City of Grand Rapids Strategic Plan Metrics Appendix (October 2022)

Priority	Objective	Metric	Target	Frequency	Reporting Time
Governmental Excellence	O1 Embed Equity	1. % of capital investment budgeted by Ward and Neighborhoods of Focus	Measuring > 36%	Annually	End of Fiscal Year
		2. $ of Third Ward Equity Fund budgeted	Measuring	Annually	End of Fiscal Year
		3. $ in approved budget that support projects that advance equity	> previous year	Annually	End of Fiscal Year
		4. % of elected City officials, City employees and people serving on a City board or commission trained in equity	100%	Annually	End of Fiscal Year
		5. $ and % of total City contract expenses and goods and services paid to each: micro-local business enterprises (MLBE) and diverse-owned businesses	25% Measuring	Annually Annually	End of Fiscal Year End of Fiscal Year
		6. Municipal Equality Index Score	100	Annually	End of Calendar Year
	O2 Fiscal Sustainability	1. General Operating Fund (GOF) fund balance	15%	Annually	November
		2. Bond rating	Aaa/AAA	Periodic	Debt Issuance
		3. % of Actuarially Computed Employer Contributions (ACEC)	100%	Annually	November
		4. % change in online payments made and % change in $ collected	2%	Annually	End of Calendar Year
		5. Create equity and environmental sustainability scorecards	Complete	One-time	End of CY2023
		6. % of payments to vendors made electronically	50	Annually	End of Fiscal Year
	O3 Employees	1. # and % of new hires that are persons of color	≥ 40% persons of color	Annually	End of Calendar Year
		2. % employee turnover in total and disaggregated by represented employee group, race, ethnicity, gender identity, reason and tenure	< 10%	Annually	End of Calendar Year
		3. Position vacancy rate disaggregated by sworn and civilian employees	≤5%	Annually	End of Calendar Year
		4. Time from requisition request to offer acceptance for sworn and civilian employees	120 sworn 60 civilian	Annually	End of Calendar Year
	O4 Facilities / Workspaces / Technology	1. % year-over-year reduction in energy consumption by City facilities, utilities and fleet	Measuring	Annually	End of Calendar Year
		2. % of City fleet that is low or no emission, disaggregated by passenger vehicles versus heavy duty	Measuring	Annually	End of Calendar Year
		3. % of staff requiring remedial cybersecurity training	≤ 7.1%	Annually	End of Fiscal Year
		4. Nationwide Cyber Security Review (NCSR) for the City (range 0-7)	≥ 5.0	Annually	End of Calendar Year
	O5 Strategic Planning and Performance Mgmt	1. # and % of strategic plan metrics measured and available	100%	One-time	End of FY2024
	O6 Innovation and Continuous Learning	1. # of teams creating consistent time and space for innovation work	Measuring	Annually	End of Fiscal Year
		2. # of staff learning about innovation through practice teams and skill building opportunities	Measuring	Annually	End of Fiscal Year
	O7 Financial, Legislative and Policy Partnerships	1. % of prioritized legislative initiatives and investments that were funded, acted on or saw some movement during a legislative term	100% 100%	Annually	End of CY2022 End of CY2024
		2. $ of non-formula State and Federal funding secured	Measuring	Annually	End of CY2022 End of CY2024

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Economic Prosperity and Affordability	O1 Community Master Plan	1. % of Community Master Plan process participants disaggregated by race, ethnicity and geography and in comparison to City demographics	Census	Each engagement event	By engagement event and rolling average per phase
		2. Ontime completion of each phase: Phase I (Pre-Planning); Phase II (Community Input); and Phase III	Completed	Varies	November 2022; 18 months; 5 months
	O2 Business and Resident Employment Growth	1. $ of private investment supported by City incentives with $ amount and % of diversity-owned and micro-local business contracts committed as a result of Inclusion Plan participation	15%	Annually	End of Calendar Year
		2. # of total and new micro-local business enterprise (MLBE) vendors registered to do business with the City	25%	Annually	End of Fiscal Year
		3. $ invested annually by Corridor Improvement Authorities and Business Improvement Districts in façade grants, public art support, infrastructure, and street scape enhancements	$1 million	Annually	End of Calendar Year
		4. Grand Rapids' unemployment rate and % of labor force participation	Measuring	Annually	As Census / ACS data is available
		5. # of students participating in Promise Zone	Measuring	Annually	End of Academic Year / End of Fiscal Year
		6. % difference between the percentage of white (non-Hispanic or Latinx) population, Hispanic or Latinx (of any race), and Black/African American (alone), who are employed (Employment Gap)	< 9%	Annually	As available
		7. # and % growth of employees and income tax based on W-2s	> 0.04%	Annually	End of Calendar Year
	O3 Business Support	1. % of new buildings and commercial renovations approved administratively	> 90%	2x per year	End of Academic Year / End of Fiscal Year
		2. # of days to administratively approve projects from permit application to approval for projects where board/commission approval is not required	≤ 31 days	2x per year	End of Academic Year / End of Fiscal Year
		3. # of days for board/commission approval from board/commission application to permit approval	≤ 70 days	2x per year	End of Academic Year / End of Fiscal Year
	O4 Housing	1. # of new dwelling units in total and affordable (≤ 80% AMI)	≥ 1,100 ≥ 100 affordable	2x per year	End of Academic Year / End of Fiscal Year
		2. # of persons experiencing homelessness or at risk of homelessness that became stably housed through programs supported by City investments	≥ 350	Annually	End of Fisal Year
		3. % of occupied rental dwellings certified	> 95%	Point-in-time	As needed
	O5 Destintation City	1. # of activations and events permitted by the City annually	> 600 activations Measuring	Annually	End of Fiscal Year
		2. # of permitted events organized by Black, Indigenous and People of Color	> 90	One-time	End of FY2023
		3. # of attendees at City permitted events and activations	≥ 1.2 million	One-time	End of FY2023

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Priority	Objective	Metric	Target	Frequency	Reporting Time
Engaged and Connected Community	**O1 Communication**	1. % of 3-1-1 customer inquiries responded to within target response time in total and disaggregated by	> 90%	Annually	End of Calendar Year
		2. # of Freedom of Information Act (FOIA) requests processed (Police and non-Police)	Measuring	Annually	End of Calendar Year
		3. % of residents rating the quality of public information services as excellent or good (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
	O2 Resident Voice and Community Engagement	1. # of engagement opportunities led by the City or where the City is a key partner disaggregated by Ward, engagement type and department	Measuring	Annually	End of Calendar Year
		2. # of people participating in engagement opportunities led by the City or where the City is a key partner disaggregated, to the extent possible, by demographics, engagement type and department	Measuring	Annually	End of Calendar Year
		3. Variance between the percentage of residents of a particular race or ethnicity represented on City Boards and Commissions compared to the percentage of that race or ethnicity in the overall city	< 10% variance	Annually	End of Calendar Year
		4. % of residents that feel the Grand Rapids community does an excellent or good job providing opportunities to participate in community matters (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
	O3 Responsive Government	1. % of residents who report being satisfied or very satisfied with the overall quality of services provided by the City (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
		2. % of residents that believe that the City does an excellent or good job at welcoming resident involvement (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
		3. % of residents that rated the overall quality of life in Grand Rapids as excellent or good (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022

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Priority	Objective	Metric	Target	Frequency	Reporting Time
Health and Environment	O1 Carbon Emissions, Climate Adaptation and Resiliency	1. % of carbon/greenhouse gas emissions reduced from 2008 for City buildings, utilities and fleet	85% Carbon neutral	One-time One-tme	2030 2040
		2. % electricity consumed by City buildings, utilities and fleet supplied by renewable sources	100%	One-time	End of FY2025
		3. % year-over-year reduction in energy consumption by City facilities, utilities and fleet	Measuring	Annually	End of Calendar Year
		4. % of City fleet that is low or no emission, disaggregated by passenger vehicles versus heavy duty	Measuring	Annually	End of Calendar Year
	O2 Green Space and Recreation	1. % of households within a 10-minute walk of a park or active green space	> 81%	One-time	End of CY2024
		2. # of participants in recreation programs per year	125,000	One-time	End of Calendar Year
		3. % of residents rating the overall quality of parks and recreation opportunities as excellent or good (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
	O3 Water/Sewer/Stormwater Service and Water Resources	1. % and # of water connections with lead service line replacements completed per year and in total	5% 100%	Annually One-time	End of Fiscal Year 2040
		2. Water Quality Index for the Grand River	70	Quarterly	End of Calendar Year
		3. Gallons of water pumped from treatment plant per person per day normalized for weather impacts	135 gallons	Annually	End of Calendar Year
		4. # of gallons of stormwater infiltrated	20 million gallons	Annually	End of Calendar Year
		5. # of residents referred to and using the County for assistance with water/sewer bills (85% of users must be below 200% poverty level)	100%	Annually	End of Calendar Year
		6. # of EGLE water quality standards not met	0	Annually	End of Calendar Year
	O4 Waste Generation and Diversion	1. # and % of customers participating in diversion programs	>85%	Annually	End of Calendar Year
		2. % of residential waste diverted by weight	> 40%	Annually	End of Calendar Year
		3. Tons of compost and organics processed onsite at Domtar	14,000 tons	Annually	End of October
		4. Diversion of wastewater byproducts from landfilling through beneficial reuse (by weight)	Measuring	Annually	End of Calendar Year
	O5 Health Disparities	1. % of children tested that have elevated blood lead levels above the current CDC reference value (≥3.5µg/dL)	Meausing	Annually	As available
		2. # of homes made lead safe	60	Annually	End of Fiscal Year
		3. # of mental health and # of substance use disorder referrals resulting from co-response initiatives	Measuring	Annually	End of Fiscal Year
		4. # of emergency department and jail diversions resulting from co-response initiatives	Measuring	Annually	End of Fiscal Year
		5. # of children (< 18) participating in City offered or supported opportunities to connect to nature	Measuring	Annually	End of Calendar Year
		6. # of projects and acres of land included in the City's brownfield program that received City support to make the property safe for reuse	15	Annually	End of Calendar Year

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Mobility	**O1 Traffic Safety**	1. # of serious injuries and # of fatalities by mode	10% reduction	Annually	End of Calendar Year
		2. % of traffic calming projects that reduce the average vehicle speed to within 15% of the posted speed limit	100%	Annually	End of Calendar Year
	O2 21st Century Multi-modal Mobility	1. % of residents that indicated they have used public transportation instead of driving; carpooled with other adults or children instead of driving alone; or walked or biked instead of driving during the last 12 months (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
		2. # and % change in ridership for scooters, e-bikes and DASH	2% micro 5% DASH	Monthly	End of Fiscal Year and End of Calendar Year
		3. # of dedicated on-street bike lane miles	36 miles	Annually	End of Calendar Year
		4. # of sidewalk miles completed to close gaps or extend connectivity	1 mile	Annually	End of Calendar Year
		5. # and % of curb heads replaced with Americans with Disabilities Act (ADA) compliant curb ramps	100	Annually	End of Calendar Year
	O3 Transportation Network	1. % of streets, signal system and bridges meeting fair/good/excellent standards	70% streets 3% signals 70% signals 100% bridges	One-time Annually One-time One-time	2031 End of Calendar Year November
		2. % of residents that rank the overall quality of the transportation system as excellent or good (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
	O4 Parking	1. % occupied off-street parking in downtown and neighborhood business districts (average and median peak)	< 75% average ≤ 85% median	Monthly	End of Fiscal Year and End of Calendar Year
		2. % occupied on-street parking in downtown, neighborhood business districts and residential streets based on annual parking counts	< 75% average ≤ 75% peak	Annually	End of Calendar Year
		3. % of residents that rank the ease of public parking across the community as excellent or good (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022

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Safe Community	O1 Constitutional and Community Policing	1. % of beats covered 24/7/365	100%	2x per year (point in time)	Spring and Fall
		2. # and % change in select crimes	< 3 yr average	Monthly	Real time
		3. # of use of force incidents	Measuring	Annually	End of Calendar Year
		4. # of recruiting activities, including recruiting activities taking place specifically within the NOF	Measuring	Annually	End of Calendar Year
		5. # of action items (accident reports, parking enforcement, etc.) and estimated hours that do not require an officer to respond	Measuring	Annually	End of Calendar Year
	O2 Fire and Emergency Medical Services	1. # of residential structures equipped with smoke and carbon monoxide detectors via the RSP	500	One-time	November of 2022
		2. % reduction of EMS use by super users	25%	Annually	End of Calendar Year
	O3 Collaborative Solutions	1. # of initiatives piloted to reduce violent crime in geographic place-based areas	Measuring	As appropriate	As available
		2. # of community partners the City collaborates with to implement systems change initiatives that are intended to increase the feeling of safety of residents, employees, employers and visitors	Measuring	As appropriate	As available
		3. # of people informed or educated on public safety topics via neighborhood organizations	4,250	One-time	End of CY2022
		4. # of housing units or public spaces that received safety improvements via neighborhood organizations	600	One-time	End of CY2022
	O4 Emergency Management	1. Time for Dispatch to answer calls	95% w/in 15 sec. 99% w/in 40 sec.	Annually	End of Calendar Year
		2. Response time for police units	Measuring	Annually	End of Calndar Year
		3. Percentile for Fire critical performance compliance for both distribution and concentration measures	90% distribution 90%	Annually	End of Fiscal Year
		4. # of hours of police training hours	Measuring	Annually	End of Calendar Year
		5. # of businesses inspected via Crime Prevention Through Environmental Design and % compliance	50% of reg. bus. measuring	Annually	FY2022
		6. % of residents rating their overall feeling of safety in Grand Rapids as excellent or good (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
	O5 Oversight and Accountability	1. Type of Civilian Appeal Board findings and outcomes of appeals	Measuring	Annually	April
		2. # of complaints filed against public safety employees, broken down by department, type and outcome	Measuring	Annually	End of Calendar Year
		3. # of engagements that led to violence interruptions and disruptions	2,000	Annually	July
		4. # of interactions and treatment of high-risk individuals that served to defuse immediate conflicts that had a high-risk of leading to gun violence	60	Annually	July