



FY 2025  
**ANNUAL  
PERFORMANCE  
REPORT** FOR THE  
CITY OF GRAND RAPIDS

September 23, 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



# FUTURE UPDATES AND DISCUSSIONS ON STRATEGY AND PERFORMANCE

September 5, 2025

Staff Leadership Retreat

**September 23, 2025**

**FY2025 Annual Performance Presentation**

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>



# HONORS AND RECOGNITION RECEIVED IN FY2025

- #1 - LinkedIn Cities on the Rise 2025: The 25 fastest-growing U.S. metros for jobs and new talent [LinkedIn](#)
- #20 - Best U.S. Cities for Women in the Workplace [Checkr](#)
- #20 - Best Run Cities in America [WalletHub](#)
- #20 - 25 Best Places to Live, Quality of Life [US News](#)
- Beer City 2025 [USA Today](#)
- [AARP Age-Friendly Community](#)
- #5 - Metros Where Young Homeownership is Most Accessible [Consumer Affairs](#)
- #28 - Best Cities for Jobs, [Wallethub](#)
- #40 - Best Place to Retire in US, [U.S. News & World Report](#)
- #40 - Best Cities to Buy a House in America - [Niche](#)
- #41 - Best Cities for Young Professionals in America - [Niche](#)
- #37 - Best Cities to Start a Career - [WalletHub](#)



# NATIONAL COMMUNITIES SURVEY – 2024

## Selected Benchmarks

- Grand Rapids as a place to live 88%
- Overall Quality of Life 79%
- Grand Rapids as a place to work 76%
- Your neighborhood 79%
- Overall quality of parks and rec opportunities 71%
- Overall health and wellness 74%
- Opportunities for arts, education, and culture 73%

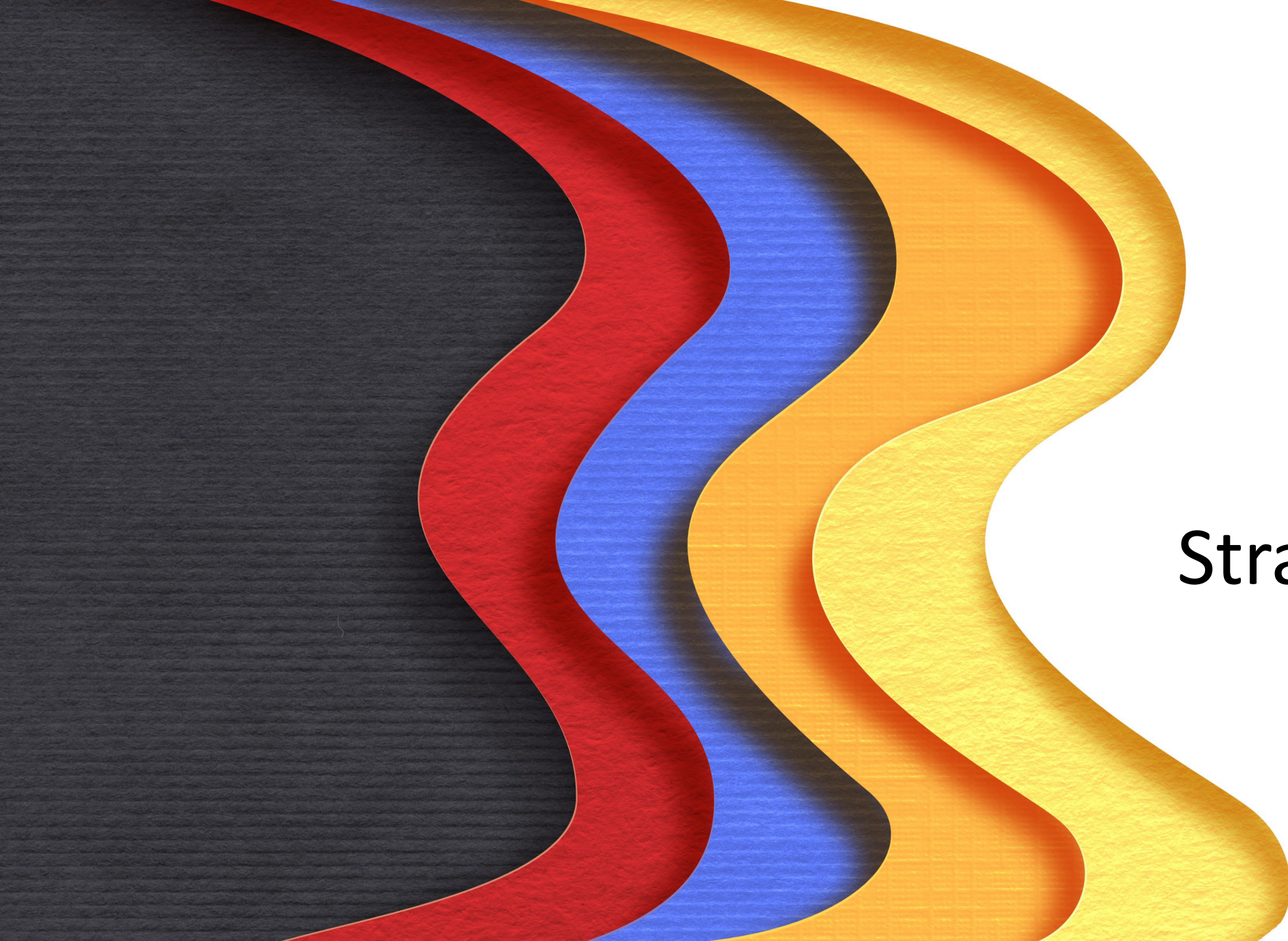
Full survey results: <https://www.grandrapidsmi.gov/Government/Programs-and-Initiatives/National-Community-Survey>



## THEMES: HOW DO WE KNOW GRAND RAPIDS IS SUCCEEDING?

- Investing in our workforce through negotiated wage and benefit increases
- Building a resilient economy
- Advancing Micro-Local Business Enterprise (MLBE) progress
- Weathering challenges and emerging stronger
- Reducing homicides and other types of violent crime
- Remaining committed to continuous improvement, with focus on evaluation, prioritization, and sustaining progress





2026-30  
Strategic Plan  
Update

## 2026-30 STRATEGIC PLAN UPDATE

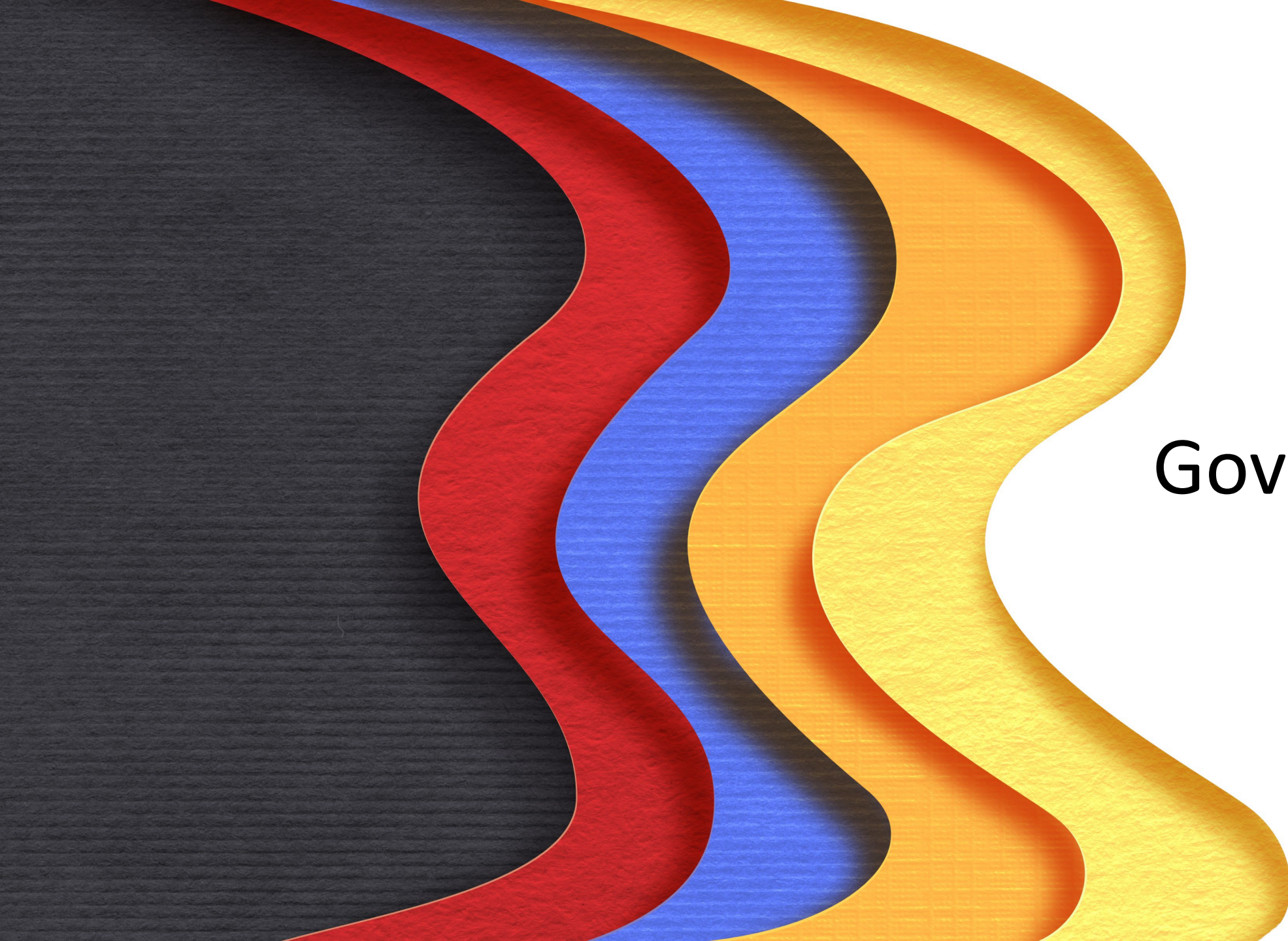
- Why: Keep the City's Strategic Plan relevant, actionable, and aligned with community priorities
- What:
  - Update objectives, strategies, and metrics across the six priorities and equity statement
  - Build on progress since the current plan's adoption, including the Community Master Plan, departmental plans, and other guiding documents
  - Refine language and structure for clarity, accountability, and impact
- Approach: Incremental improvements, not a full rewrite



## 2026-30 STRATEGIC PLAN UPDATE (continued)

- Summer 2025: Idea gathering and team review
- Fall 2025: Refinement by leadership teams
- End of October: City Manager approval
- November 13, 2025: Presentation to City Commission
- Outcome: A refreshed plan to guide FY2027 budget development, organizational priorities, and performance management/reporting





Governmental  
Excellence

# GOVERNMENTAL EXCELLENCE

## FY2025 OBJECTIVES AND KEY INVESTMENTS



Str Plan Objective	FY2025
<p><b>Embed Equity</b></p>	<ul style="list-style-type: none"> <li>• Expand Equity Office programming including analyst support, learning community, and training</li> <li>• Strengthen employee resource groups to support diverse staff communities</li> <li>• Grow youth employment initiatives (e.g., Grow1000, Fire/Police cadet and intern programs) to create pathways into city careers</li> </ul>
<p><b>Fiscal Sustainability</b></p>	<ul style="list-style-type: none"> <li>• Continue subsidies for core services (courts, parks, refuse, cemeteries) to maintain community expectations</li> <li>• Pursue and manage federal and state grants (e.g., ARPA, IIJA, IRA) to leverage outside funding</li> </ul>
<p><b>Employees</b></p>	<ul style="list-style-type: none"> <li>• Complete the compensation and classification study to improve recruitment and retention</li> <li>• Expand wellness, tuition reimbursement, and professional development opportunities</li> <li>• Strengthen internship and apprenticeship pipelines (e.g., GRCC Public Works Academy, executive internships, Water Career Program)</li> </ul>



# GOVERNMENTAL EXCELLENCE

## FY2025 OBJECTIVES AND KEY INVESTMENTS (continued)



Str Plan Objective	FY2025
<b>Facilities / Workspaces / Technology</b>	<ul style="list-style-type: none"> <li>Relocate city services from 201 Market to Scribner site, modernizing operations and opening riverfront redevelopment opportunities</li> <li>Complete the 10-year facilities master plan to guide future opportunity sites</li> <li>Improve City facilities with HVAC upgrades, fire station replacements, and ADA accessibility projects</li> </ul>
<b>Strategic Planning and Performance Management</b>	<ul style="list-style-type: none"> <li>Initiate updates to the City Strategic Plan</li> <li>Use National Community Survey results to guide updates &amp; customer service initiatives</li> </ul>
<b>Innovation and Continuous Learning</b>	<ul style="list-style-type: none"> <li>Implement a modern Enterprise Resource Planning (ERP) system to improve efficiency, transparency, and vendor experience</li> <li>Test AI-powered technologies to enhance customer service</li> <li>Promote continuous learning through expanded training and development programs</li> </ul>
<b>Financial, Legislative and Policy Partnerships</b>	<ul style="list-style-type: none"> <li>Expand legislative support at state and federal levels</li> <li>Strengthen grant compliance and management capacity across departments</li> <li>Collaborate with partners to maximize funding opportunities for sustainability and climate initiatives</li> </ul>



# GOVERNMENTAL EXCELLENCE

## FY2025 SELECT ACCOMPLISHMENTS



### Equitable Workplace

- Began training staff on the pilot Racial Equity Toolkit
- Awarded funding to Neighborhood Match Fund projects
- Designed the first in-house Equity Champions cohort and curriculum to launch in September 2025
- Continued ADA accessibility improvements at City/County facilities

### Developing the Workforce

- Recruited key executives for Economic Development, Sustainability and Emergency Management
- Developed and implemented citywide training on workplace harassment, bullying, and active shooter response
- Began developing updated leadership competencies for future training, development, and evaluation processes
- The 2025 GRow1000 program included 234 GRowers aged 15 to 24-years-old employed at 49 worksites across the city including 14 City departments



# GOVERNMENTAL EXCELLENCE

## FY2025 SELECT ACCOMPLISHMENTS (continued)



### Fiscal Responsibility

- Coordinated the City's first appraisal and insurance program for City-owned artworks
- Began to incorporate facilities study recommendations into budget and planning processes
- Advanced work on compensation and classification study, expected to be complete this fall
- Initiated collective bargaining process with all City bargaining units
- Go-live of the Oracle Fusion ERP May 1
  - Payroll Self Service Rollout through February 2026, currently live at City Hall
  - In post go-live stabilization contract: Enhance reporting and interfaces between modules; gives extra time to train up super users
- Secured a broker/partner to market and sell RNG and environmental attributes through the biodigestion program



# GOVERNMENTAL EXCELLENCE

## FY2025 SELECT ACCOMPLISHMENTS (continued)



### Legislative Affairs

- Advanced government and legislative affairs advocacy with state and federal partners to support City priorities
- Secured approximately \$11.2M in state legislative direct appropriations for multiple projects, including Butterworth solar, Roosevelt Park, Election Center, and mental health co-response
- \$69.4M Federal Funds expected for FY2025
- Successfully challenged 2020 Census count, reflecting Grand Rapids' growth to >200,000 residents



# GOVERNMENTAL EXCELLENCE

## Government & Legislative Affairs



- \$3M for infrastructure improvements necessary to transport solar-produced electricity and install a solar array at Butterworth Landfill
- \$5M for Roosevelt Park & Plaza Roosevelt Improvements in the State's FY 25 budget
- \$2M for the City's Election Center to support the Clerk's office move to Scribner.
- \$250,000 for GRPD's Mental Health Crisis Co-Response Pilot in the State's FY 25 budget.
- \$959,752 in Community Project Funding for the Butterworth Street Stormwater Project

### Continuing topics

- Legislation authorizing the establishment of a Public Safety Trust Fund with proportional per capita funding and maintain the \$75 million investment for the fund.
- Legislation to establish uniform assessments and centralized collections to allow for equitable funding for district courts statewide and alleviate City expenditures for the 61<sup>st</sup> District Court.
- River restoration and revitalization project, including necessary state and federal permitting; accessing appropriate federal resources for the lower reach project.



# GOVERNMENTAL EXCELLENCE

## Government & Legislative Affairs



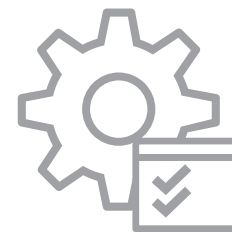
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# GOVERNMENTAL EXCELLENCE

## KEY METRICS MEASURED THROUGH JUNE 30, 2025

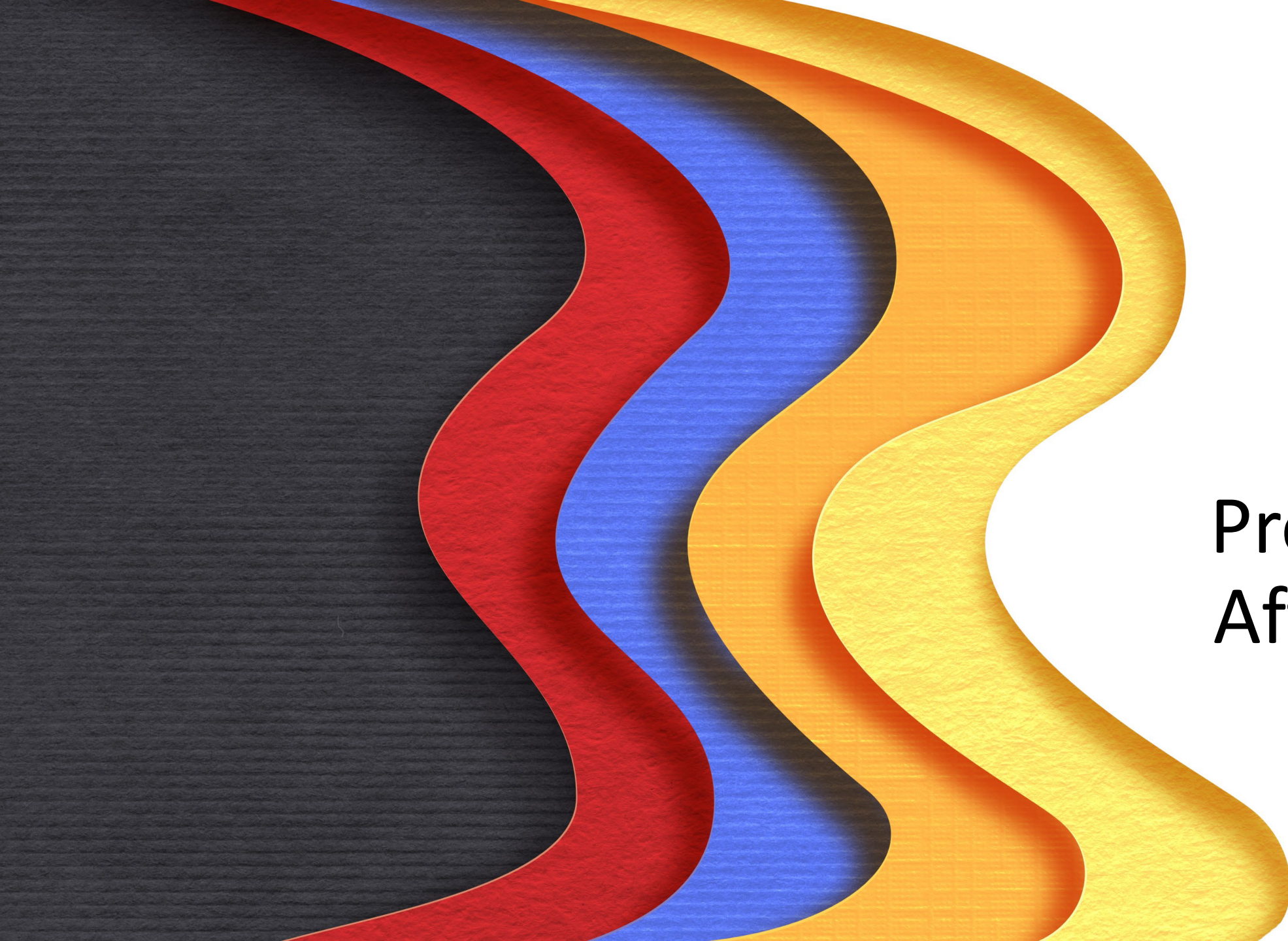


Strategic Priority	METRIC	Measure FY or CY	FY 2021 End (or) CY 2020 End	FY 2022 End (or) CY 2021 End	FY 2023 End (or) CY 2022 End	FY 2024 End (or) CY 2023 End	FY 2025 End (or) CY 2024 End	Current Target
GE.1.2	Dollars of Third Ward Equity Fund budgeted	FY			\$1 Million	\$1 Million	\$1 Million	Measuring
GE.1.3	Dollars in approved budget that supports projects that advance equity	FY	\$25 Million	\$25.6 Million	\$36 Million	\$49.2 Million	\$63.5 Million	> Previous FY
GE.1.6	Municipal Equality Index Score	FY	92	92	100	100	100	100
GE.2.1	General Operating Fund (GOF) fund balance	FY	31.5%	46.7%	39.0%	42.1%	-	≥ 15%
GE.2.2	Bond Rating	Varies	Aa2/AA	Aa2/AA	Aa2/AA	Aa2/AA	Aa2/AA	Aa1/AA+
GE.2.3	Percent of Actuarially Computed Employer Contributions (ACEC)	FY	100%	100%	100%	100%	100%	100%
GE.2.4	Percent change in number of online transactions	CY	7.05%	7.89%	6.39%	2.00%	3.95%	2%
	Percent change in dollars of online payments collected	CY	16.84%	17.68%	16.41%	12.52%	13.85%	5%
GE.3.1	Number of new hires that are persons of color	FY	28	47	64	55	-	≥ 40% persons of color
	Percent of new hires that are persons of color	FY	27.45%	29.00%	33.86%	29.73%	-	
GE.3.2	Percent employee turnover (total)	FY	8.38%	12.29%	9.83%	13.37%	-	< 10%
	White	FY	7.00%	11.24%	8.83%	12.84%	-	Measuring
	Person of Color	FY	13.10%	17.52%	14.81%	15.66%	-	Measuring
GE.4.3	Percent of staff requiring remedial cybersecurity training	FY		8.55%	6.30%	5.45%	5.86%	≤ 7.1%
GE.4.4	Nationwide Cyber Security Review (NCSR) for the City (range 0-7)	CY	4.70	4.87	5.10	5.33	5.41	≥ 5.0
GE.5.1	Number and percent of Strategic Plan metrics measured and available (112 Total)	FY		39	41	80	82	Measuring
				35%	37%	71%	73%	Measuring
GE.5.2	Number and percent of departments with departmental strategic plans including goals and KPIs	FY				8	7	Measuring
						29%	25%	Measuring
GE.6.1	Number of teams creating consistent time and space for innovation work	FY		3	7	9	7	Measuring
GE.6.2	Number of staff learning about innovation through practice teams and skill building opportunities	FY		61	234	435	423	Measuring
GE.7.2	Dollars of non-formula State funding secured	CY				\$41 Million	\$10.25 Million	Measuring
	Dollars of non-formula Federal funding secured					\$959,752	\$5.03 Million	Measuring

	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
<b>Benchmark</b>	For National Community Survey - Statistical comparison to other communities





Economic  
Prosperity &  
Affordability

# ECONOMIC PROSPERITY AND AFFORDABILITY FY2025 OBJECTIVES AND KEY INVESTMENTS



Str Plan Objective	FY2025
<b>Community Master Plan</b>	<ul style="list-style-type: none"> <li>• Adopt the updated Community Master Plan and begin implementation</li> <li>• Strengthen connections between neighborhood planning, land use, and citywide growth strategies</li> <li>• Support public engagement efforts that guide long-term development priorities</li> </ul>
<b>Business and Resident Employment Growth</b>	<ul style="list-style-type: none"> <li>• Continue youth employment initiatives like GRow1000 to connect local youth with business opportunities</li> <li>• Support workforce development programs that prepare residents for high-demand careers</li> <li>• Expand equitable access to construction contracts through minority and women-owned business programs</li> </ul>
<b>Business Support</b>	<ul style="list-style-type: none"> <li>• Strengthen corridor improvement authorities and neighborhood business associations</li> <li>• Support the retail specialist position and small business technical assistance programs</li> <li>• Enhance special events and cultural programming to support local businesses and neighborhood vitality</li> <li>• Continue focus on equitable access to river redevelopment-related opportunities</li> </ul>



# ECONOMIC PROSPERITY AND AFFORDABILITY

## FY2025 OBJECTIVES AND KEY INVESTMENTS (continued)



Str Plan Objective	FY2025
<b>Housing &amp; Housing Stability</b>	<ul style="list-style-type: none"> <li>• Expand housing supply and affordability through federal grant programs (CDBG, HOME, ESG, etc.)</li> <li>• Support homelessness prevention, eviction diversion, and rapid rehousing programs</li> <li>• Invest in storage, services, and supportive programs for vulnerable populations</li> <li>• Continue participation in regional housing and homelessness response work, including Housing Kent, the Continuum of Care, and Housing Next</li> </ul>
<b>Destination City</b>	<ul style="list-style-type: none"> <li>• Advance Grand River redevelopment, including the Amphitheater, soccer stadium, and river restoration projects</li> <li>• Develop Greenway and trail connections linking neighborhoods to the riverfront</li> <li>• Strengthen partnerships with community organizers for special and cultural events that enhance vibrancy, connection and livability</li> </ul>



# ECONOMIC PROSPERITY AND AFFORDABILITY

## FY2025 ACCOMPLISHMENTS – Housing and Housing Stability



- Approved Community Master Plan
- Adopted zoning amendments to increase flexibility of City requirements for solar panels, egress window wells, and front yard parking
- Adopted Workforce Housing Payment in Lieu of Taxes program; open for applications
- Established the Grand Rapids Land Bank Authority and finalized governance model
- Awarded \$7.5M for housing and community development activities through the FY26 Neighborhood Investment Plan process (including \$746,000 of Affordable Housing Fund Board dollars)



# ECONOMIC PROSPERITY AND AFFORDABILITY

## FY2025 ACCOMPLISHMENTS – Housing and Housing Stability



- Through Community Development program investments:
  - 198 households received financial assistance and/or services that prevented or resolved homelessness
  - 3,766 people received fair housing education and outreach, 52 people received free legal counseling and/or representation, and discriminatory practices were eliminated in 1,365 housing units
  - 180 new affordable housing units were completed.
  - 443 owner-occupied homes received minor repairs and 50 received substantial repair promoting health, safety, and energy efficiency; and 19 homes received access modifications for physical disabilities.
- 694 units (new construction and rehabilitation) were brought online in projects that include some affordable housing.
  - 648 affordable units came online through new construction (632) and rehabilitation (16). The remaining 46 units were market rate.
  - 180 of the 694 units are in projects assisted with City HOME, HOME-ARP, or AHF ARPA funds administered by the Community Development Department. Fifty-four (54) of the units were directly assisted with these fund sources.



# ECONOMIC PROSPERITY AND AFFORDABILITY

## FY2025 SELECT ACCOMPLISHMENTS – New Affordable Housing



	Project	Source	Total New Units	Affordable Units	Special Population
FY 2024 Completed	GRACE Homes (Community Rebuilders)	HOME, CommunityWins	3	3	Homeless
	Single-Family Development (Habitat, ICCF, LINC Up, New Development Corp)	HOME	11	11	
	Single-Family Development (Habitat, ICCF)	Private financing	6	5	
	Single-Family Rehabilitation (ICCF)	Private financing	0	1	
	Union Suites on Coit (Union Suites LLC, Dwelling Place)	LIHTC, PILOT, LBRF Grant	52	52	
	<b>TOTAL</b>		<b>72</b>	<b>72</b>	
FY 2025 Completed	2080 Union (Dwelling Place Community Land Trust)	MSHDA Missing Middle, TIF, Brownfield Loan, ARPA	42	7	
	Avenue II Apartments (LINC)	LIHTC, PILOT, ARPA	10	10	Seniors
	Breton Grove I (Woda Cooper)	LIHTC, PILOT	55	55	19 PSH (homeless/disabled)
	Breton Grove II (Woda Cooper)	LIHTC, PILOT	35	35	13 PSH (homeless/disabled)
	Carlton Lofts (Eenhoorn)	Private financing	20	20	Project includes 20 additional transitional housing units
	Eastpointe Commons II (Hope Network Housing)	LIHTC, PILOT, Historic Tax Credits, EDI CPF	62	62	22 PSH (homeless)
	Eastpointe Commons I (Hope Network Housing)	LIHTC, PILOT, Historic Tax Credits, EDI CPF	56	56	20 PSH (homeless)
	HOM Flats at Maynard (Magnus Capital)	LIHTC, PILOT	230	230	
	Lexington School Apartments (Commonwealth)	LIHTC, ARPA, HOME, PILOT, Historic Tax Credits	39	39	Seniors
	Academy Manor Senior Residences (PK Development Group)	LIHTC, HOME-ARP, Brownfield, PILOT	108	97	Seniors; 6 units reserved for
	Building Community, Scaling To Sustainability (Well House)	HOME-ARP, Brownfield Grant	6	6	Homeless
	Hope Community Rehabilitation	PILOT, HOME	0	12	Includes 12 rehabbed units
	Single-Family Development (Habitat, New Development Corp, ICCF, LINC Up)	HOME, ARPA	8	9	Includes 1 rehabilitated home
	Single-Family Development (Habitat, LINC Up)	Private financing, MSHDA	7	10	Includes 3 rehabilitated homes
<b>TOTAL</b>		<b>678</b>	<b>648</b>		



# ECONOMIC PROSPERITY AND AFFORDABILITY

## FY2025 SELECT ACCOMPLISHMENTS – New Affordable Housing (continued)

	Project	Source	Total New Units	Affordable Units	Special Population
FY 2026 In Process	Building Community Phase II (Well House)	HOME-ARP, Brownfield Grant	2	2	
	Seymour Condominiums (ICCF)	City HOME, MEDC RAP 2.0, MSHDA Missing Middle, CPF, Brownfield TIF, IFF loan, LBRF, sales proceeds	27	14	
	MoTown Square Affordable Assisted Living (LINC)	LIHTC, PILOT, HOME-ARP, RAP 1.0	54	54	Seniors
	1309 Madison Apartments (ICCF)	LIHTC, MSHDA CERA & HTF, HOME	45	45	
	1516 Cesar E. Chevez (Juan Lopez)	Brownfield, TIF, various	17	17	
	2017 Eastern Avenue (ICCF)	MEDC RAP 2.0, OPRA Exemption	16	16	
	385 Leonard Street NE (Pinnacle Construction Group)	Brownfield, various	181	10	
	648 Bridge Street NW (Talbot Development)	Brownfield, various	148	94	
	Boston Square Together I (Amplify GR, Brinshore Development)	LIHTC, PILOT, EGLE Grant, HOME	45	36	
	Boston Square Together II (Amplify GR, Brinshore Development)	LIHTC, PILOT, EGLE Grant, ARPA	57	45	
	Elmdale Apartment Rehab	LIHTC	0	19	
	Verne Barry Place Rehab	HOME-ARP, LIHTC, PILOT	0	116	
	21 Weston Rehab	HOME-ARP, LIHTC, PILOT	0	96	
	Factory Yards (Heritage Development - Scott Magaluk and Ben Smith)	Brownfield TBP, OPRA, various	467	93	
	Building Community, Scaling To Sustainability III	HOME	2	2	
	Hope Village (Mel Trotter & Next Step)	Various	29	29	
	Leonard Apartments (Genesis Nonprofit Housing Corp)	LIHTC, ARPA	55	55	Seniors (9 for Native Tribes)
	Union Suites on Coit II	LIHTC, PILOT	52	52	
	Alpine Senior Apartments	LIHTC, PILOT	52	52	Seniors
	MVillage (Messiah Baptist Church)	Brownfield Grant & TIF	20	10	
	Pleasant Hills Phase I (Habitat)	MSHDA MI Neighborhood, ARPA	7	7	
	Pleasant Hills Phase III (Habitat)	Affordable Housing Fund, Brownfield	27	16	
	Single-Family Development & Rehabilitation (ICCF, LINC Up, NDC, Dwelling Place, Mel Trotter Ministries)	HOME	9	10	Includes 2 rehabilitated homes
	Single-Family Development (Mel Trotter Ministries)	Affordable Housing Fund	2	2	
	Single-Family Rehabilitation (New Development Corp, Dwelling Place)	ARPA	0	2	Includes 2 rehabilitated homes
	Southtown Lofts (Lahren Communications)	Brownfield, RAP 2.0, NEZ	12	12	
	The Emory Arts and Culture Center (The Diatribe)	RAP 2.0, Brownfield TIF, OPRA	8	7	
		<b>TOTAL</b>		<b>1,334</b>	<b>913</b>
	<b>GRAND TOTAL</b>		<b>2,084</b>	<b>1,633</b>	

# ECONOMIC PROSPERITY AND AFFORDABILITY FY2025 ACCOMPLISHMENTS – Emerging Developer Focus



- Focus on growing local developers
  - Pre-reviewed plan sets finalized February 2025
  - Emerging Developer Grants
    - \$1,346,810 awarded across 9 projects



# ECONOMIC PROSPERITY AND AFFORDABILITY

## FY2025 ACCOMPLISHMENTS – Economic Development



- Retail Retention & Attraction partnership with DGRI and Chamber:
  - 518 retail business visits
  - 54 new businesses – Ward 1 (19); Ward 2 (20); Ward 3 (15)
- SmartZone results:
  - 51 new companies
  - 448 jobs created paying at least \$20/hour
  - \$21.8 M in follow-up investments in GR-based high-tech companies
- Corridor Improvement Authority (CIA) investments:
  - \$522k Façade Improvement Grants
  - \$267k Streetscape Investments
  - \$138k Events and Sponsorships
- Development Incentive Results:
  - 20 Projects (including emerging developer grants) bringing \$38,826,413 in private investments bringing 205 housing units (62 of those are at or below 80% AMI)
- Equity and MLBE program results:
  - Implemented the MLBE bond support pilot and evaluated program adjustments
  - Minority contractor support:
    - \$53M in contracts secured by MBE/WBE/MLBE contractors through Economic Dev’s Inclusion Plan
    - 9.4% of Engineering projects awarded included MLBE as prime or subcontractor (\$8.6M)
    - Office of Equity & Engagement on-going work to increase utilization and spending with MLBEs with all City spending and supported projects
  - Contracted with partners to implement Black Business Voices Advisory framework



# ECONOMIC PROSPERITY AND AFFORDABILITY

## FY2025 ACCOMPLISHMENTS – Placemaking



- Hosted nearly 800 special events with more than 1.2 million attendees in 2024
- Completed six park projects, leveraging \$6 million in outside investment
- Constructing a new \$20 million lodge and pool house at MLK Park
- FY 2025 Third Ward Equity Fund investment in Third Ward Art & Culture Tour with Grand Rapids African American Museum & Archives
- Continued transformation along Grand River corridor:
  - Opened Lyon's Square
  - Construction continues on Acrisure Amphitheater and GRPM
  - Construction begun at Canal Park
  - EGLE permit received for Grand River Lower Reach Restoration



# ECONOMIC PROSPERITY AND AFFORDABILITY

## FY2025 ACCOMPLISHMENTS – River Revitalization



# ECONOMIC PROSPERITY & AFFORDABILITY

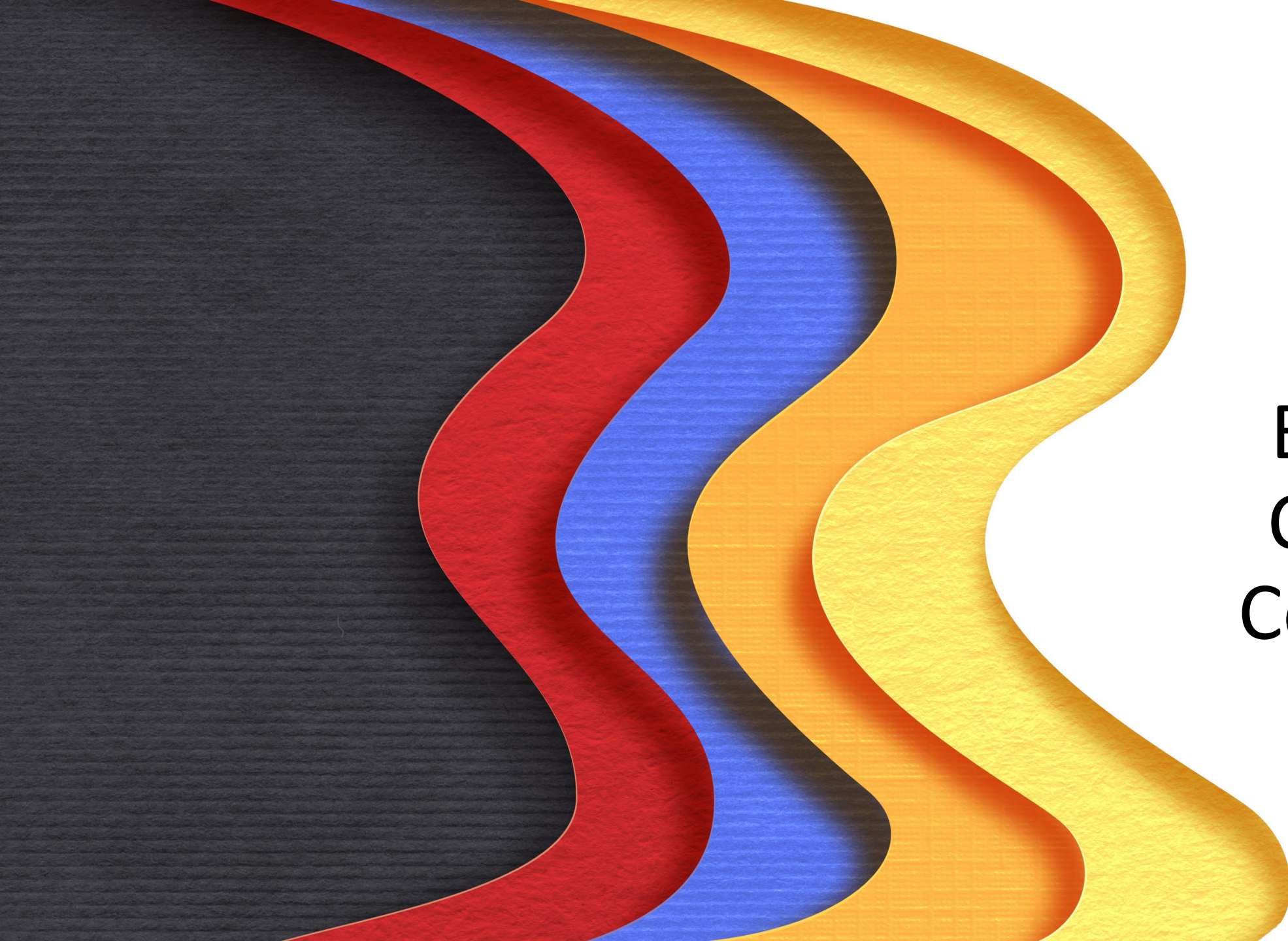
## KEY METRICS MEASURED THROUGH JUNE 30, 2025



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
EPA.1.2	Ontime completion of CMP (Percentage complete by month)	By phase			45%	62%	-	-	Dec, 2024
EPA.2.1	Dollars and percent of Inclusion Plan Commitments (diverse-owned/MLBE businesses)	CY		\$13.2 Million 7.2%	\$28.8 Million 11.7%	\$22.5 Million 8.1%	\$77 Million 4.5%	\$9.6 Million 6.5%	Measuring 15%
EPA.2.2	Number of total MLBEs registered	FY	83	90	90	100	108	-	Measuring
	Number of new MLBEs registered		34	7	5	12	21	-	Measuring
	Percent change in MLBEs registered		69.39%	8.43%	0%	11.11%	8.00%	-	+ %
EPA.2.3	Dollars invested annually by Corridor Improvement Authorities and Business Improvement Districts in façade grants, public art support, infrastructure, and street scape enhancements	CY		-	-	-	\$1,225,970	\$1,838,994	\$1,000,000
EPA.2.7	Number of employees based on W-2s	CY	255,019	259,190	259,504	259,079	251,041	-	Measuring
	Percent growth in number of employees based on W-2s		1.22%	1.64%	0.12%	-0.16%	-3.10%	-	> 0.04%
	Income tax based on W-2s	FY	\$84.83 Million	\$94.48 Million	\$102.71 Million	\$107.77 Million	\$113.98 Million	-	Measuring
	Percent growth in income tax based on W-2s		0.28%	11.37%	8.72%	4.87%	5.76%	-	> 0.04%
EPA.3.1	Percent of new buildings and commercial renovations approved administratively	FY	89%	92%	91%	92%	99%	-	> 90%
EPA.3.2	Number of days to administratively approve projects from permit application to approval for projects where board/commission approval is not required	FY	58	34.25	32.35	21	38	-	< 31
EPA.3.3	Number of days for board/commission approval from board/commission application to permit approval	FY				68	93	-	≤ 70
EPA.4.1	Number of new dwelling units permitted	CY	284	739	534	1,135	1,016	649	≥ 1,100
	Number of new affordable (≤ 80% AMI) dwelling units		215	351	136	122	294	330	≥ 100
EPA.4.2	Number of persons experiencing homelessness or at risk of homelessness that became stably housed through programs supported by City investments	FY	581	684	413	556	441	-	≥ 350
EPA.4.3	Percent of occupied rental dwellings certified	CY	94.0%	94.6%	95.0%	95.3%	94.9%	94.4%	> 95%
EPA.5.1	Number of activations and events permitted by the City	CY	261	562	637	655	735	-	> 600
EPA.5.3	Reported number attendees at City permitted events & activations	CY	44,900	1,073,603	1,253,314	1,368,574	1,284,978	-	≥ 1.2 Million

	Data unavailable and/or metric was not being tracked
-	Not applicable - based on reporting period
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<b>Benchmark</b>	For National Community Survey - Statistical comparison to other communities



Engaged &  
Connected  
Community

# ENGAGED AND CONNECTED COMMUNITY FY2025 OBJECTIVES AND KEY INVESTMENTS



Str Plan Objective	FY2025
<p><b>Communication</b></p>	<ul style="list-style-type: none"> <li>• Implement the updated Citywide communications plan to improve access and responsiveness</li> <li>• Expand language access, hearing assistance, and digital equity initiatives</li> <li>• Publish We Are GR, the Winter Preparedness Guide, and a new Neighborhood Living Guide</li> <li>• Highlight City history and milestones through efforts like the 175th Anniversary celebration</li> </ul>
<p><b>Resident Voice and Community Engagement</b></p>	<ul style="list-style-type: none"> <li>• Launch and implement the Citywide framework for community engagement</li> <li>• Provide consistent staff training and tools to support equitable engagement practices</li> <li>• Enhance online and digital engagement platforms to increase participation</li> <li>• Support the "Development with Us" program to involve residents in shaping local development</li> </ul>



# ENGAGED AND CONNECTED COMMUNITY FY2025 OBJECTIVES AND KEY INVESTMENTS (continued)



Str Plan Objective	FY2025
<b>Responsive Government</b>	<ul style="list-style-type: none"><li>• Expand support for neighborhood associations through block grants and civic engagement programs</li><li>• Continue participatory budgeting projects with residents and neighborhood partners</li><li>• Grow the Neighborhood Summit, Leadership Academy, and Match Fund to expand civic capacity</li><li>• Build stronger partnerships with immigrant and refugee communities through OPA and Equity initiatives</li></ul>



# ENGAGED AND CONNECTED COMMUNITY FY2025 SELECT ACCOMPLISHMENTS



## Transparency & Access

- Developed a public access portal for City records with the City Clerk's office
- Expanded livestream access by adding three new boards and commissions
- Launched "Commission Connected" newsletter and "Rapid Recap" videos to increase awareness of Commission actions
- Implemented GRTV contract to expand digital equity and job skills development
- Launched enhanced City Commission meeting video indexing and transcribing

## Communications Enhancement

- Transitioned "We Are GR" publication to the Communications Department with new design
- Approved and began implementation of the City's new branding policy
- Conducted public education on the property tax assessment process
- Updated Neighborhood Living Guide
- Launched Enhanced Commission Communications Pilot with SeyferthPR



# ENGAGED AND CONNECTED COMMUNITY FY2025 SELECT ACCOMPLISHMENTS (continued)



## Engagement Planning & Execution

- Formally transitioned the Community Engagement Manager into the Communications Department
- Began implementation of a Citywide Community Engagement Framework
- Finalized buildout of Engage GR digital engagement platform
- Enhanced cross-departmental communication on major infrastructure projects
- Engaged ~325 participants across five "Development With Us" projects
- Hosted the Neighborhood Summit in May with over 300 attendees
- Held Commission Night Out events in all three Wards – 2 CNOs about the National Community Survey, 1 about Construction Season
- Monthly meetings with Neighborhood Association Collaborative and regular Planning meetings with NAs



# ENGAGED AND CONNECTED COMMUNITY FY2025 SELECT ACCOMPLISHMENTS (continued)



## Equitable Access

- Supported implementation of the West Michigan Welcome Plan for immigrant and refugee communities
- Implemented Police and Fire language incentive programs



# ENGAGED AND CONNECTED COMMUNITY

## KEY METRICS MEASURED THROUGH JUNE 30, 2025

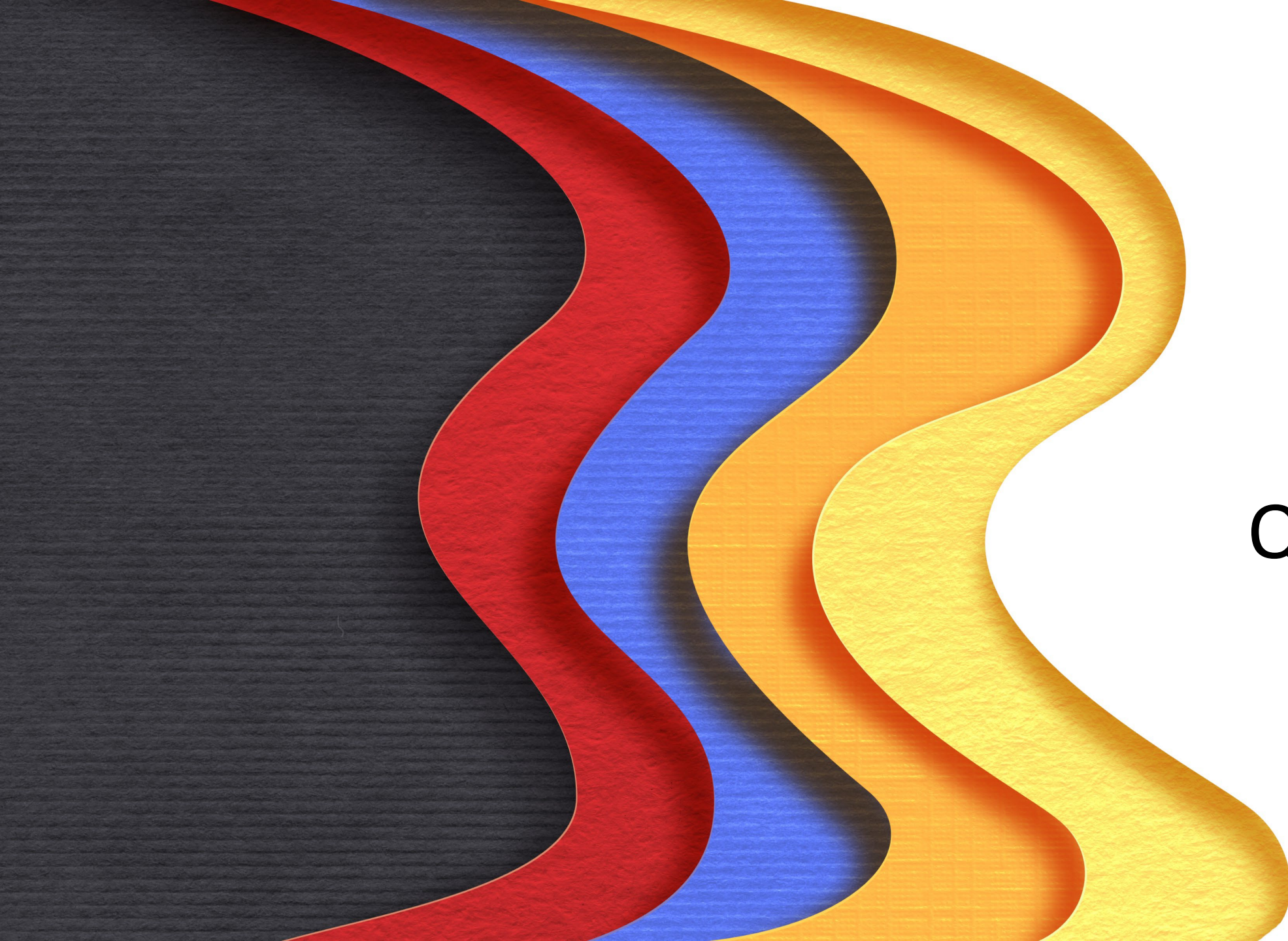


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ECC.1.1	Percent of department inquiries from 3-1-1 responded to within target	CY	69.32%	77.45%	85.30%	82.63%	82.43%	82.86%	> 90%
	3-1-1 average wait time (seconds)		104.5	249.3	332.5	221.5	170.8	283.3	< 30 seconds
ECC.1.2	Number of Freedom of Information Act (FOIA) requests processed (Police)	FY	1,801	2,075	2,359	2,675	3,672	-	Measuring
	Number of Freedom of Information Act (FOIA) requests processed (Non-Police)	FY (Oct-Sep)	517	699	595	785	-	-	Measuring
ECC.1.3	Percent of residents rating the quality of public information services as excellent or good	FY		64%		66%		-	Benchmark
ECC.2.1	Number of engagement opportunities led by the City or where the City is a key partner	CY					210	111	Measuring
ECC.2.2	Number of attendees at engagement events (Parks/Rec)	CY	1,400	2,500	1,900	3,800	2,285	480	> 1,500
ECC.2.3	Difference in percent of BIPOC Boards/Commission members compared to population	CY		12.65%	16.01%	8.12%	15.40%	-	< 10%
ECC.2.4	NCS Survey: Opportunities to participate in community matters	FY		60%		65%		-	Benchmark
ECC.3.1	Percent of residents who report being satisfied or very satisfied with the overall quality of services provided by the City	FY		66%		68%		-	Benchmark
ECC.3.2	Percent of residents that believe that the City does an excellent or good job at welcoming resident involvement	FY		48%		56%		-	Benchmark
ECC.3.3	Percent of residents that rated the overall quality of life in Grand Rapids as excellent or good	FY		76%		79%		-	Benchmark

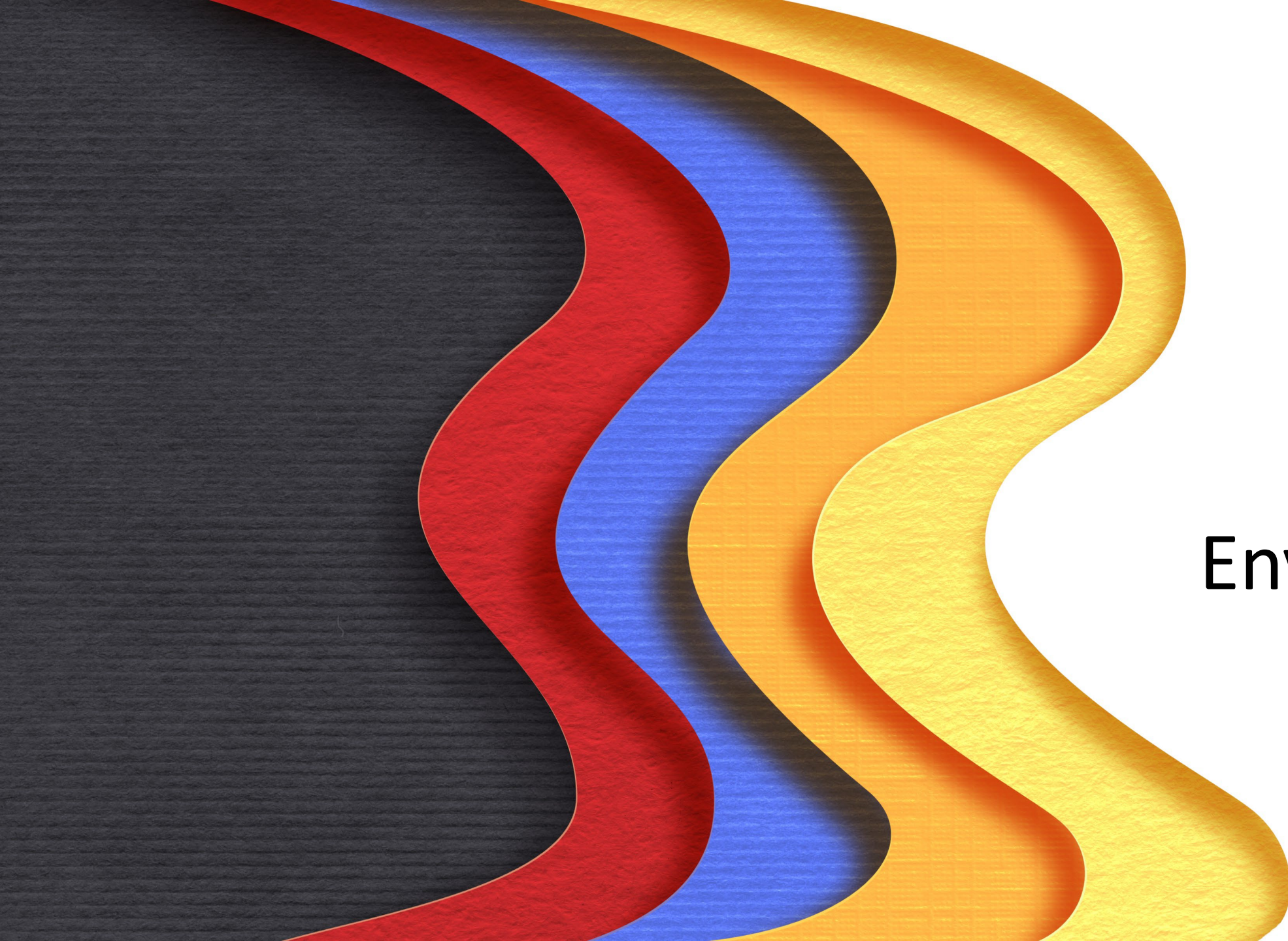
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<b>Benchmark</b>	For National Community Survey - Statistical comparison to other communities





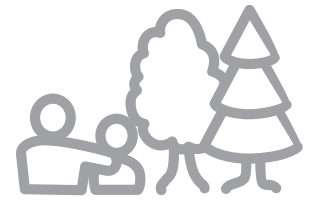
Questions



# Health & Environment

# HEALTH AND ENVIRONMENT

## FY2025 OBJECTIVES AND KEY INVESTMENTS

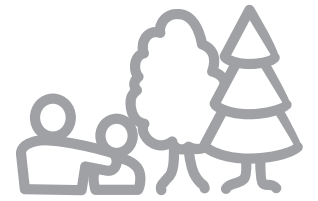


Str Plan Objective	FY2025
<b>Carbon Emissions, Climate Adaptation and Resilience</b>	<ul style="list-style-type: none"> <li>• Advance the Climate Action and Adaptation Plan (CAAP)</li> <li>• Expand renewable energy initiatives, including the Butterworth solar project</li> <li>• Increase municipal energy 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)

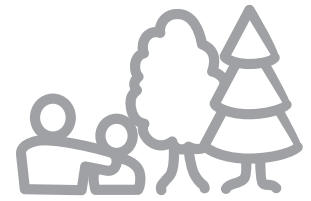


Str Plan Objective	FY2025
<b>Materials Management</b>	<ul style="list-style-type: none"> <li>• Implement the reimagined Materials Management Program for refuse, recycling, and composting</li> <li>• Expand corridor cleanup programs and neighborhood collection events</li> <li>• Increase recycling and composting 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

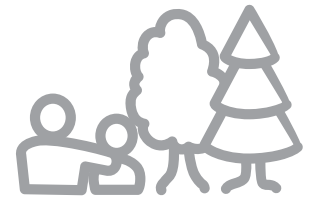


### Sustainability

- 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

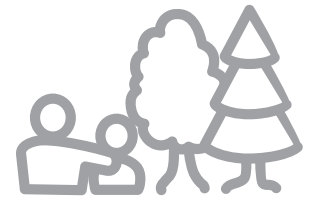
## Water Systems

- 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

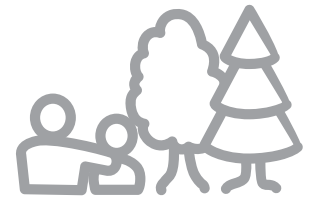
### Renewable Energy

- 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

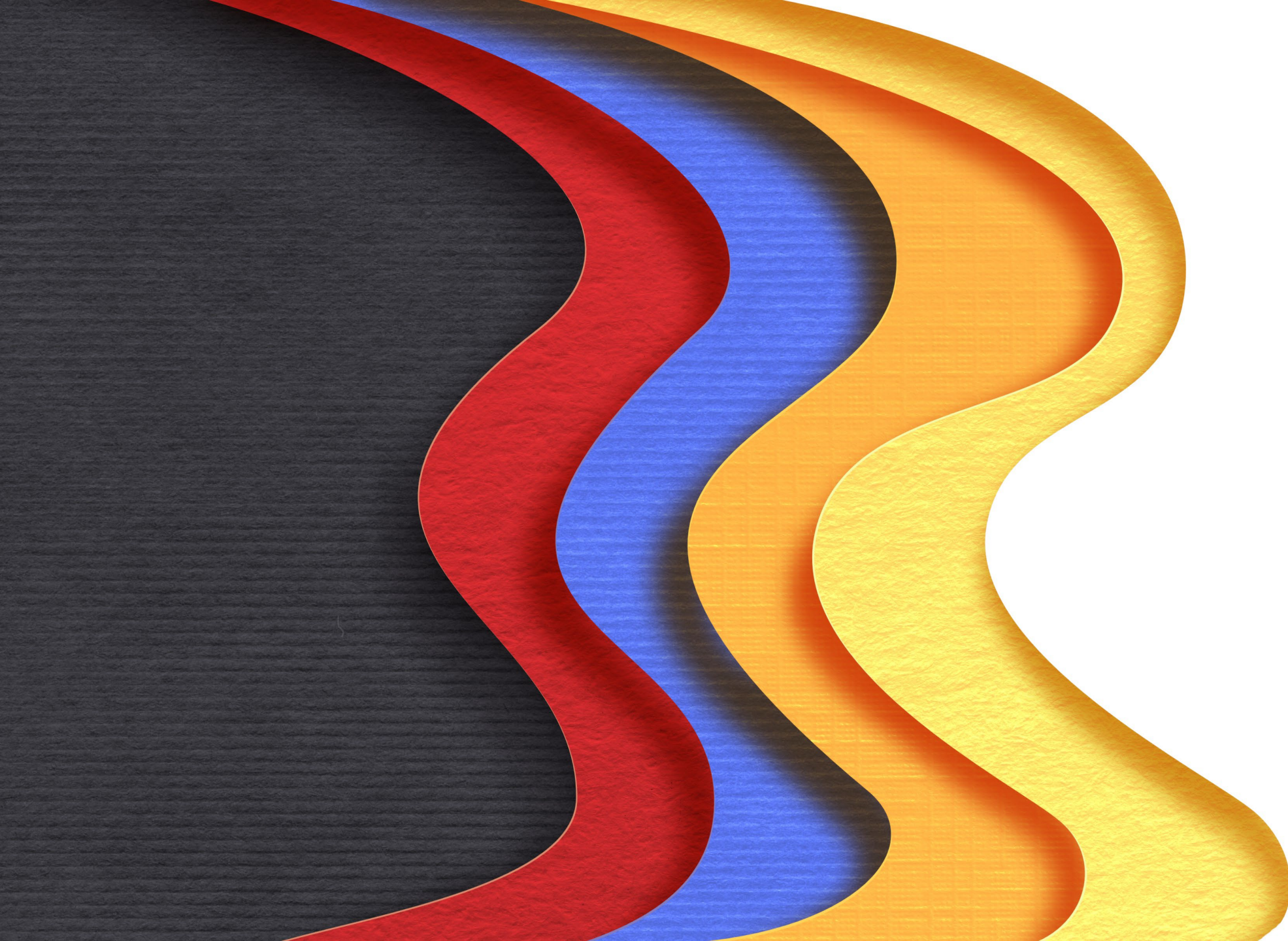


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HE.1.2	Percent renewable electricity for municipal operations	CY	37.50%	37.50%	44.43%	48.22%	100%	-	100% by FY25
HE.1.4	Percent of City fleet that is low or no emission (Passenger vehicles)	FY			23.35%	23.98%	28.30%	-	Measuring
	Percent of City fleet 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

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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**

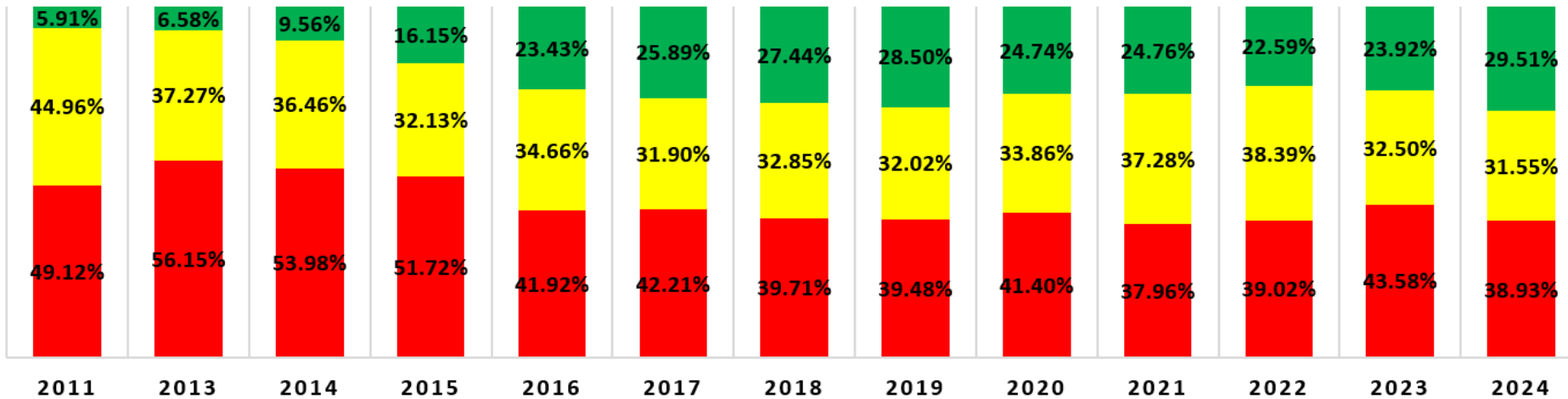
### FY2026:

- **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





**Locations**

- WEST FULTON LOT**  
747 Fulton St W.  
Grand Rapids, MI 49504
- MADISON SQUARE LOT**  
436 Umatilla St SE.  
Grand Rapids, MI 49507
- BURTON DIVISION LOT**  
2004 Division Ave S.  
Grand Rapids, MI 49507
- WESTON COMMERCE RAMP**  
18 Weston St SW.  
Grand Rapids, MI 49503
- EASTOWN ETHEL LOT**  
420 Ethel Ave SE.  
Grand Rapids, MI 49506
- GOVERNMENT CENTER RAMP**  
300 Monroe Ave NW.  
Grand Rapids, MI 49503

0.25 Miles

### 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

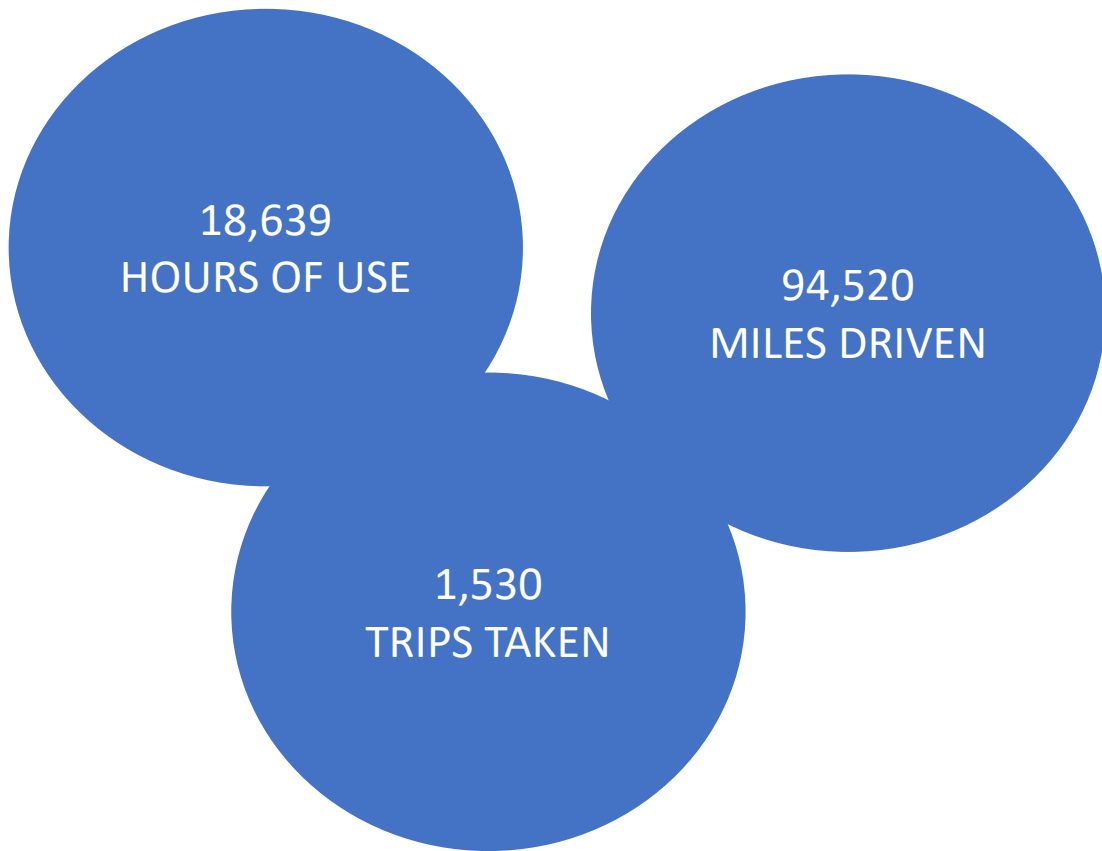


DartGR.org  
(616) 816-2030

### 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



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.

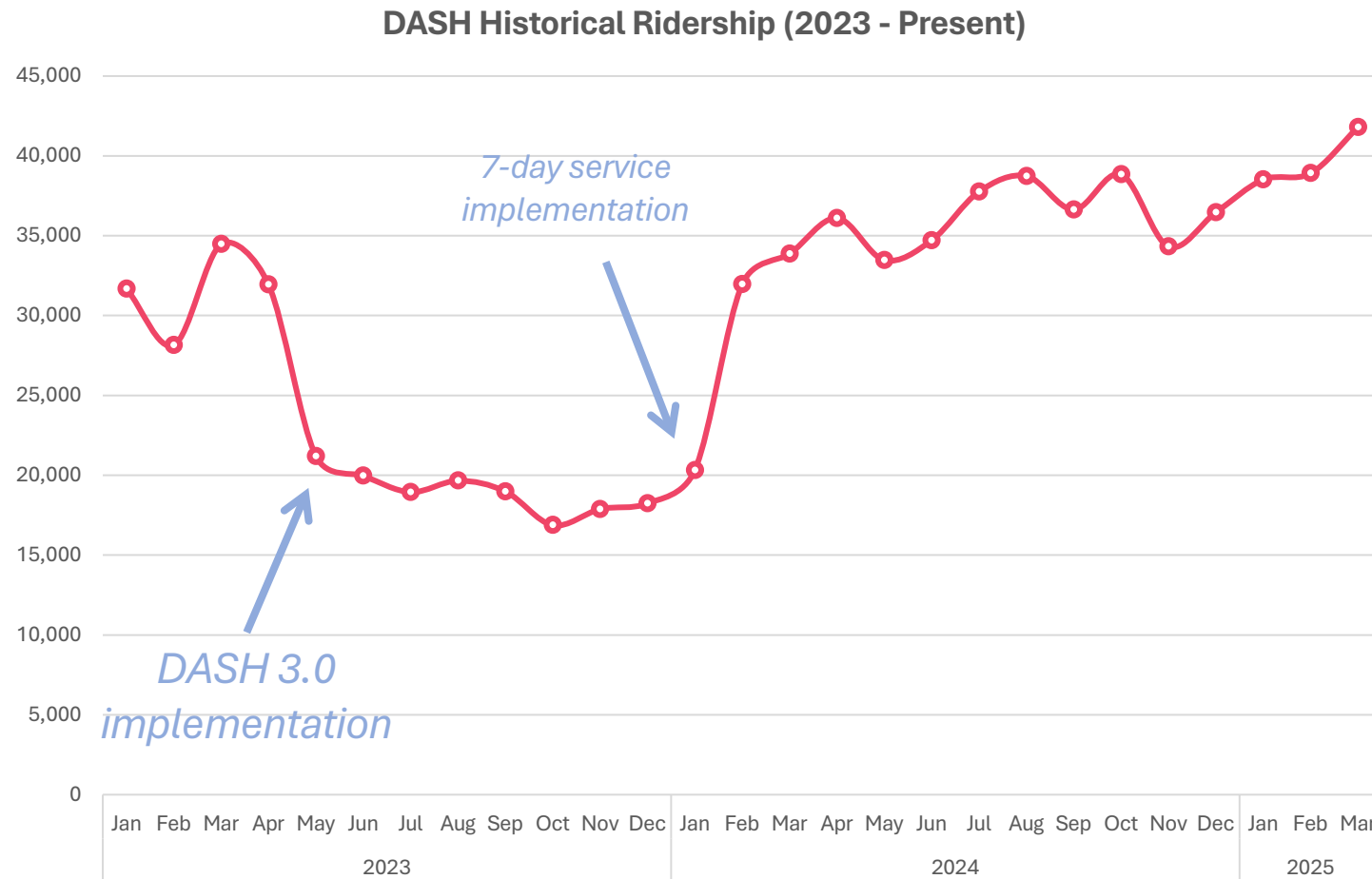
Visit [www.grandrapidsmi.gov/DASH](http://www.grandrapidsmi.gov/DASH) for the route map and more information.



Kristin McBurney Bennett and 196 others

25 comments 96 shares

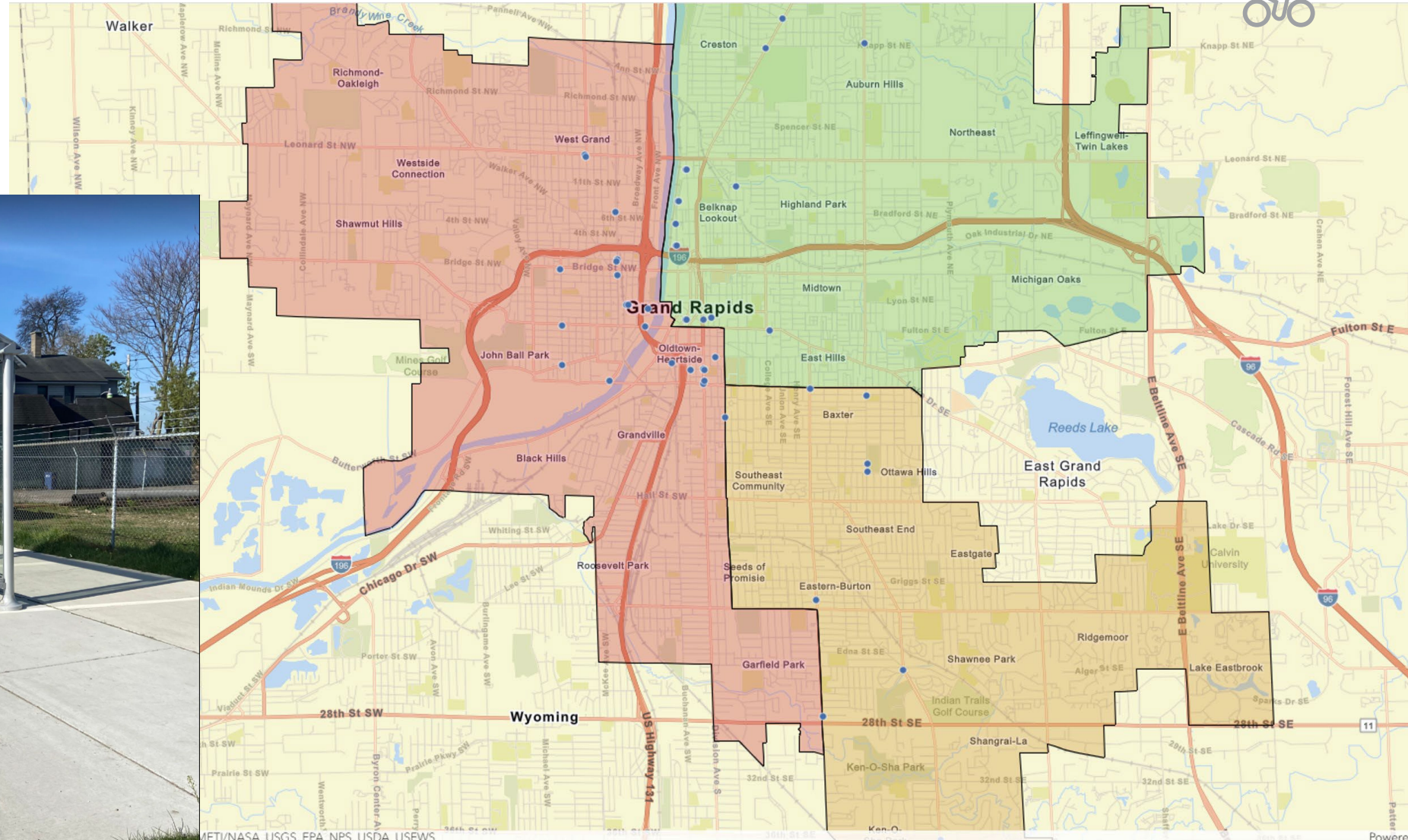
# DASH EXPERIENCE IMPROVEMENTS - Year over Year Sustained Ridership Growth + 1 Year Anniversary of 7 Day/Week Service



# DASH EXPERIENCE IMPROVEMENTS – Bus Stop Improvement Program



## FY25 Bus Stop Improvements



# Division Ave Zicla platform build – April 26, 2025



# MOBILITY

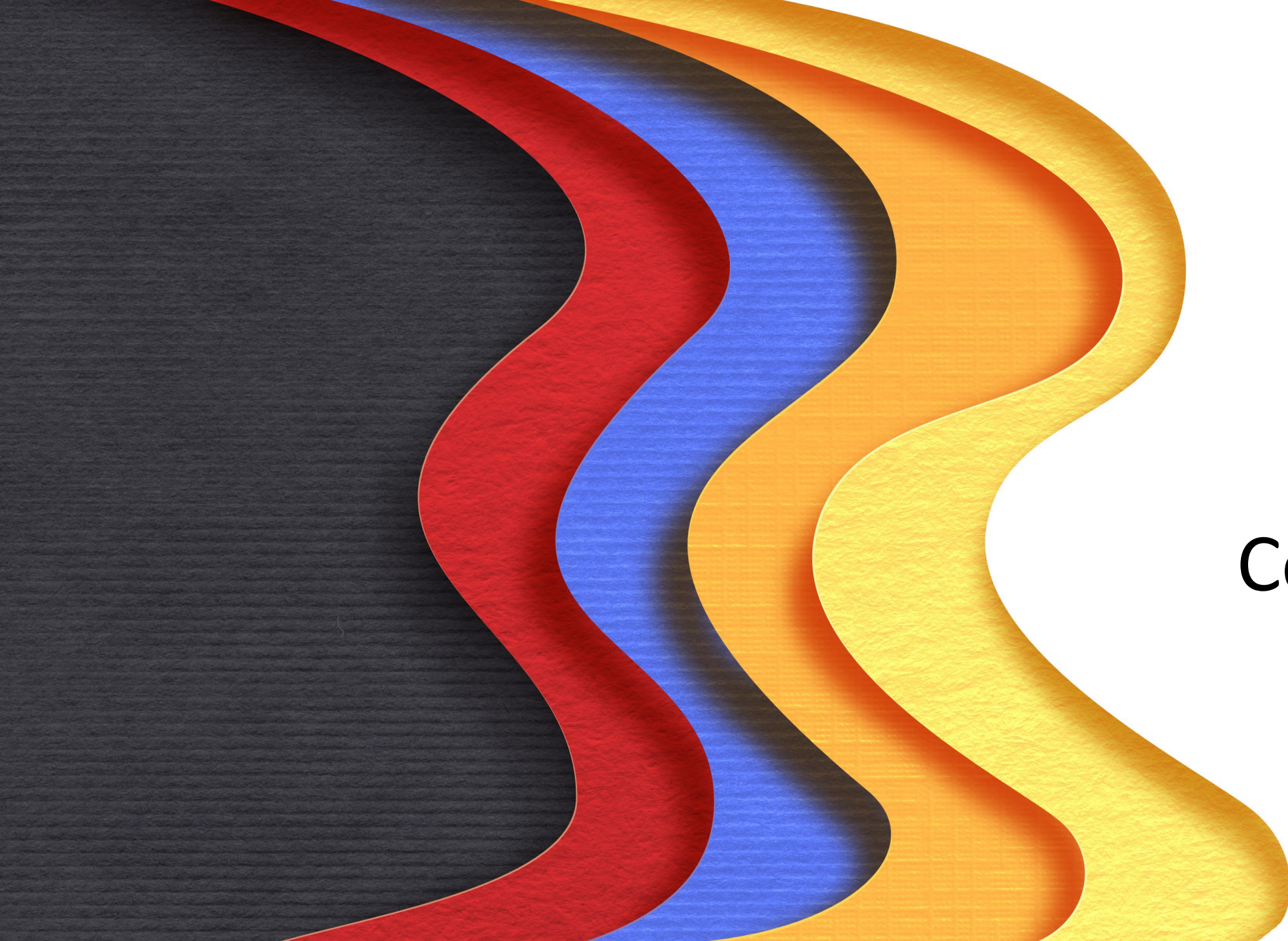
## KEY METRICS MEASURED THROUGH JUNE 30, 2025



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



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
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)

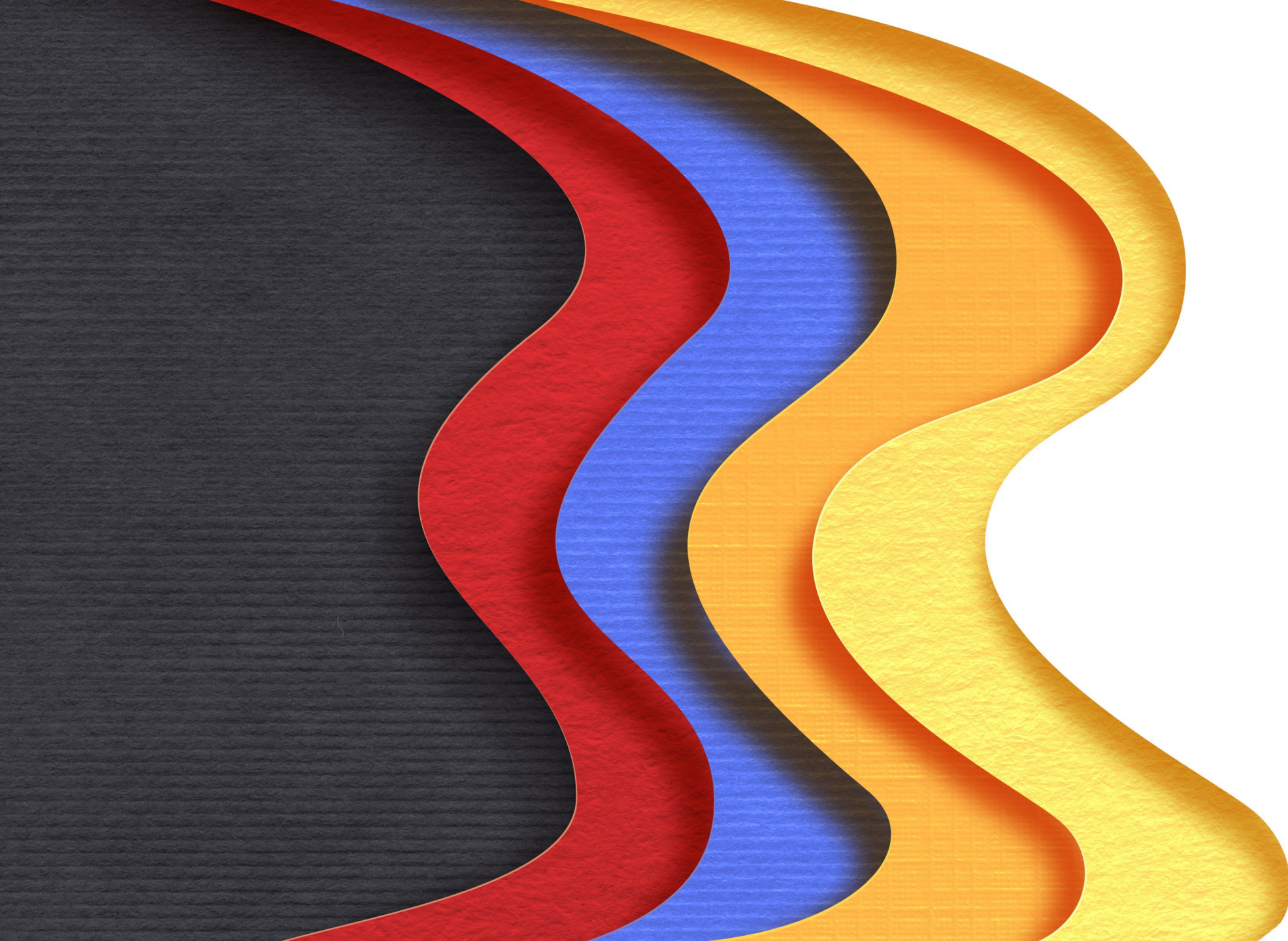


Strategic Priority	METRIC	Measure FY or CY	FY 2021 End (or) CY 2020 End	FY 2022 End (or) CY 2021 End	FY 2023 End (or) CY 2022 End	FY 2024 End (or) CY 2023 End	FY 2025 End (or) CY 2024 End	CY 2025 Mid (Jan-Jun)	Current Target
SC.3.3	Number of people informed or educated on public safety topics via neighborhood 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

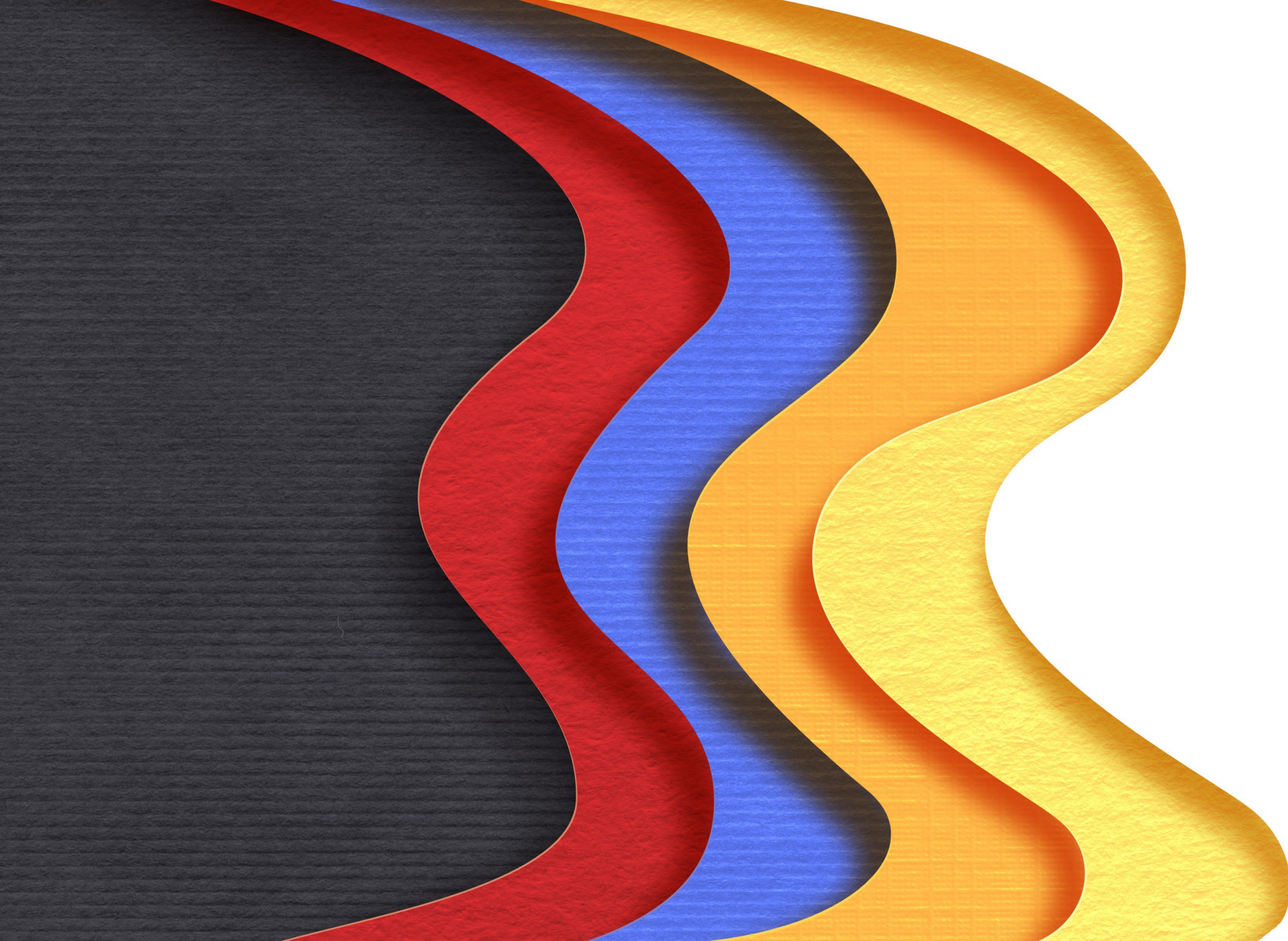
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Benchmark	For National Community Survey - Statistical comparison to other communities





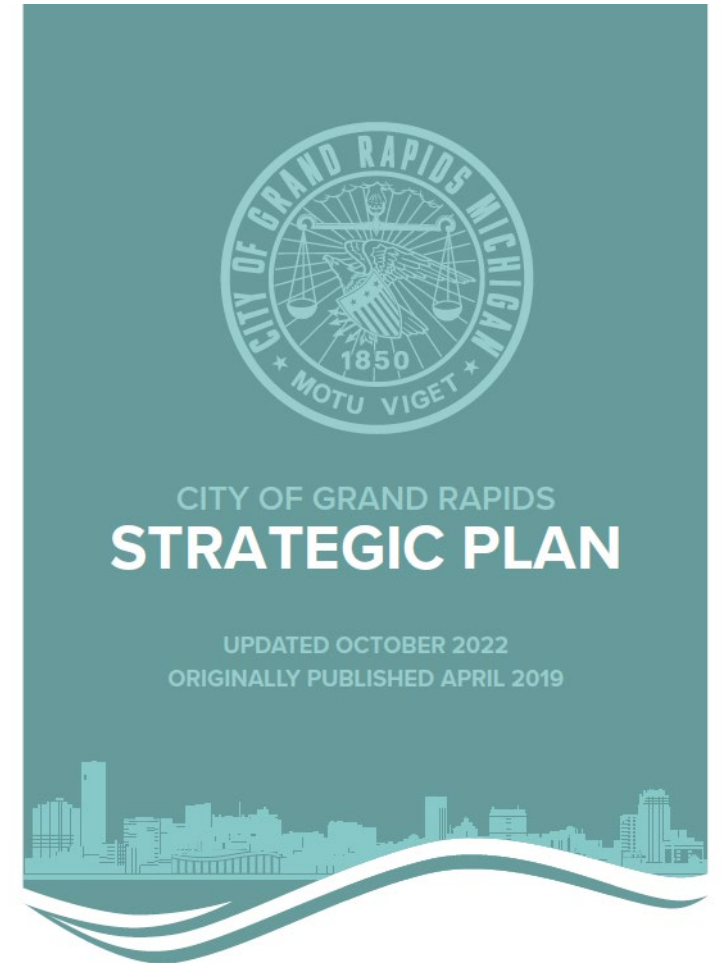
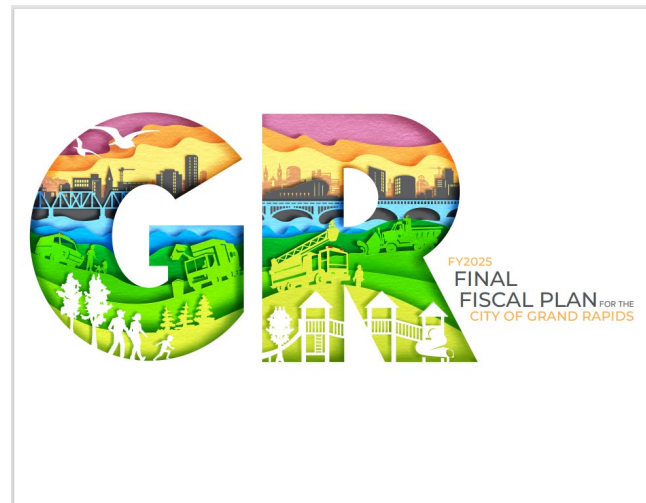
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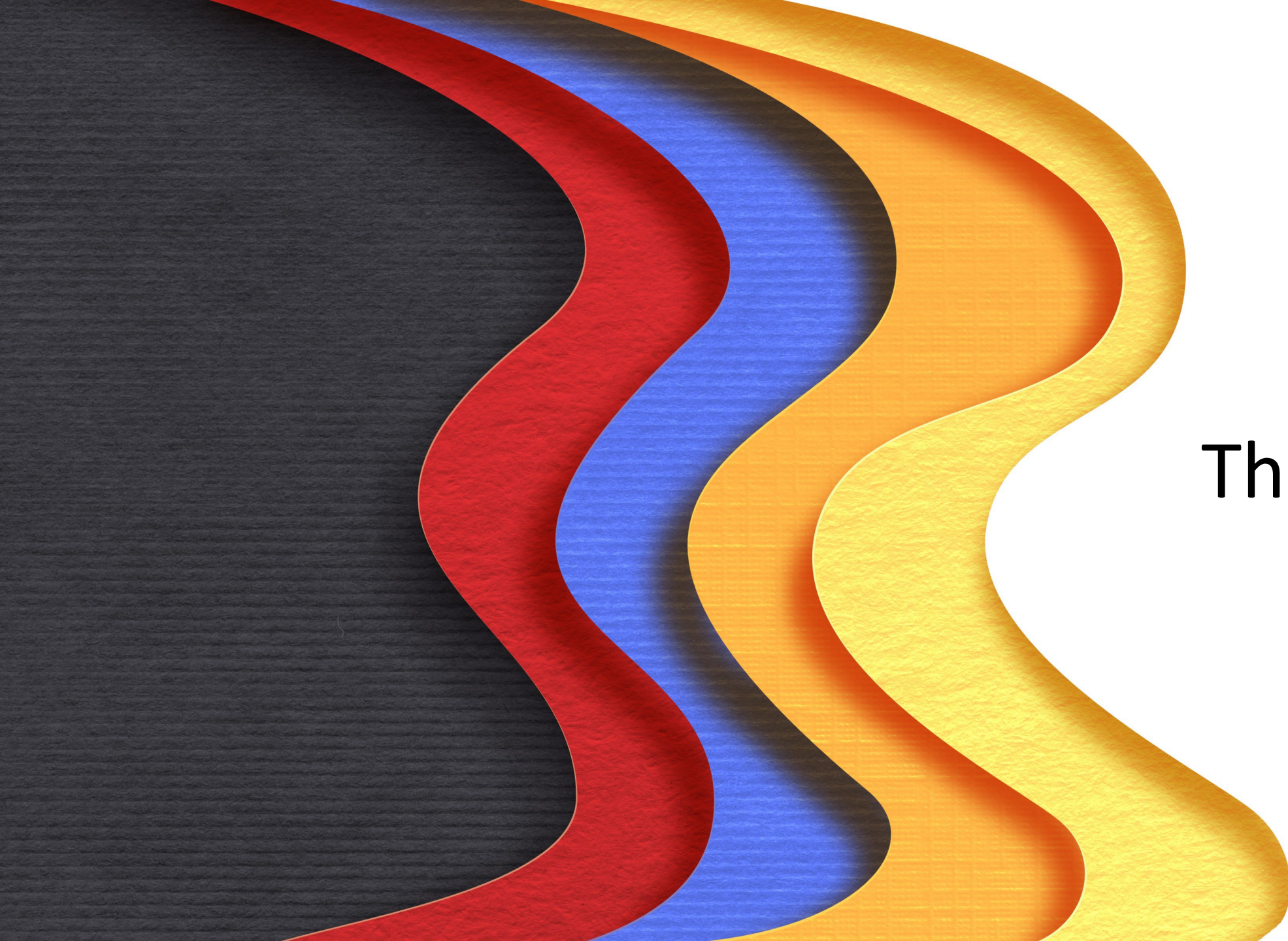


Wrap Up

# 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

