increase transparency

#### FEBRUARY

- GRPD presents Strategic Plan Update following Chief Winstrom's first year in office
- Expanded recruiting program to include local community colleges, military bases and historically Black college and universities

#### APRIL

- Re-assigned sworn employees from Homeless Outreach Team to Patrol

#### JUNE

- Hired civilian Chief of Staff

#### JULY

- GRPD re-accredited by CALEA
- Civilianization of Public Information Officer, subpoena services and records
- City increases investment in summer violence prevention programs

#### AUGUST

- Purchased drones in accordance with COGR Surveillance Policy, including several public hearings and presentations

#### NOVEMBER

- Multi-pronged officer recruiting campaign launches

#### DECEMBER

- TASERs equipped with automatic shutoff tether and increased deployment distance for safety
- Body worn cameras equipped with two-stage process to prevent accidental shut offs

### 2024

#### JANUARY

- GRPD sends recruit class to first GRCC 17-week police academy

#### FEBRUARY

- Second full-time social worker joins Co-Response team

#### MARCH

- Chief Winstrom's op ed on "no-knock warrants" is published in the Detroit Free Press

#### MAY

- Investigation Discovery begins filming docuseries

#### JUNE

- Published new crime statistics dashboard on GRPD website

#### JULY

- Behavioral health center opens, boosting Co-Response efforts

#### AUGUST

- Third full-time social worker added to Co-Response team to cover night shifts

#### DECEMBER

- Modernized psychological evaluations for new hires; more in-depth reports include screening for bias

### 2025

#### MARCH

- Hired civilian Victim Services Manager to expand team and services

- Implemented Blue Team Software to improve use of force incident tracking

- Transition to less lethal crowd control devices

- Chief Winstrom marks three years in office

#### APRIL

- Victim services holds first-ever community sessions on healing from trauma and crime victims' rights

#### JULY

- Contract renewal with Network180 to support Co-Response team

# SAFE COMMUNITY

## FY2025 SELECT FIRE ACCOMPLISHMENTS

- Secured \$1.5M federal funding for a new live fire training facility
- Selected 19 new recruits for the Fire Academy, 10 funded by SAFER grant
- Secured \$860K state and \$75K FEMA funding for turnout gear and cancer screening equipment
- Ordered 2 new apparatus
- Managing 3 Fire Department construction projects
- HOT team refreshed



# SAFE COMMUNITY

## FY2025 SELECT EMERGENCY ACCOMPLISHMENTS



- Hired Benjamin Rance as City's new Emergency Manager
- Continued Citizen Emergency Response Team training
  - Level 1- 59 attendees
  - Level 2- 35 attendees
  - 72 active CERT members
- Finalized updating of the Emergency Operations Plan (EOP)
- Updated process for reviewing Incident Action Plans for Special Events



# SAFE COMMUNITY FY2025 SELECT OPA ACCOMPLISHMENTS



- Supported 610 individuals determining expungement eligibility, resulting in filing 331 applications
- Delivered 16 community-informed trainings on policing, conflict resolution, and communication
- Published annual Surveillance Use Report
- Conducted 31 "Know Your Rights" workshops
- Hosted the Fifth Annual Clean Slate Expungement Fair in May 2025



# SAFE COMMUNITY

## FY2025 SELECT OPA ACCOMPLISHMENTS (continued)



- Advanced Cure Violence program with over 4,000 interactions to detect, interrupt, and mediate conflicts including:
  - 127 interactions that led to the identification and treatment of high-risk individuals; these interactions helped defuse immediate conflicts that had a high-risk probability of leading to gun violence.
  - 288 interactions that led to mediations with key individuals involved in other conflicts; these interactions led to community mobilization with hopes to (ultimately) move towards changing Behavioral and Community Norms



# SAFE COMMUNITY FY2025 SELECT ACCOMPLISHMENTS



- Through Community Development Department partnerships:
  - 3,649 people received education on a variety of public safety topics
  - 970 homes or public spaces received safety improvements
  - 79 people received mental health services with 84% reporting increased functioning across life domains important to quality of life
  - 3,317 code compliance cases were addressed and 53 residential blight monitoring cases were closed
- The Code Compliance Special Case Action Team resolved 6 complex, long-standing code compliance cases
- The Grand Rapids Hoarding Task Force resolved 47 cases
- SAFE Task Force projects implemented over the summer:
  - Mirror Me, Inc.
  - Clean and Sober Support
  - NextGen Arts and Technology
  - Jump Ahead L3C
  - Save a Life a Day
  - Western Regional Michigan Basketball
- Partnered with community to implement three summer youth violence intervention programs which supported over 400 youth, ages 14-19 in Grand Rapids. Programs included: City Vibes, Night Quest, and E-Sports.



# SAFE COMMUNITY

## KEY METRICS MEASURED THROUGH JUNE 30, 2025



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SC.1.1	Percent of police beats covered 24/7/365 (Average of Spring/Fall)	CY	83.67%	90.10%	87.85%	87.15%	91.00%	-	100%
SC.1.2	Number crimes against person	CY	5,301	5,398	5,644	5,361	5,424	2,724	< 5,468
	Number of murder victims		38	19	22	24	13	6	< 22
	Number crimes against property		9,053	7,783	8,501	8,653	7,429	3,249	< 8,312
	Number motor vehicle theft		818	907	1,402	1,268	707	237	< 1,192
	Number crimes against society		1,446	1,663	1,477	1,503	1,637	827	< 1,548
SC.1.3	Police use of force incidents (*CY23 - new use of force threshold to include EFC techniques)	CY	549	625	616	1,317 *	1,266	-	Measuring
SC.1.6	Time for Dispatch to answer calls (Within 15 seconds)	FY	95.2%	95.6%	95.7%	95.8%	96.6%	-	95%
	Time for Dispatch to answer calls (Within 40 seconds)		99.7%	99.6%	99.7%	99.6%	99.8%	-	99%
SC.1.7	Average response time for shooting in-progress (minutes:seconds)	CY			3:59	3:17	3:06	3:29	Measuring
	Average response time for all Police calls (minutes:seconds)				33:37	31:42	29:32	24:39	Measuring
SC.1.8	Number hours Police training	CY	21,011	21,103	28,004	30,924	30,243	-	Measuring
SC.2.1	Number of residential structures equipped with smoke and carbon monoxide detectors via the RSP	CY	365	152	480	600	1,081	803	500 (CY'19-'23) 900 (CY'24)
SC.2.3	Pass Rate for Critical Performance Metric: Distribution (First unit on scene of any 911 call within a set time based on Alarm Type.)	CY	73.2%	71.4%	71.0%	71.50%	71.70%	-	90%
	Pass Rate for Critical Performance Metric: Concentration (All necessary crew on scene of multi-unit fire 911 call within a set time based on Alarm Type)		92.0%	91.7%	94.8%	95.28%	92.50%	-	90%
SC.2.4	HOT - Number of contacts made in street outreach	FY		7,041	5,972	6,153	3,943	-	Measuring

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Benchmark	For National Community Survey - Statistical comparison to other communities



# SAFE COMMUNITY

## KEY METRICS MEASURED THROUGH JUNE 30, 2025 (continued)

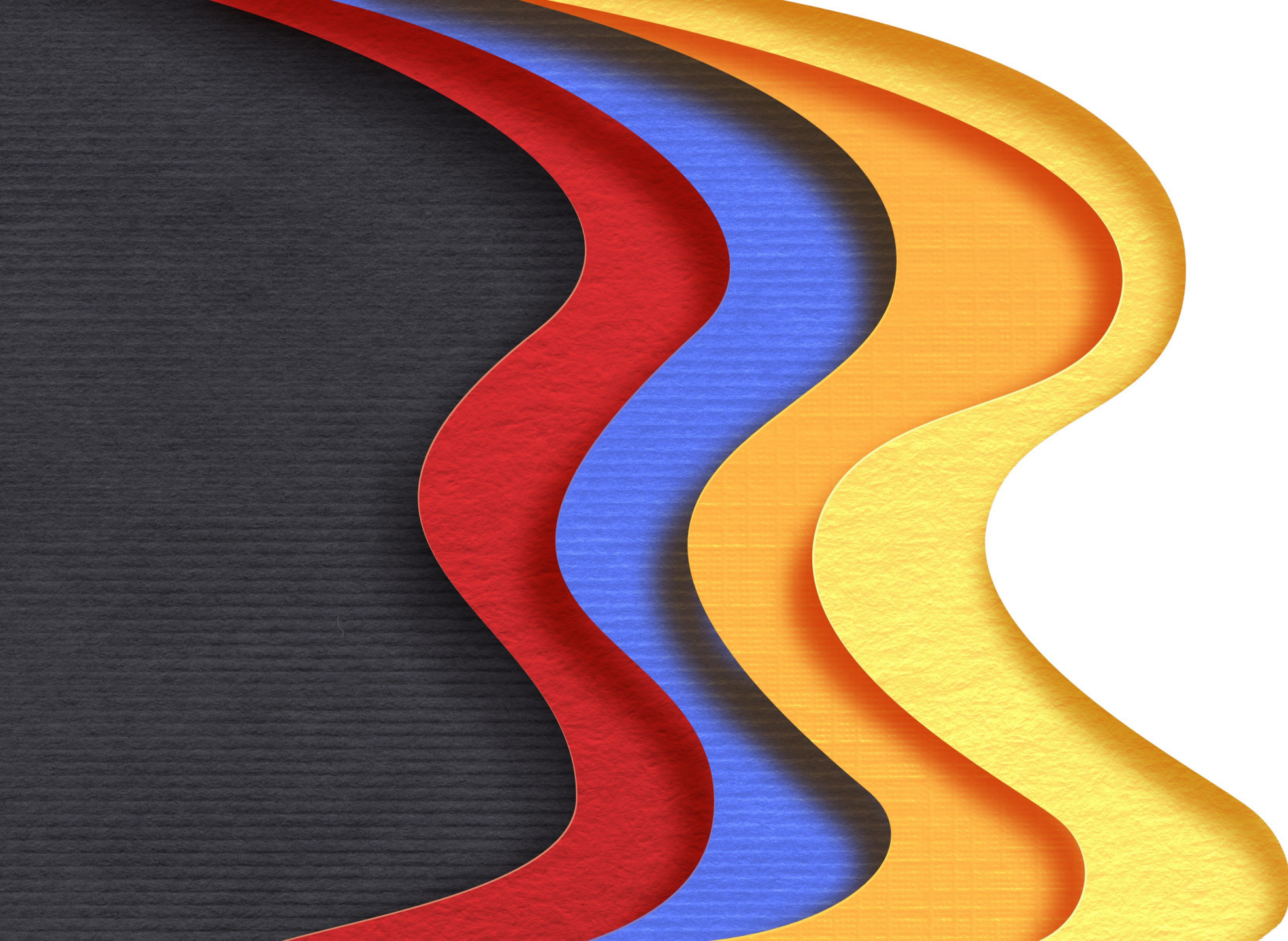


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SC.3.3	Number of people informed or educated on public safety topics via neighborhood organizations	FY	3,845	4,883	3,378	4,911	3,649	-	Measuring
SC.3.4	Number of housing units or public spaces that received safety improvements via neighborhood organizations	FY	606	1,002	947	1,141	970	-	Measuring
SC.3.5	Number of businesses inspected via Crime Prevention Through Environmental Design (CPTED)	CY			1	33	89	101	Measuring
	Number of businesses certified in compliance via Crime Prevention Through Environmental Design (CPTED)				1	5	57	53	Measuring
SC.3.6	Percent of residents rating their overall feeling of safety in Grand Rapids as excellent or good	FY		61%		62%		-	Benchmark
SC.4.2	Number of EOC Activations/year	FY	3	2	1	2	3	-	Measuring
SC.5.1	Type of Civilian Appeal Board findings and outcomes of appeals	CY	2	3	1	2	1	-	Measuring
SC.5.2	Number of complaints against Fire	FY	5	14	3	3	2	-	Measuring
	Number of complaints against Fire - Sustained		1	5	3	0	0	-	Measuring
	Percent of complaints against Fire - Sustained		20%	35.7%	100%	0%	0	-	Measuring
	Number of complaints against Police	CY	100	119	71	80	96	-	Measuring
	Percent of complaints against Police (External)		46%	55%	58%	58%	49%	-	Measuring
	Percent of complaints against Police (Internal)		54%	45%	42%	43%	51%	-	Measuring
	Number of complaints against Police - Sustained		59	56	36	39	46	-	Measuring
Percent of complaints against Police - Sustained	59%	47%	51%	49%	55%	-	Measuring		
SC.5.3	Number of engagements that led to violence interruptions	FY		2,871	2,515	2,628	4,266	-	> 2,000
SC.5.4	Number of interactions and treatment of high-risk individuals that served to defuse immediate conflicts that had a high risk-risk of leading to gun violence	FY	0	980	420	279	127	-	> 60

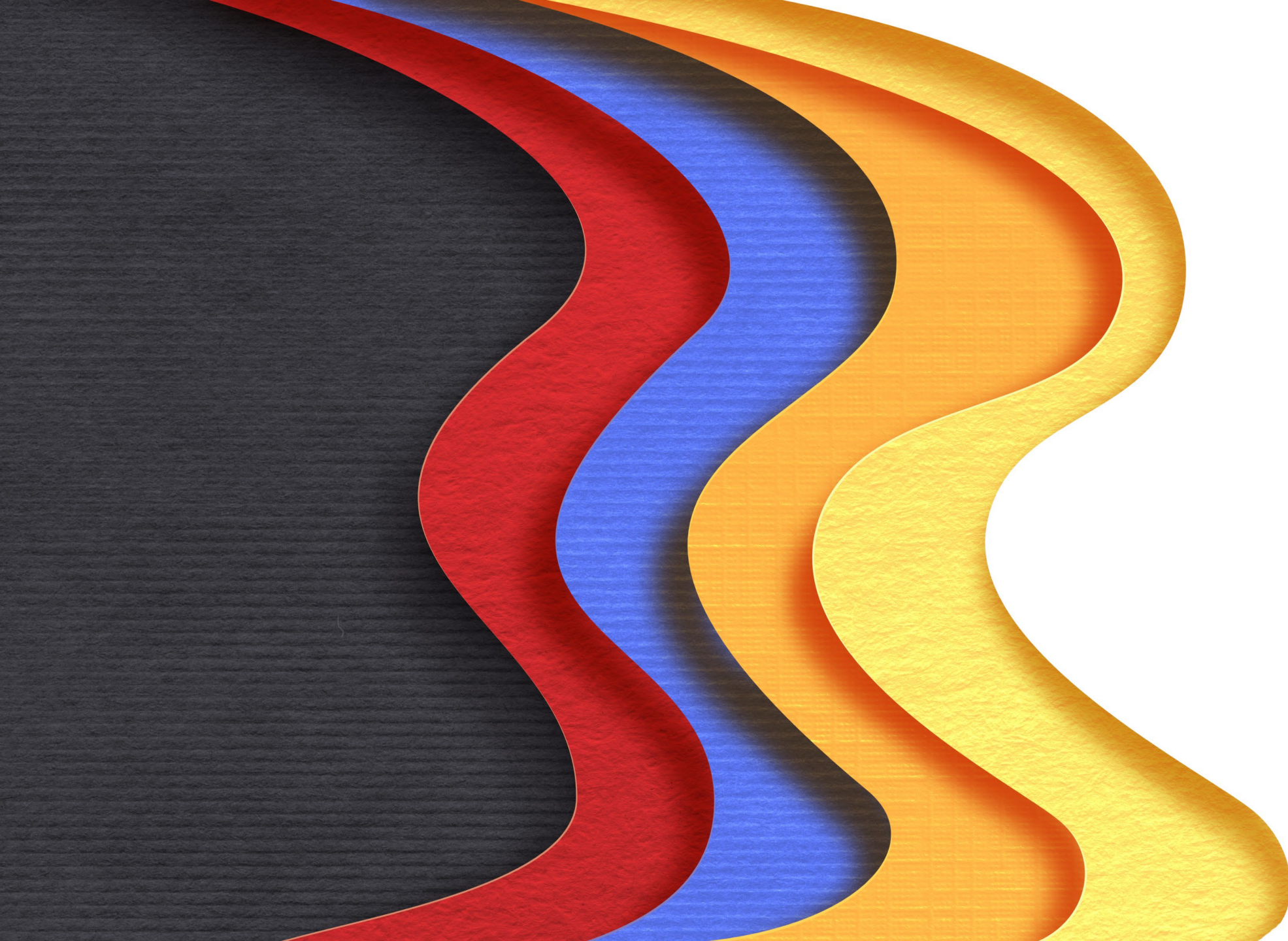
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Benchmark	For National Community Survey - Statistical comparison to other communities





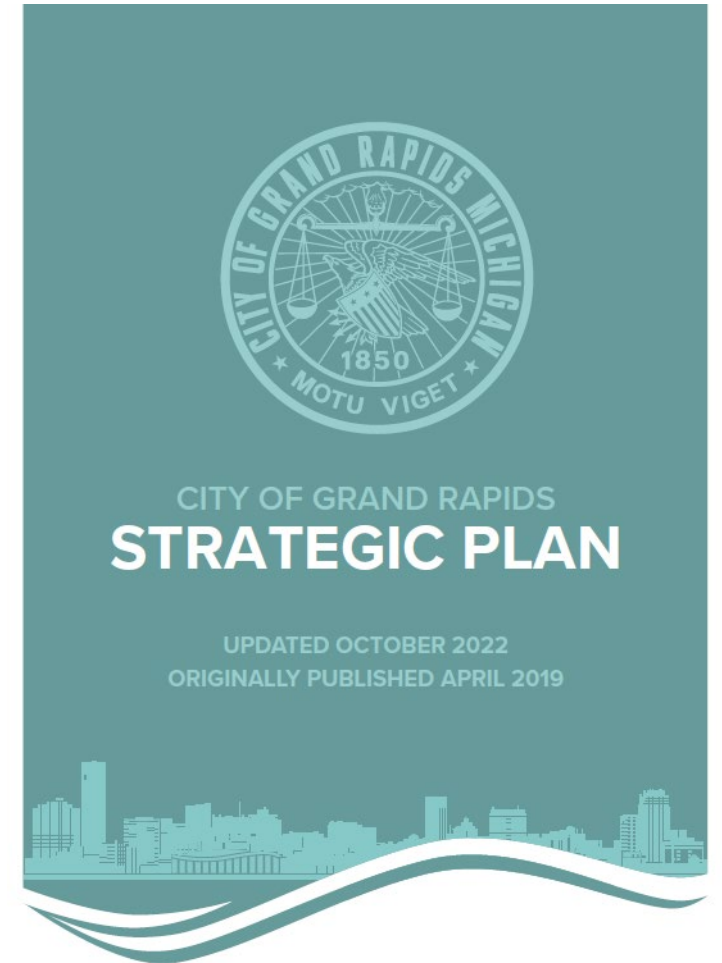
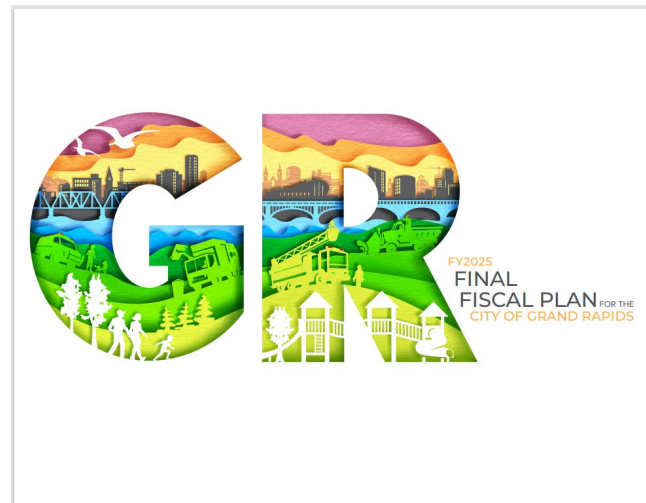
Questions

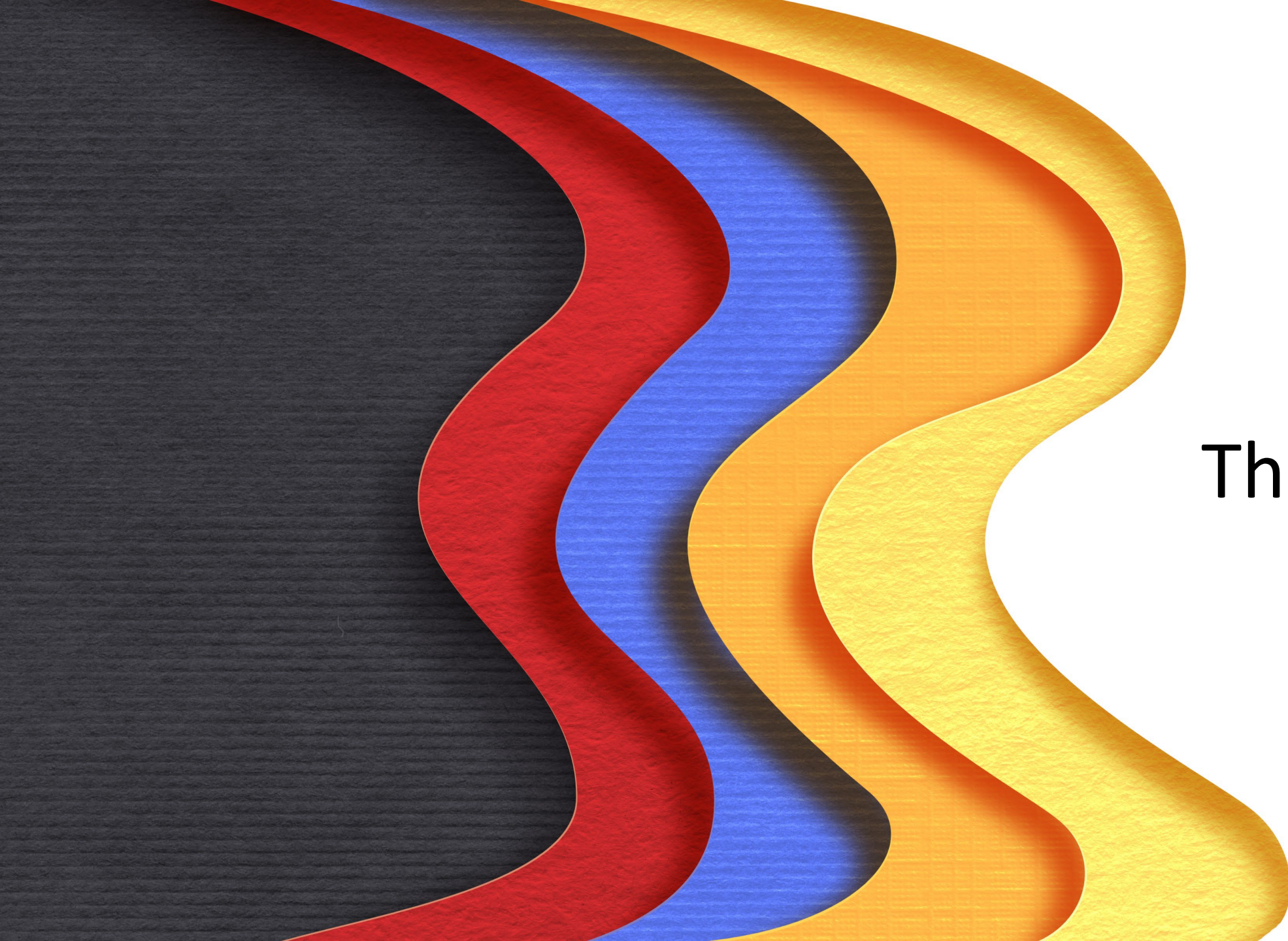


Wrap Up

# Historic and Supporting Information Available

- [FY2025 Mid-Year Performance Report](#) (February 25, 2025; video)
- [City Commission Retreat](#) (January 23, 2025)
- [City Commission Prioritization Workshop](#) (November 13, 2025)
- [FY2025 Fiscal Plan / Budget](#) (April-May, 2024)
- [FY2024 Mid-Year Performance Update](#) (February 20, 2024)
- [City Commission Prioritization Workshop](#) (October 31, 2023)
- [FY2024 Fiscal Plan / Budget](#) (April-May, 2023)
- [City Commission Prioritization Workshop](#) (November 10, 2022)
- [City Strategic Plan – October 2022](#) adopted ([presentation](#))





Thank You to  
the Team!

# FUTURE UPDATES AND DISCUSSIONS ON STRATEGY AND PERFORMANCE

**November 13, 2025**

**Commission Prioritization Workshop & Commission Retreat**

February 2026

FY2026 Mid-year Performance Update

April 2026

City Manager presents FY2027 Preliminary Fiscal Plan/Budget

May 2026

Commission adopts FY2027 Final Fiscal Plan/Budget

September 2026

FY2026 Annual Performance Presentation





Thank you

