City of Grand Rapids
Strategic Plan
FY2020-FY2023

(July 1, 2019 - June 30, 2023)

April 9, 2019

City *of* Grand Rapids

Contents

Manager's Letter

Hello Grand Rapids!

I am honored to serve as your City Manager and I take seriously the awesome responsibility I have to bring the hopes and dreams of our community to fruition. Grand Rapids is one of America's premiere cities due to the people that live and work here as well as the City's elected officials and staff that dedicate themselves to public service.

We have accomplished a lot and our future is bright, but we do have our challenges. Upon arriving in Grand Rapids, it became clear to me that a strategic plan was needed to organize and focus the work of the City. In collaboration with City Commission and staff, I am excited to share with you the City of Grand Rapids' first strategic plan, which will serve as the operating plan for the City.

We started the planning process by establishing the City's core values. I lead with these values and will hold myself and my staff accountable for upholding these values. Next, we created new Vision and Mission statements. As the City Manager, I am responsible for setting the Mission – To elevate quality of life through excellent City services. Implementing this plan is how we will accomplish this. This plan is the community playbook for aligning initiatives, resources, goals, department operations, projects, and investments with a transparent and trackable timeline. It will shape our budget, guide our near term progress and help us achieve our long term vision.

Through our planning process, we worked to determine who we are, where we want to go, how we reach our goals and, most importantly, how we measure our success over time. While it's critical that we hold one another accountable for results, it's also important that we continue our collaboration with the community and that you hold us accountable as well. With your help, we can achieve the outcomes laid out in this plan.

This is particularly important as we embrace equity in every aspect of this plan. We must ensure that all people are respected and valued and we need to work together to eliminate the disparate impacts on communities of color due to systemic and institutional injustices. Not one of these outcomes will be successful if it fails to advance a more equitable future.

Finally, I am extremely grateful for the tremendous effort provided by our City Commissioners, Strategic Plan Project Manager, Alison Waske Sutter, and the nearly 50 staff that were instrumental in the creation of this plan (our awesome team is listed on page 33). Our City staff are truly the champions behind this plan and I am looking forward to working with each and every one of them to successfully implement this plan and positively impact our community.
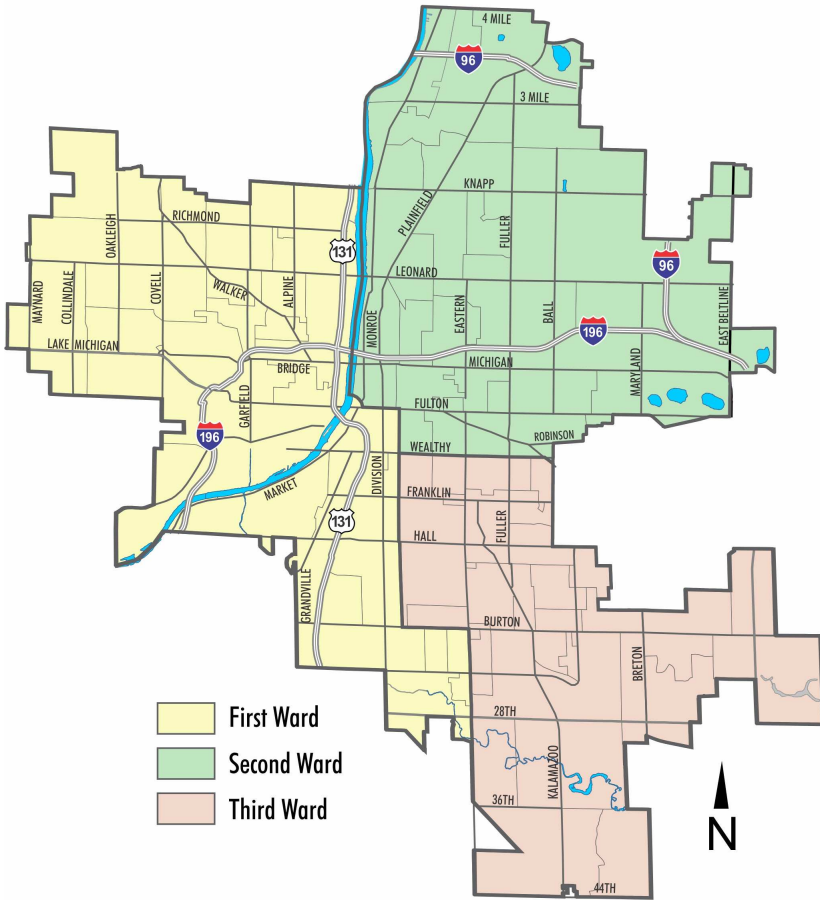
Together, our collective planning and implementation efforts will advance our community journey in becoming one of the best cities in the country.

City Manager Mark A. Washington

Current State

Legend:
- First Ward
- Second Ward
- Third Ward

N

- Grand Rapids is the 124th largest city in the U.S.
- We're the 2nd largest city in Michigan
- Grand Rapids has **3** Wards
- Our Mayor serves at-large and each ward has **2** City Commissioners
- Each Commissioner has **1** vote for policy decisions
- Grand Rapids is a Commission/Manager form of government
- The City Manager is responsible for directing City operations and carrying out Commission policy

**City Manager
Mark Washington**
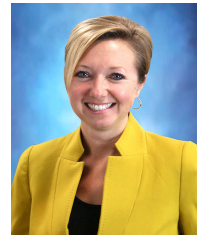
Mayor Rosalynn Bliss
1st Term
Term expires 12/31/19

1st Ward Commissioners

Jon O'Connor
1st Term
Term expires 12/31/19

Kurt Reppart
1st Term
Term expires 12/31/21

2nd Ward Commissioners

Joseph Jones
1st term
Term expires 12/31/21

Ruth Kelly
2nd Term
Term expires 12/31/19

3rd Ward Commissioners

Senita Lenear
2nd Term
Term expires 12/31/21

Nathaniel Moody
1st Term
Term expires 12/31/19

Current State

Population

198,829

59.7%	Caucasian
19.9%	Black or African American
15.3%	Hispanic
4.8%	Two or more races
2.1%	Asian
0.4%	American Indian and Alaska Native
0%	Native Hawaiian and Other Pacific Islander

Source: American Community Survey, 2017

Housing

$113,600
Median home price

54%
Home ownership

$806/mo
Median rent

Source: American Community Survey, 2013-2017 estimates

Employment

93,719*
Employees in Grand Rapids economy

3.9%
Unemployment rate**

*Source: Data USA, 2016
**Source: Dec. 2018, MI Department of Technology, Management and Budget

Wages

$42,019
Median household income
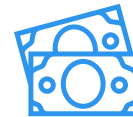
25.1%
Population below the poverty level

Source: Data USA, 2016

Carbon Footprint

59,088
Metric tons of carbon dioxide equivalents

34%
Renewable energy

Source: City of Grand Rapids

City-owned Parks

77%
Residents who live within a 10-minute walk to a park

1,643
Acres of accessible parks

Source: Parks and Recreation Master Plan, 2017

Transportation

20.9%
Trips to work where people walk, bike, or use transit or ride sharing

Source: American Community Survey, 2017

Safety

726.2
Violent crime offenses per 100,000 population

Source: Federal Bureau of Investigation Uniform Crime Reporting, 2017

Recognition

#1 Place for Millennials
Business Insider, 2017

#1 Hottest Real Estate Market to Watch
Trulia.com, 2018

#6 Smaller City Poised to Skyrocket
Realtor.com

#6 Best Place to Retire
U.S. News & World Report, 2018

#9 Most Affordable City for Business Professionals to Live and Work
CNBC, 2018

#12 Best Place to Live in the U.S.
U.S. News & World Report, 2018

#13 Best Large U.S. City to Start a Business
WalletHub, 2018

#28 Most Hipster City in the World
MoveHub, 2018

Beer City USA
Examiner.com, 2013

Best River Town
Outdoor Magazine, 2017

Fastest Growing Economy in the U.S.
Forbes, 2017

Great Places in America - Public Spaces
American Planning Association, 2017

High-Performing, Race-Informed City
Equipt to Innovate, 2018

Top Up and Coming City in the U.S.
Thrillist, 2019

Project and Certification Highlights

Here are a few examples of national initiatives in which we are participating.

What Works Cities

Bloomberg Philanthropies, 2018
Grand Rapids was 1 of 100 cities selected

Zero Cities Project

Urban Sustainability Directors Network, 2017
Grand Rapids was 1 of 11 cities selected

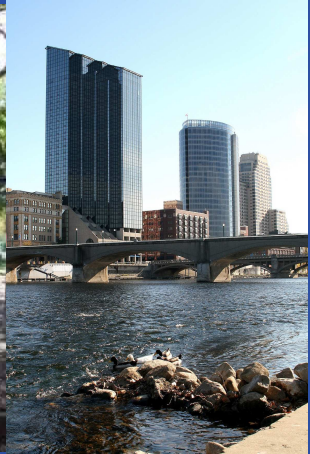### ISO Class 1 Certification

Insurance Services Office, 2018
Grand Rapids Fire Department earned this national certification as 1 of 330 awarded

Cities Connecting Children to Nature

National League of Cities and *Nature Network, 2017*
The City partnered with Grand Rapids Public Schools. Together we were 1 of 12 cities selected

Planning Process

We began our strategic planning journey in November of 2018. Within five months, City Manager Washington:

- Created an eight-person Executive Strategy Team
- Appointed a Strategic Plan Project Manager, who managed a ten-person Project Team and an additional 27 Outcome Team members
- Engaged over 1,000 City employees in-person in a discussion about values and his desire to use a strategic plan to focus City work
- Hosted four strategic planning workshops with City Commission, totaling 11 hours
- Partnered with Mayor Rosalynn Bliss on the City's first Digital Town Hall, which focused on our strategic planning process

In the beginning, we created a strategic plan framework to guide the creation of our plan. This framework demonstrates:

- How the strategic plan aligns with the long-term master plan and short-term fiscal plan
- How our values, Vision and Mission shape our City's identity and create the roadmap for the strategic plan
- How the plan's priorities, outcomes, objectives, strategies and metrics work together to define what we hope to achieve, how we plan to achieve it and how we will measure our progress
- How the City will hold itself accountable to the plan through annual performance reports and staff performance evaluations

Strategic Plan Framework

Master Plan (20-30 years)
Strategic Plan (3 – 5 years)
Fiscal Plan (1 year)

Aspirational
Achievable
Specific & Tangible

City Identity
Plan
Action

Values — What do we stand for?

Vision — Where are we going? What do we aspire to achieve?

Mission — What do we do? Who do we do it for?

Strategic Priorities and Outcomes — What do we want to achieve?

Objectives — Where will we focus our efforts?

Strategies and Metrics — How will we achieve outcomes and measure performance?

Deployment and Annual Performance Reporting — How will we track it?

Staff Performance Evaluation — How will we hold staff accountable?

Plan Elements

Strategic Priorities

Strategic priorities are the high-level "buckets" through which we organize our work.

Outcomes

Plan outcomes are what we hope to accomplish within each of the strategic priorities.

Objectives

Objectives identify where we will focus our efforts. There are multiple objectives within each strategic priority.

Strategies

Strategies identify how we will achieve our objectives and desired outcomes.

Metrics

We will measure how well we are achieving our objectives and desired outcomes through our metrics. Unless otherwise noted, the intention is to meet the goal within the plan's timeframe.

Using the plan

We will use this plan to guide our operations and financial investments. As we continue to work more collaboratively internally and externally, we will uncover more opportunities for innovation, sustainability and enhanced customer service.

This plan is intended to be a living breathing document. As this is the City's first strategic plan, we will be learning throughout the implementation phase. We recognize and acknowledge that updates will need to be made and we commit to being transparent about our learnings and forthcoming updates.

Find information about this plan and monitor our performance at:
www.grandrapidsmi.gov/strategicplan

Values

Our values are what we stand for. They are embedded throughout the entire plan and guide 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

The ability to be maintained; making decisions with an understanding of how those decisions will impact 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 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 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.

Equity

"...Racial inequities have been baked into government, and ... racial inequities across all indicators for success are deep and pervasive. We also know that other groups of people are still marginalized, including based on gender, sexual orientation, ability and age, to name but a few. Focusing on racial equity provides the opportunity to introduce a framework, tools and resources that can also be applied to other areas of marginalization." (2019, Government Alliance on Race and Equity)

The City of Grand Rapids is dedicated to advancing equitable outcomes and opportunities by leading with racial equity to address root causes of disparities. The City defines equity as the condition achieved when people have the tools, resources and connections necessary to be fully engaged and prepared to benefit from the opportunities they seek. Racial equity is achieved when one's race or ethnicity does not determine, in a statistical sense, how one experiences opportunity, power and life outcomes.

This targeted approach on racial equity will advance our universal goal of elevating quality of life in Grand Rapids. Equity is one of the City's six values and must be embedded into all of our decisions, policies and practices. In an effort to dismantle the systemic and institutional injustice that has been prevalent throughout our history, the City has made the conscious choice to highlight equity in each priority area of our strategic plan.

The first objective in this plan outlines the City's commitment to creating a structure within City operations to lift up racial equity throughout the organization so that each department has the knowledge, skills and support to intentionally remove and prevent barriers created by systemic and institutional injustice.

Additionally, to the extent possible, all plan metrics will be disaggregated by race and ethnicity, and when needed as a proxy, by geography (Census tracts, Wards, etc). This statement is an urgent call to action to transform government to achieve positive and sustainable community level impact.

The City of Grand Rapids centers racial equity so that the recognition listed on page four of this document will be the lived reality of all Grand Rapids residents, regardless of race or ethnicity. When we read those rankings and recognitions, we must always ensure Grand Rapids is the "Best Place to Retire" and "Most Affordable City for Business Professionals to Live and Work" for everyone who calls Grand Rapids home. We must be mindful of the areas that require improvement such as being ranked 122nd in U.S. for Hispanic Entrepreneurs (2018, WalletHub), 2nd Worst for African Americans Economically (2015, Forbes) and 39th for Residential Segregation (2018, Apartment List).

We are fully aware of the challenges and opportunities before us as we lead with equity. We also know that as a municipality, we are uniquely positioned to reduce disparities through policy, intentional practices, transparency and accountability. The City, in partnership with organizational allies and community, can help make Grand Rapids truly the "Best Place to Live in the U.S." for everyone.

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.

Objective 1: **Embed equity throughout government operations.**

Strategies

1. Create infrastructure to elevate and organize equity work within the City and investments in Neighborhoods of Focus
2. Disaggregate all data, to the extent possible, by race, ethnicity, gender identity and geography
3. Evaluate the racial equity impacts of major policy proposals and initiatives and of existing projects and services
4. Require all departments to apply a racial equity lens to budgetary requests
5. Identify systemic issues that cause disparate outcomes in the justice system and implement strategies to address those issues within the City's span of influence

Draft Metrics

- $ allocated to and % of Third Ward Equitable Development Fund spent
  FY2019: $750,000, 0%   Goal FY2020: To be created, 100%

- $ of capital investment by Ward and Neighborhood of Focus
  2018: Not previously calculated   Goal: To be created

- % of total budget dollars that support equity specific projects and initiatives
  2018: Not previously calculated   Goal: To be created

- % of total expenditures for projects/services evaluated using the Government Alliance on Race and Equity (GARE) Racial Equity toolkit
  2018: Not previously calculated   Goal: 100%

- % of elected City officials, City employees and people serving on a City board or commission trained in equity
  2018: 10%*   Goal: 50%
  *City staff only

- # of felony and misdemeanor charge records for like offenses from District 61 Court
  2018: See below   Goal: To be created

	Race		Gender	
Charges	**Caucasian**	**People of Color**	**Male**	**Female**
Felony	1,146 (30%)	2,718 (70%)	3,323 (86%)	548 (14%)
Misdemeanor	2,718 (27%)	7,293 (73%)	8,282 (74%)	2,979 (26%)

- # of problem-solving specialty court program graduates by court type
  2018: See below   Goal: to be created

	Race		Gender	
Court type	**Caucasian**	**People of Color**	**Male**	**Female**
Drug & Sobriety Court	75 (75%)	25 (25%)	67 (67%)	33 (33%)
Comm. Outreach	12 (32%)	25 (68%)	20 (54%)	17 (46%)

- % reduction in recidivism rate for problem-solving specialty court graduates by court type
  2018: 15% greater reduction (Drug & Sobriety Court) compared to non-participants
  Goal: To be created

Objective 2: **Foster and maintain fiscal sustainability.**

Strategies

1. Establish and adhere to fiscal policies
2. Continue funding annual actuarially determined employer contributions to the defined benefit retirement system, including Other Post-Employment Benefits (OPEB) and pension retirement systems
3. Improve cost effectiveness through asset management, continuous improvement and innovation
4. Strategically leverage outside funding (i.e. grants, philanthropic support, government funding)
5. Evaluate costs and efficiencies in enterprise utility services (water, sewer, waste collection and parking)
6. Create and implement equity and environmental sustainability scorecards for capital requests

Draft Metrics

- General Operating Fund (GOF) reserve level
  2018: 22.5%   Goal: 15%
- Stabilization Fund Level
  2018: 10.7%   Goal: 10%
- Bond rating
  2018: AA   Goal: AA+
- % of defined benefit retirement systems funded
  2018: 82.1%   Goal: 100%
- % of asset classes managed by asset management plans
  2018: Being calculated   Goal: To be created
- $ of external funding (grants, sponsorships, etc.) received annually by department
  2018: Not previously calculated   Goal: To be created
- # of online payments made, disaggregated by service
  2018: Being calculated   Goal: To be created

Objective 3: **Attract, hire, train and retain high performing employees.**

Strategies

1. Develop a workplace culture based on City values that improves employee communications, engagement and satisfaction
2. Evaluate and implement employee-friendly policies to meet the diverse needs of our evolving workforce
3. Offer a competitive benefits package that enhances employee recruitment and retention and incentivizes wellness
4. Use evidence-based, data-driven methodology to reduce barriers to employment and improve quality of hires, reduce turnover and increase workforce diversity to reflect the demographics of the community
5. Align skills, staffing levels and employee evaluation system with priorities, strategies and metrics
6. Develop mandatory employee training programs, including trainings on City values and programs, cultural competency and core competencies (e.g. skills assessment, budgeting)
7. Use internship and apprenticeship programs to increase the pipeline of candidates for hard-to-fill positions and to increase workforce diversity

Draft Metrics

- New hire demographics

Category	C	AA	H	A	NA	M-R	M	F
			Race				**Gender**	
2018 Permanent Hires Qty.	100	15	8	1	0	4	80	48
2018 Permanent Hires %	78.1%	11.7%	6.3%	0.8%	0.0%	3.1%	62.5%	37.5%
Citywide Labor Force*	64.9%	17.2%	13.9%	2.0%	0.1%	1.7%	50.7%	49.3%
Metro Area Labor Force*	83.7%	6.3%	6.9%	1.9%	0.2%	1.0%	49.4%	50.6%

Source: US Census Bureau 2010 Labor Force statistics
C: Caucasian   AA: African American   H: Hispanic   A: Asian   NA: Native American   M-R: Multi-racial

- Employee turnover rate
  2018: 9.1%   Goal: Less than 10%
- Position vacancy rate
  2018: 4.8%   Goal: Less than 5%
- Time from requisition request to offer acceptance for non-sworn employees
  2018: 75 days   Goal: 60 days
- Time from requisition request to offer acceptance for sworn employees (police and fire)
  2018: 120 days   Goal: 90 days

Objective 4: **Ensure we have the appropriate number, location and type of facilities/workspaces to meet the demands of government operations, the community and our growing/changing population.**

Strategies

1. Conduct a facility/workspace analysis that includes evaluation of collaboration spaces, remote work options, self-service options (digital City Hall) and alternative workspaces to increase customer service and equity
2. Maximize City facility occupancy
3. Ensure safe, healthy and well-maintained City facilities
4. Make all facilities welcoming and accessible for all customers with an emphasis on people with disabilities, people that speak a language other than English and people that are transgender and/or non-binary
5. Track who is coming to City facilities, when and for what reason

Draft Metrics

- % of facilities with a Facilities Condition Index (FCI) score of 10 or below
  2018: 98%*   Goal: 90%
  *Water, wastewater, parking and parks facilities currently not included
- Occupancy rate of all facilities
  2018: Being calculated   Goal: > 90%

Objective 5: Leverage technology systems to support secure data collection and storage, performance management, decision making, internal communications and data sharing with the community.

Strategies

1. Conduct a City-wide technology needs assessment and expand the City's technology strategy
2. Develop and implement a performance management program that ensures accountability, collaboration and innovation by embedding data analytics into operational decision making
3. Create an information technology (IT) master plan with all departments included
4. Increase the amount of open data accessible to the public
5. Develop a Smart Cities strategy that embeds equity and includes infrastructure, technology, security, data management, engagement and communication
6. Identify procurement barriers to ensure technology solutions can be implemented quickly and efficiently and increase the use of pilot-to-procurement to test solutions

Draft Metrics

- % of cloud based solutions
  2018: 60%   Goal: To be created

- % of solutions compliant with security standards for payment, privacy, etc.
  2018: 100%   Goal: 100%

- # of services digitized
  2018: 40%   Goal: 70% by June 2020

- # of open data sets published online
  2018: 47   Goal: 20 additional per year

- % internal satisfaction with information technology services and solutions provided
  2018: Survey to be conducted   Goal: To be created

Objective 6: Update the Master Plan to enable smart equitable growth.

Strategies

1. Complete scoping of Master Plan update that considers available City and community capacity to participate, and leverages existing plans (GR Forward, Age Friendly Communities, etc.)
2. Begin comprehensive Master Plan public process phase taking into account the results of the 2020 Census and after scoping is complete
3. Apply appropriate land use strategies that create a sustainable mix of uses, housing types, and densities including policies to encourage affordable and mixed-income housing

Draft Metrics

- % of residents/businesses satisfied with quality of life in their neighborhood
  2018: Survey not yet conducted   Goal: To be created

- % of Master Plan process participants that are residents of color
  2018: Not started   Goal: To be created

Economic Prosperity and Affordability

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

Objective 1: **Support a resilient business environment by optimizing processes and regulations for property development and business-related permitting and approval processes and regulations.**

Strategies
1. Eliminate unnecessary licensing and regulation processes and revise those that are sub-optimal or are contributing to disparate outcomes
2. Streamline access to licences, permits and approval processes for development applications
3. Increase accessibility of information on property development and business related processes that are available to the public to enhance the experience of the City's diverse customer base
4. Provide regular training and education opportunities that help users navigate the development and approval process
5. Create and staff a small business development program

Draft Metrics

- % of new buildings and commercial renovations approved administratively
  2018: 91%   Goal: 90%

- # of days to administratively approve projects from permit application to approval for projects where board/commission approval is not required
  2018: 33 days   Goal: 28 days

- # of days for board/commission approval from board/commission application to permit approval
  2018: 75 days   Goal: 70 days

- % of customers satisfied with services related to development or business regulation
  2018: Survey not yet conducted   Goal: To be created

- # of businesses and/or individuals attending trainings that enhance their understanding of City rules and processes related to property development or business permitting and regulation
  2018: 138   Goal: To be created

Objective 2: Support the creation, retention and growth of businesses.

Strategies
1. Target City incentives to achieve maximum impact on business retention and growth efforts
2. Support entrepreneurship and innovation with a special focus on creating access to opportunities for historically marginalized communities and the Neighborhoods of Focus
3. Optimize the Equal Business Opportunity (EBO)/Micro-Local Business Enterprises (MLBE) program and increase MLBEs registered and used in all City spending, as well as in City supported private development projects
4. Increase awareness of opportunities to do business with the City
5. Target incentives and City programming to catalyze small business startup and growth

Draft Metrics

- $ of private investment supported by City incentives, disaggregated by industry segments
  2018: $187.5M*   Goal: $150M annually
  *$112M: Real Estate (mixed-use) development, $60M Medical/Advanced Manufacturing, $9.2M Food/Ag processing, $6.2M Manufacturing

- $ spent on micro-local businesses (MLBE), minority-owned businesses (MBE), and women-owned businesses (WBE) by businesses receiving City incentives
  2018: Data not previously collected   Goal: To be created

- $ and % of total City contract expenses paid to each: micro-local businesses (MLBE), minority-owned businesses (MBE), women-owned businesses (WBE) and companies providing apprenticeship opportunities
  2018: See table below*   Goal: To be created
  *Data on apprenticeships being calculated

Construction Contracts for Primes and Subs ($54,741,472)

Micro-LBE	MBE	WBE
$13,666,429	$4,754,450	$494,148
24.90%	8.60%	0.08%

Goods and Services and Professional Services Contracts ($71,102,108)

Micro-LBE	MBE	WBE
$335,435	$322,901	$899,851
0.50%	0.50%	1.20%

- # of new companies filing W-2s for withholding
  2018: Being calculated   Goal: To be created

- # of new MLBE vendors registered to do business with the City
  2018: 4 new (26 total)   Goal: 15

Objective 3: **Increase residents' educational attainment, employment and wage growth.**

Strategies
1. Support post-secondary degree attainment and skilled-trades certification, particularly for people of color and first-generation students
2. Support attainment of livable wage employment (more than $15/hour) through influence on contractors and vendors
3. Support employment and workforce development efforts in historically marginalized communities and Neighborhoods of Focus
4. Increase the number of jobs supported by City incentives that pay at least $15/hour
5. Leverage the river restoration project for diverse economic growth opportunities

Draft Metrics

- % of residents earning above the Asset Limited, Income Constrained, Employed (ALICE) threshold*
  2018: 48%   Goal: To be created
  *$21,624 for a single-adult household and $64,788 for a four-person family in Kent County

- Unemployment rate
  2018: 3.7% (December)   Goal: To be created

- % of Grand Rapids Public Schools graduates that receive a post-secondary degree within six years of graduating
  2017: 18%   Goal: 40%

- % of real earned income growth for full-time wage and salary earners aged 25-64
  2018: Being calculated   Goal: To be created

- % difference between the percentage of white (non-Hispanic) population who are employed and the percentage of people of color (including Latino and Hispanic) who are employed (i.e. Employment Gap)
  2018: 11.1%*   Goal: 9%
  *Kent County, 5 year American Community Survey (ACS) Estimate

- # and % growth in number of employees based on the number of W-2s
  2018: Being calculated   Goal: To be created

Objective 4: **Support housing development and services that help keep people in their homes.**

Strategies
1. Facilitate increased housing supply through the development of a variety of housing types
2. Facilitate increased affordable housing supply
3. Reduce barriers to housing and home ownership
4. Support services to help people stay in their homes
5. Prioritize geographic areas to target economic development incentives for housing development

Draft Metrics

- % of households that spend more than 30% (cost-burdened) and 50% (severely cost-burdened) of their income on housing
  2018: Being calculated   Goal: To be created

- # of net new housing units by type and price point (i.e. single-family, multi-family, 60% AMI, 80% AMI, etc.)
  2018: 1,358*   Goal: To be created
  *239 for households with income at or below 80% of the Area Median Income (AMI)

- Rental vacancy rate
  2018: Being calculated   Goal: To be created

- Months supply of homes for sale
  2018: Average 1.5   Goal: To be created

- Homeownership rate
  2018: 54%*   Goal: To be created
  *American Community Survey (ACS) Estimate

- # of 61st District Court Eviction Cases
  2018: 3,730; rate per 100 households: 11.1%   Goal: To be created

- # of vacant lots returned from Kent County Land Bank Authority that are redeveloped for affordable housing
  2018: Not applicable   Goal: 10

Objective 5: **Support efforts that contribute to making Grand Rapids a destination City.**

Strategies

1. Collaborate with community partners to market Grand Rapids as a destination city
2. Promote a range of special events that highlight and celebrate the arts, cultural diversity, outdoor recreation and innovation in the community
3. Maintain and enhance quality, accessible public spaces (not green spaces)
4. Partner with Downtown Grand Rapids Inc. (DGRI), The Right Place and Experience Grand Rapids to promote Grand Rapids for business and tourist attraction opportunities
5. Support efforts of Corridor Improvement Authorities to promote neighborhood business districts

Draft Metrics

- # of art, cultural, outdoor recreation or unique events permitted by the City annually
  2018: 254   Goal: 250

- # of hotel nights
  2018: Being calculated   Goal: To be created

- # of visitors
  2018: Being calculated   Goal: To be created

- Occupancy rate of commercial real estate in downtown Grand Rapids and in Grand Rapids as a whole
  2018: Being calculated   Goal: To be created

Engaged and Connected Community

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

Objective 1:   **Enhance communication with the public.**

Strategies

1. Vet major issue and incident communications with the Office of Communications and share with Commissioners prior to public announcement
2. Develop customer friendly communication protocols including, but not limited to, readability, clarity, representation and style
3. Designate and train staff to create and vet public communications through a lens of equity and inclusion
4. Establish target response times to external customer inquiries
5. Leverage technologies to proactively and effectively communicate about City services
6. Intentionally and clearly communicate policies, programs and processes to the immigrant community

Draft Metrics

- # or % of staff trained on communication protocols
  2018: Protocols not yet created   Goal: To be created

- % of external customer inquiries responded to within target response time disaggregated by department
  2018: Tracking system not created   Goal: To be created

- # of Freedom of Information Act (FOIA) requests received
  2018: 1,703   Goal: To be created

- # of unique website visits per year
  2018: 1,273,000   Goal: To be created

Objective 2: **Develop a community engagement strategy across all City programs and initiatives.**

Strategies

1. Map all existing and planned community engagement efforts across all departments
2. Develop equity-centered protocols, standards, training and staff skills for community engagement
3. Create a community engagement guidebook and training curriculum
4. Identify outreach and engagement gaps, such as with historically marginalized populations, and create a plan to address those gaps
5. Increase participation in Census 2020
6. Identify trusted voices in the community to collaborate with for future engagement efforts
7. Track attendance of community engagement activities to learn patterns and test targeted approaches
8. Create and test a tool that compares community feedback to approved plan/initiative (i.e. Master Plan) and implementation, when appropriate and where feasible, with notation of differences

Draft Metrics

- # of engagement events led by the City or where the City is a key partner disaggregated by department
  2018: Data not previously collected   Goal: To be created

- # of people participating in events led by the City or where the City is a key partner disaggregated by department
  2018: Data not previously collected   Goal: To be created

- % of staff with outreach responsibilities trained in community engagement per the community engagement guidebook
  2018: Training not yet created   Goal: To be created

- % increase in Census completion among hard to count populations
  2018: Census not conducted   Goal: To be created

Objective 3: **Create a process to gauge and enhance community perception.**

Strategies

1. Survey community for their perception of City services, events, programs and facilities
2. Assess residents' sense of belonging in the city
3. Create a process for incorporating feedback to refine and improve outcomes
4. Communicate more about successful programs and outcomes achieved by the City

Draft Metrics

- % of customers who report being satisfied or very satisfied with the overall quality of services provided by the City
  2018: Survey not yet conducted   Goal: To be created

- % of residents who express high levels of satisfaction with the outcomes of their engagement with the City
  2018: Survey not yet completed   Goal: To be created

- % of stakeholders who report a sense of belonging
  2018: Survey not yet completed   Goal: To be created

- % of stakeholders who believe the City values authentic dialogue with them
  2018: Survey not yet completed   Goal: To be created

- # of people and organizations surveyed and % completion
  2018: Survey not yet completed   Goal: To be created

Objective 4: Elevate resident voice in City operations.

Strategies

1. Develop equitable opportunities for resident service on boards and commissions and offer onboarding process for successful participation
2. Increase resident awareness of opportunities to leverage their voice
3. Leverage partnerships and neighborhood leadership to gather and lift up resident voice
4. Elevate resident voice in the Master Plan

Draft Metrics

- # of total engagement activities focused on resident issues disaggregated by department
  2018: Data not previously collected   Goal: To be created

- # of total residents participating in engagement activities disaggregated by department
  2018: Data not previously collected   Goal: To be created

- % variance between the percentage of residents of a particular race/ethnicity represented on City Boards and Commissions compared to the percentage of that race/ethnicity in the overall city
  2018: Data not previously collected   Goal: To be created

- % voter participation
  2018: 56%* (27% - 77% range by precincts)   Goal: To be created
  *Average across the City for 2018 General state election, based on 136,946 registered voters

- # of residents participating in City in-depth learning opportunities (i.e. Our City Academy, Neighborhood Leadership Academy and Grand Rapids Neighborhood Summit)
  2018: 399   Goal: To be created

Health and Environment

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

Objective 1:   **Reduce carbon emissions and increase climate resiliency.**

Strategies

1. Create carbon reduction goals and integrate goals into appropriate City plans, including the Comprehensive Master Plan
2. Reduce the carbon footprint of City operations (buildings, utilities and fleet)
3. Assess the feasibility and cost of offsetting 100% of City electricity with renewable sources by FY2025
4. Create and support programs and policies to reduce carbon emissions from the building and transportation sectors throughout the community
5. Create a Climate Action and Adaptation Plan in partnership with the community
6. Work with community partners and businesses to achieve a 40% tree canopy

Draft Metrics

- Carbon footprint of city buildings, utilities and fleet (metric tons of carbon dioxide equivalents)
  2018: 59,088*   Goal: To be created
  *Fleet not included

- % of City electricity supplied by renewable sources
  2018: 34%   Goal for June 30, 2025: 100%

- % of tree canopy
  2018: 34%   Goal: 40%

Objective 2:   **Ensure equitable access to and use of green spaces and increase recreational activities.**

Strategies

1. Expand parks and active open spaces to reduce disparities in park deficient neighborhoods
2. Increase grade level of park maintenance as prescribed in Parks and Recreation Master Plan
3. Increase accessible, diverse and inclusive recreational programs and facilities to encourage utilization by all races, ages and abilities
4. Close gaps in the City's segments of the regional multi-use trail system
5. Increase the number of children connected to nature through expanded recreational and youth employment opportunities and through increased access to natural areas

Draft Metrics

- % of households within a 10 minute walk of a park or active green space
  2018: 77%   Goal: 81% (5% increase)

- Acres of accessible City-owned parks per 1,000 residents
  2018: 5.5 (total City), 3.71 (Neighborhoods of Focus)
  Goal: > 9.5 acres within Neighborhoods of Focus

- % of parks rated maintenance level B or greater
  2018: 15.4%   Goal: To be created

- # of participants in recreation programs per year
  2018: Data not previously collected   Goal: To be created

- # of centerline miles of 8-foot or wider multi-use trail within the City
  2018: Being calculated   Goal: To be created

- # of natural areas and green playground sites added in underserved neighborhoods
  2018: 0   Goal : 5

Objective 3: **Protect and preserve our water resources.**

Strategies

1. Create and implement a PFAS reduction plan for the Water Resource Recovery Facility (WRRF) and monitoring plans for both the Lake Michigan Filtration Plant and the WRRF

2. Implement the Lead Service Line Replacement Plan

3. Increase and maintain green infrastructure to strategically reduce stormwater system burdens

4. Achieve the Water and Environment Federation's Green Infrastructure Certification

5. Research and understand why residential water/sewer services are shut off and create innovative solutions to avoid the shut off of services

6. Identify and implement water conservation strategies within City operations and for customers

7. Collaborate with partners, within the City and in upstream communities, to increase the overall water quality of the river

Draft Metrics

- PFAS effluent result from the Water Resource Recovery Facility
  2018: PFOS average was 42 ng/l with a high of 200 ng/l (Water Quality Limit = 12 ng/l) and PFOA average was 12 ng/l with a high of 19 ng/l (Water Quality Limit = 12,000 ng/l)
  Goal: To be created

- % of water connections with lead service line replacements completed per year
  2018: 1.63%   Goal: 5%

- Gallons of stormwater infiltrated
  2018: Being calculated   Goal: 1% increase

- # of residential accounts experiencing water/sewer shut offs
  2018: 2,401   Goal: To be created

- # of residents using the water/sewer bill assistance fund (85% of users must be below 200% poverty level)
  2018: 1,635   Goal: To be created

- Gallons of water pumped from treatment plant per person per day normalized for weather impacts
  2016 - 2018 annual average: 119   Goal: To be created

- % water loss from water distribution
  2018: 10.7%   Goal: < 10%

- Water Quality Index for the Grand River (average measure from multiple points upstream, downstream and within the City)
  2018: 70   Goal: 70

Objective 4: **Minimize waste generation and promote waste diversion practices.**

Strategies
1. Evaluate advanced refuse collection system that combines trash, recycling and composting services bundled together
2. Improve the quality and amount of recycling collected throughout the City
3. Enhance compost operations for the community
4. Implement waste diversion programs within City operations

Draft Metrics
- Residential waste diversion rate
  2018: 23%*   Goal: To be created
  *Does not include yard waste

- # of City facilities that have implemented a zero waste program
  2018: Program does not currently exist   Goal: To be created

- Tons of compost processed onsite at Domtar
  2018: Process not created yet   Goal : To be created

Objective 5: **Collaborate with and support partners working to reduce health disparities and the resulting undesired outcomes.**

Strategies
1. Collaborate with partners to increase resources available to address lead-based paint hazards
2. Collaborate with Invest Health and other partners to evaluate how additional community support can be provided to people suffering from mental health challenges and/or addiction, with a focus on evaluating residents that are both high users of emergency services and frequently incarcerated
3. Evaluate opportunities to decrease opioid abuse
4. Continue to collaborate with Invest Health to implement a process to implement "Health in All" policies
5. Evaluate policy options to support urban agriculture
6. Measure and understand air quality and the health impacts of poor air quality

Draft Metrics
- % of children with elevated blood lead levels per tested child
  2018: 6% (City), 10% (49507)   Goal: To be created

- # of calls for Grand Rapids emergency services by people experiencing mental health challenges and/or addiction
  2018: Data not previously collected   Goal: To be created

- # of emergency room visits by people experiencing mental health challenges and/or addiction
  2018: Data not previously collected   Goal : To be created

- # of people experiencing mental health challenges and/or addiction who have been incarcerated
  2018: Data not previously collected   Goal : To be created

- # of opioid overdose deaths per 100,000 people
  2017: 93 (all of Kent County)   Goal : To be created

- # of air quality data points shared publicly
  2018: Program not in place   Goal : To be created

Mobility

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

Objective 1: **Create an accessible multi-modal transportation experience and reduce single-occupant vehicle travel.**

Strategies

1. Improve ridership on and explore expansion of the Fare Free transit network (i.e. DASH, Route 19) and The Rapid
2. Increase biking by improving bicycle network and ensuring facilities are maintained
3. Increase walkability by increasing sidewalk network and ensuring facilities are maintained
4. Create employment related transportation solutions within Neighborhoods of Focus
5. Reduce household transportation costs and eliminate cost barriers to accessing mobility solutions

Draft Metrics

- % of annual trips to work where people use transit, walking, biking and ride sharing
  2017: 20.9% total (Transit: 4.2%; Walking: 3.8%; Biking: 2.2%; (combined with taxi and motorcycle in Census data); Ridesharing: 10.7%)
  Goal: 55% total (transit: 20%; Walking: 10%; Biking: 5%; Ridesharing: 20% by 2035)

- % of population within a ¼ mile of 15 minute or less public transit service all day
  2018: 19.5% (72.8% for peak service times)   Goal: 50%

- % of sidewalk network plowed
  2018: Service not previously offered   Goal: 25%

- # of sidewalk miles completed
  2018: 921.93   Goal: 1,107.33

- # of feasible locations needing American with Disabilities Act (ADA) compliant ramps installed
  2018: 7,153   Goal by FY2024: 5,653 (improve 1,500)

- # of jobs accessible in a 30 minute transit ride
  2018: 108,924 (cnt.org)   Goal: 150,000

- % of 18+ year olds aware of travel options
  2018: Survey not previously completed   Goal: To be created

Objective 2 — Pursue innovative, 21st century mobility options.

Strategies

1. Pilot new mobility programs (carshare, bikeshare, e-scooter and Universal Dispatch Application) and ensure that they are available and accessible in each Ward and the Neighborhoods of Focus
2. Develop a regional mobility and transportation demand management program with public and private partners
3. Pilot autonomous and connected vehicle services
4. Complete a shared micro-mobility plan that includes bikeshare and e-scooters
5. Create innovative and active City fleet programs and travel options for City employees

Draft Metrics

- # of 18+ year olds using carshare, bikeshare, e-scooter and Universal Dispatch Application
  2018: Programs not previously offered   Goal: To be created

- # of 18+ year olds using autonomous and connected vehicle services
  2018: Programs not previously offered   Goal: To be created

- # and % usage of City-owned electric vehicle charging stations
  2018: 8 public charging stations with 16 ports and 3 fleet chargers with 6 ports
  Goal: 20 public charging stations with 40 ports and 6 fleet chargers with 12 ports

- % of 18+ year olds aware of new mobility travel options
  2018: Survey not previously completed   Goal: To be created

Objective 3 — Develop an effective, customer responsive parking system.

Strategies

1. Develop future proofed parking developments (e.g. parking facilities that can convert to other uses)
2. Educate and inform the public on parking options and new technology
3. Develop a Parking Master Plan to guide future investments
4. Modernize parking equipment to allow for multiple forms of payment

Draft Metrics

- % occupied on and off-street parking in Downtown and neighborhood business districts
  2018: ~95% for off-street monthly permits (baseline to be developed for on-street)
  Goal: 85% occupancy for on and off-street parking

- % of 16+ year olds aware of parking options
  2018: Survey not previously conducted   Goal: To be created

Objective 4: **Operate and maintain the City's transportation network and work with partners to connect to the regional transportation network.**

Strategies

1. Coordinate transportation investments with regional partners
2. Develop, operate and maintain transportation infrastructure (e.g. signals, sidewalks, roads/streets and bridges)
3. Perform critical needs assessment of freight and goods infrastructure
4. Complete the Equitable Economic Development and Mobility Strategic Plan

Draft Metrics

- % of roads in state of good repair (70% or better with 5+ PASER rating)
  2018: 61%   Goal: 70%

- % of signals meeting state of good repair (signals less than 10 years old)
  2018: 20%   Goal: 50%

- $ invested annually in signals, sidewalks, roads/streets and bridges
  FY2019: $26.6M   Goal: Average $32.4M for FY2020-FY2024

- % of 18+ year olds aware of new mobility travel options
  2018: Survey not previously completed   Goal: To be created

Safe Community

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

Objective 1: **Develop knowledge and skills across City departments to better prepare for emergencies with a particular focus on our ability to deliver safety services to vulnerable and historically marginalized populations.**

Strategies

1. Create plans and communication strategies for all major risks within the city
2. Ensure all City employees assigned an emergency operations center role or cross functional field work during major emergencies are trained to the appropriate level
3. Pursue data driven and evidenced-based strategies to address root causes of police and fire related emergencies (i.e. Cure Violence Assessment)
4. Cross-reference code compliance data with fire and police department information systems
5. Employ multi-disciplinary approaches, data-driven improvements, and broad policy changes to determine effective strategies for protecting vulnerable road users and for the creation of safer roadways

Draft Metrics

- % of designated employees trained to the appropriate National Emergency Management Certification level
  2018: 70%   Goal: 90%

- % of community members who say they feel response to weather related emergencies is delivered effectively
  2018: Survey not previously conducted   Goal: 90%

- % of Grand Rapids Police Department Community Policing Specialists trained in Crime Prevention Through Environmental Design
  2018: Being calculated   Goal: To be created

Objective 2: **Create a shared understanding with the community regarding timely, equitable and effective safety outcomes and align performance expectations and resource investments accordingly.**

Strategies

1. Increase critical metric compliance for fire, hazardous materials, technical rescue, water rescue and EMS response to 90%
2. Increase police critical performance metrics when responding to emergency incidents
3. Develop the ability to effectively communicate, staff, manage and respond to major weather events, including activation of the City's Emergency Operations Center (EOC)
4. Develop the ability to effectively communicate, staff, manage and respond to social and environmental risks resulting from opioids, mental health challenges, active violence, micro-mobility, autonomous vehicles and the reactivation of the Grand River
5. Identify transportation safety issues through data analysis, staff expertise and community inputs and equitably deliver appropriate and effective solutions throughout the community
6. Develop and implement a data-driven, actionable and comprehensive Vision Zero transportation safety plan with meaningful input from the community
7. Ensure civil and criminal court cases are processed in an efficient and timely manner

Draft Metrics

- % critical performance compliance for fire response including both distribution and concentration measures
  2018: Distribution 86.7%, Concentration 93.14%   Goal: > 90%

- % of police responses to in-progress (priority 0– 3) calls for service within 8 minutes and 30 Seconds
  2018: Being calculated   Goal: 85%

- # of crashes and crash rates in relation to traffic counts and vehicle speeds by mode
  2018: Being calculated   Goal: To be created

- # of serious injuries and fatalities by mode
  2018: 155 serious injuries (5 bicyclists, 115 cars/light trucks, 6 motorcycles, 25 pedestrians, 4 other) and 15 fatalities (0 bicyclists, 8 vehicles, 4 pedestrians, 2 motorcycle) from 87 crashes
  Goal: 0 (long-term Vision Zero goal)

- $ invested in addressing transportation safety issues broken down into all the E's of safety (Evaluation, Enforcement, Engineering and Education)
  2018: Being calculated   Goal: To be created

- % of criminal cases completed (initiation to close) within 126 days
  2018: 94%   Goal: 90%

- % of civil cases completed (initiation to close) within 84 days
  2018: 95%   Goal: 90%

Objective 3: **Enhance partnerships within the community to recover from significant incidents that occur in the City.**

Strategies

1. Create a fully functional neighborhood recovery center within a reasonable distance of the impacted area within 24 hours of an extended major emergency for geographically specific incidents
2. Standardize use of building referral forms to properly document and inform code compliance and the fire department of potential hazards
3. Properly document large scale incidents using National Incident Management Forms to preserve the lessons learned, update current operating guidelines and apply for reimbursement from State or National funds if applicable

Draft Metrics

- % of time staff critically review the City's response to an emergency requiring primary personnel operate the Emergency Operations Center (EOC) 60 days after the incident occurred
  2018: 100%   Goal: 100%

Objective 4: **Provide professional community oriented policing services to enhance trust, and ensure the legitimacy of the police department and the safety of every resident, business and visitor.**

Strategies

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

Draft Metrics

- % of beats covered 24/7/365
  2018: Being calculated   Goal: 100%

- % of Part I and II index crime rates by service area
  2018: 18,705 (Central 12%, East 25% North 20% South 24% and West 19%)
  Goal: To be created

- # of uniformed personnel trained in Crisis Intervention Training
  2018: 19   Goal: To be created

- # of community events participating in and # of officers participating in community events
  2018: Being calculated   Goal: To be created

- % of Freedom of Information Act (FOIA) requests denied by the City that were overturned by the court
  2018: 0%   Goal: 0%

- % of Civilian Appeal Board findings that differ from Internal Affairs Unit findings
  2018: 0%   Goal: To be created

- # of complaints filed against sworn and civilian Grand Rapids Police Department employees submitted to Internal Affairs broken down by outcome
  2018 Unreasonable use of force: 16 exonerated, 1 unfounded, 0 sustained
  2018 Biased policing: 5 exonerated, 3 not sustained, 0 sustained
  Goal: To be created

- % of annual average Elucd scores measuring residents' level of trust, satisfaction and how safe they feel
  2018: Survey finalized late in 2018   Goal: To be created

Objective 5: **Support efforts to ensure all residents have safe, stable and permanent housing.**

Strategies

1. Actively partner in community efforts to end homelessness
2. Support programs that provide permanent housing solutions through the use of evidence-based practices
3. Support, leverage and promote home repair and home safety services to improve safety and maintenance of existing housing supply
4. Identify all touch points with residents regarding housing and cross-promote services to improve the health, safety, efficiency and affordability of homes
5. Increase the number of occupied rental dwellings certified

Draft Metrics

- # of persons experiencing homelessness
  2018: 8,458   Goal: To be created

- # of persons experiencing homelessness or at risk of homelessness that became stably housed
  2018: Being calculated   Goal: To be created

- # of homes receiving subsidized home repair services annually from the City
  2018: 456   Goal: 455

- % of Code Compliance cases with correction orders over six months old
  2018: 17%   Goal: < 15%

- % of occupied rental dwellings certified
  2018: 90.9%   Goal: Greater than 95%

Implementation

We must successfully implement this plan to focus the City's finite resources to achieve our desired outcomes. The creation of a strategic plan is the first step in an important journey to achieving more equitable, effective and sustainable operations.

With the completion of this written plan, we now turn our focus to creating a robust implementation process that will include:

- Establishing a performance management team responsible for managing the successful implementation of the plan
- Assigning accountability to staff for measuring, tracking, accomplishing and reporting on the progress of strategies and metrics
- Creating a robust information and data tracking system that supports detailed analysis of performance
- Training staff on the plan, implementation process and performance management expectations
- Establishing a cadence of report-outs on progress, which will include internal staff reporting as well as an annual report to the Commission and public
- Publishing performance information and data publicly on the website and through other communication methods
- Updating the plan as needed
- Reorganizing the budget and budget process to align with the plan
- Integrating strategic plan performance measures into employee evaluations

Each year, the City Manager proposes the City's budget around April. As a part of the budget proposal, the City Manager will highlight the key strategies from this plan that we are investing in for the upcoming fiscal year, which runs from July 1 through June 30. This plan is a four year plan and we are working to understand how we can invest to achieve our desired outcomes within this timeframe. We will be learning as we go for these first few years, but we are excited to be on this journey and we hope that this plan helps you better understand our priorities and direction.

Find information about this plan and monitor our performance at:
www.grandrapidsmi.gov/strategicplan

Contributors

Thank you to our plan contributors!

Strategic Plan Project Manager
Alison Waske Sutter

Consultant
Scott Patton, Plante Moran

Executive Steering Team
Mark Washington
Eric DeLong
Jeff Dood
Desiree Foster
Becky Jo Glover
John Globensky
John Lehman
Alison Waske Sutter

City Commissioners
Rosalynn Bliss
Joseph Jones
Ruth Kelly
Senita Lenear
Nathaniel Moody
Jon O'Connor
Kurt Reppart

Outcome Teams

Governmental Excellence
Lou Canfield*
Alison Waske Sutter*
Patti Caudill
Jose Capeles
Laura Cleypool
Molly Eastman
Jon Oeverman
Gary Secor

Economic Prosperity and Affordability
Erin Banchoff*
Brandon Davis*
Jono Klooster*
Lynn Heemstra
AJ Hills
Kristin Turkelson

Engaged and Connected Community
Alex Melton*
Layla Aslani
Asante Cain
Stacy Stout*
Evette Pittman
Amy Snow-Buckner

Health and Environment
Alison Waske Sutter*
Karyn Ferrick
Mike Grenier
David Marquardt
Nicole Pasch
Sharra Poncil

Mobility
Josh Naramore*
Rick DeVries
Hank Kelley
Gary Reimer
Juan Torres

Safe Comunity
Brad Brown*
Geoffrey Collard*
Dan Adams
Kristin Bennett
Eric Jordan
Kevin Santos
Johanna Schulte

* = Project Team Member   Underline = Equity Champion

Video Team
Jessica Croel
Sirena Johnson
Sammie Kolk
Travis Scott

Administrative Support Team
Alicia Bernt
Izamar Contreras-Alvarado
Gricelda Estrada
Kristine Jaros

Report designed by Alex Melton