



FY2024 Annual
Performance
Presentation

September 24,
2024

REPORT OBJECTIVES

Review Citywide performance in FY2024 (July 1, 2023 – June 30, 2024)

Serve as a foundation for future planning



FUTURE UPDATES AND DISCUSSIONS ON STRATEGY AND PERFORMANCE

Sept. 20, 2024	Staff Leadership Retreat
Sept. 24, 2024	FY2024 Annual Performance Presentation
Nov. 13, 2024	Commission Prioritization Workshop & Commission Retreat
Feb. 2025	FY2025 Mid-year Performance Update
April 2025	City Manager presents FY2026 Preliminary Fiscal Plan/Budget
May 2025	Commission adopts FY2026 Final Fiscal Plan/Budget
Sept. 2025	FY2025 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.

FY2024 FOCUS AREAS AND KEY TOPICS

SP Priority	Commission Focus Areas	Key Topics	
Governmental Excellence	<ul style="list-style-type: none"> Fiscal Sustainability Talent Attraction & Retention 	<ul style="list-style-type: none"> Financial Report Enterprise Resource Planning Facilities Assessment 	<ul style="list-style-type: none"> Third Ward Equity Fund Second Ward Corridor Improvement Legislative Opportunities
Economic Prosperity & Affordability	<ul style="list-style-type: none"> Housing & Homelessness Economic Recovery 201 Market Development Community Master Plan 	<ul style="list-style-type: none"> Affordable Housing Fund Cannabis Excise Tax Allocation Process Major Projects: 201 Market/Amphitheater, Greenway 	<ul style="list-style-type: none"> Revitalization and Placemaking (RAP) Grant Community Transformation Fund River Redevelopment 201 Market Development Community Master Plan
Engaged & Connected Community	<ul style="list-style-type: none"> Participatory Budgeting 	<ul style="list-style-type: none"> Neighborhood Associations Immigrant/Refugee Community Engagement Participatory Budgeting Implementation 	<ul style="list-style-type: none"> National Civic League (NCL) safe community engagement Commission Night Out Feedback



FY2024 FOCUS AREAS AND KEY TOPICS (continued)

SP Priority	Commission Focus Areas	Key Topics	
Mobility	<ul style="list-style-type: none"> Climate Change Economic Recovery 	<ul style="list-style-type: none"> Parking Rates DASH Update 	<ul style="list-style-type: none"> Parking Enforcement / Speed Trailers
Health & Environment	<ul style="list-style-type: none"> Climate Change Parks and Park Amenities 	<ul style="list-style-type: none"> Communitywide Greenhouse Gas Emissions and Target Municipal Renewable Energy Climate Action and Adaptation Plan Equitable, Healthy and Zero Carbon Buildings Initiative (E.H.Zero) Materials Management System 	<ul style="list-style-type: none"> Urban Agriculture Park Improvements and Acquisitions Reducing Childhood Lead-Based Paint Exposure/Residential Rental Certification Program Opioid Settlement Funding
Safe Community	<ul style="list-style-type: none"> Public Safety Reform Crime Prevention & Violence Reduction 	<ul style="list-style-type: none"> Place-Based Pilots / Collective Impact Fire Training Center & Stations / Coldbrook 	<ul style="list-style-type: none"> Co-Response: Homeless Outreach Team (HOT) and the Mobile Crisis Response Team Police Department Action Plan and Strategic Plan Update

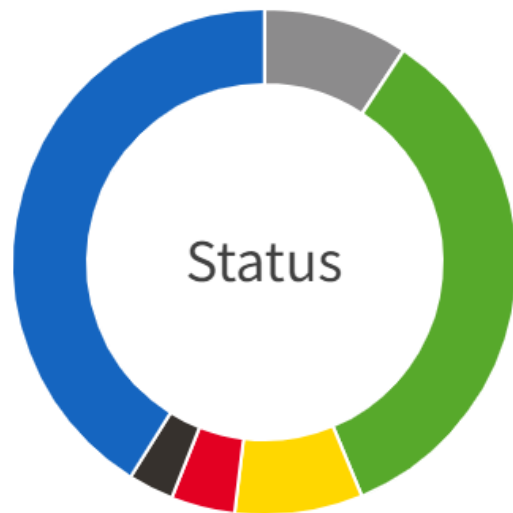


FY2024 OVERALL STRATEGIC PLAN PERFORMANCE

6 Strategic Priority	100 Strategy	334 Activity
--------------------------------	------------------------	------------------------

76% of the FY24 activities were either completed or on track

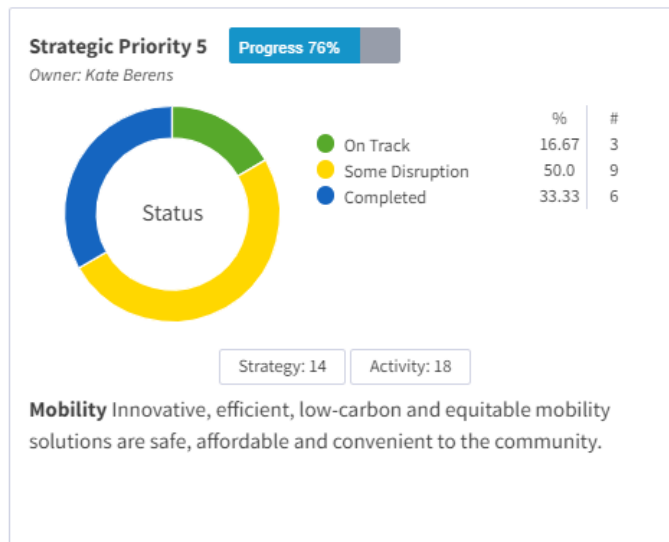
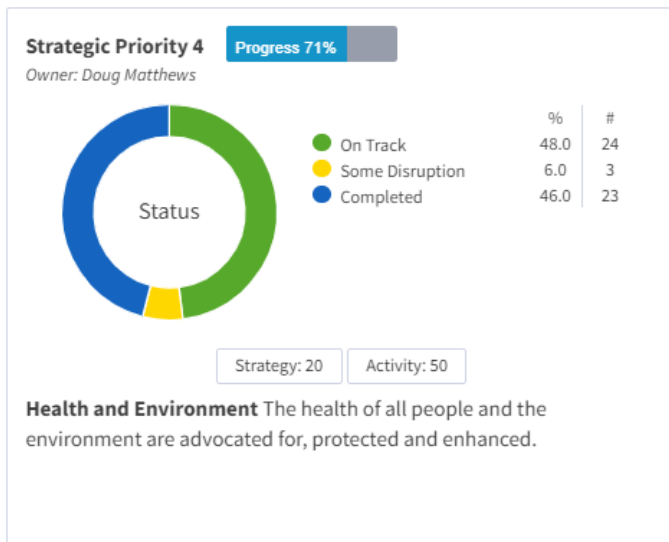
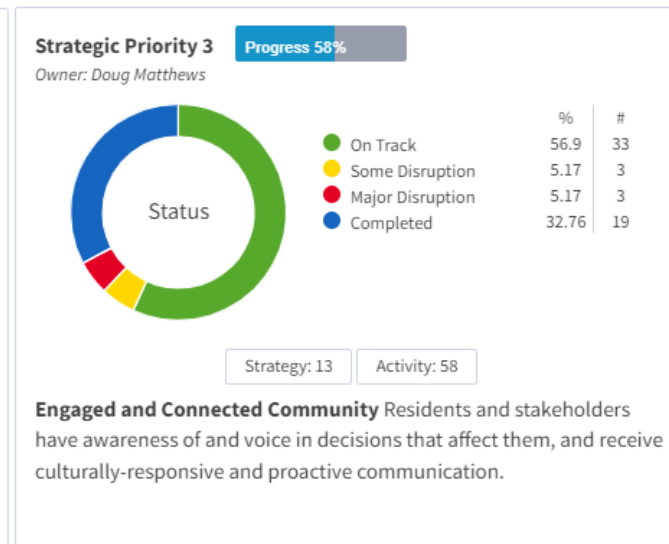
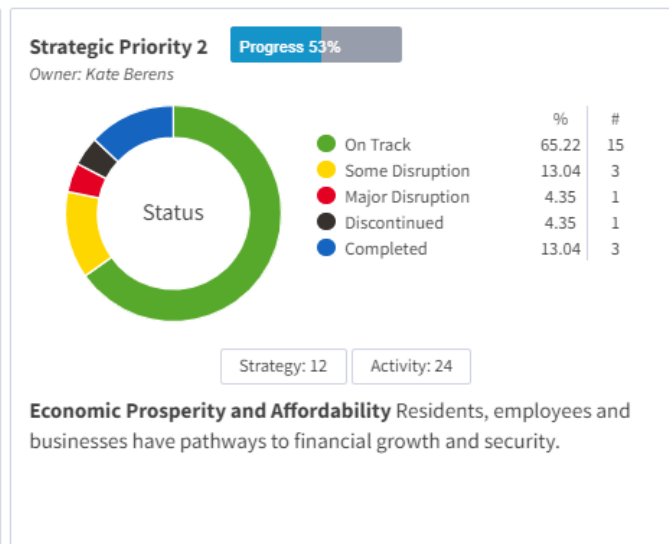
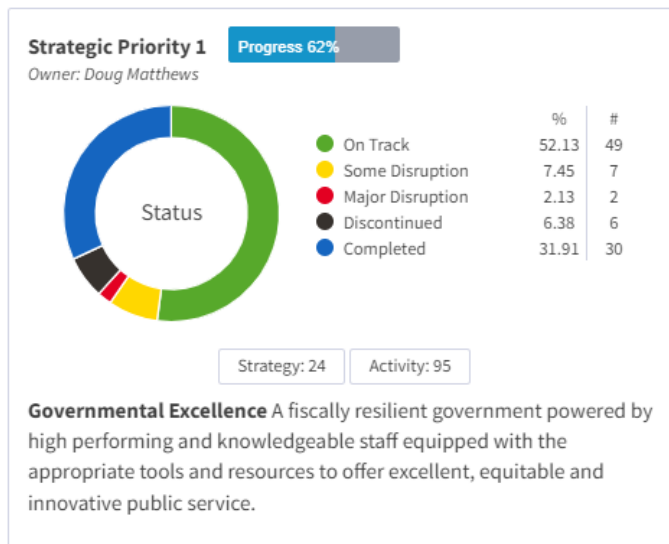
Overall Summary



	%
● Status Pending	9.25
● On Track	34.48
● Some Disruption	8.19
● Major Disruption	4.1
● Discontinued	2.91
● Completed	41.08



FY2024 STRATEGIC PLAN PERFORMANCE BY PRIORITY





Governmental Excellence

GOVERNMENTAL EXCELLENCE

FY2024 OBJECTIVES AND KEY INVESTMENTS



Str Plan Objective	FY2024
<p>Embed Equity</p>	<ul style="list-style-type: none"> • Continue Third Ward Equity Fund • Offer expanded diversity, equity and inclusion staff training • Maintain and build capacity of employee resource groups • Environmental Services Dept. engaging more MLBEs in smaller mowing contracts • Launch Seeding Justice nonprofit
<p>Fiscal Sustainability</p>	<ul style="list-style-type: none"> • Contract with Guidehouse for ARPA allocation, tracking and compliance • Continue state and federal legislative advocacy • Improve staff support for grants management
<p>Employees</p>	<ul style="list-style-type: none"> • Hire a Human Resources Assistant Director, continue a compensation study, update recruiting and organizational development (OD) systems • Expand employee wellness offerings, including new wellness app • Continue GRow1000 youth employment initiative • Expand Water Career Program, Public Works Academy, Executive internships



GOVERNMENTAL EXCELLENCE

FY2024 OBJECTIVES AND KEY INVESTMENTS (continued)



Str Plan Objective	FY2024
Facilities / Workspaces / Technology	<ul style="list-style-type: none"> • Complete a City facilities study/master plan • Implement an Enterprise Resource Planning (ERP) replacement • Increase Internet bandwidth for Grand Rapids Public Library • Provide new technology and training for appraisers • Make improvements to City Hall/County Building, including ADA accessibility and Phase II of HVAC system • Phased relocation of City services from 201 Market in preparation for Amphitheater construction
Strategic Planning and Performance Management	<ul style="list-style-type: none"> • Improve performance management and reporting • Refine strategic plan tracking system
Innovation and Continuous Learning	<ul style="list-style-type: none"> • Expand innovation and continuous improvement focus including Team participation in Alliance for Innovation
Financial, Legislative and Policy Partnerships	<ul style="list-style-type: none"> • Continue to advocate for state and federal investment and policy priorities • Collaborate with Guidehouse on federal funding opportunities



GOVERNMENTAL EXCELLENCE

FY2024 SELECT ACCOMPLISHMENTS



- Passed a \$690 million FY2025 budget.
- Agenda management for Commission meetings migrated to OneMeeting platform; indexed streaming video and public comment sign-up add-ons pending.
- ERP implementation continues; Oracle Enterprise Performance Management (EPM) for Budget is expected to go live in October 2024, Finance/ERP and HR/HCM is expected to go-live in January 2025.
- Citywide Facilities Master Plan assessments and engagement have been completed; consultant report is under review and will be presented for discussion in fall.
- Successfully transitioned health and pharmacy administration to Priority Health and Disclosed RX, with a forecasted savings of \$10.9M over three years.
- Obtained key legislative policy amendments to allow for increased local hotel/motel tax, tax increment financing for housing (Brownfield Act), and a city land bank.
- By embedding innovative practices throughout the City organization, the Innovation Office realized more than \$300,000 in direct cost savings and avoided contract/consulting services costs.
- Launched Seeding Justice non-profit and provided initial round of funding as part of Cannabis Social Equity Policy.
- Accelerated work on a citywide Compensation and Classification study from 36 months to 16 months. This work is expected to be complete in spring 2025.
- Secured \$6M for MLK Park Lodge, \$35M for fire stations, and \$1M for the election center through the state appropriations process and \$960k for Butterworth Street stormwater through the federal appropriations process. In total, the City was awarded more than \$60 million in competitive grants and submitted more than \$75 million in grant applications



GOVERNMENTAL EXCELLENCE

FY2024 SELECT ACCOMPLISHMENTS (continued)



- Continued development of leadership competencies to improve organizational effectiveness.
- Engaged in high priority strategic planning to establish clear vision and future operational/policy guidance:
 - Facilities Master Plan
 - Community Master Plan
 - Police Department Strategic Plan update
 - Citywide capital project financing
 - Enterprise Resource Planning (ERP)
 - Safe community collective action
 - Community engagement framework
 - Climate Action and Adaptation Plan
 - Materials management
- Performance Management and Reporting Specialist continued to analyze, expand, refine, and streamline data and metrics collection Citywide.
- 61st District Court transitioning to alternative sentencing model.
- Updated metrics and frequency of updates to Police Department online dashboard, to include historic information.
- Citywide mid-year and annual performance reports provided publicly to Commission.
- 311 Customer Service average call wait time has decreased from approximately 7 minutes to 1 minute.
- Increased employee wellness program participation to 65% (vs. goal of 55%).



GOVERNMENTAL EXCELLENCE

KEY METRICS MEASURED THROUGH JUNE 30, 2024



Strategic Priority	METRIC	Measure FY or CY	FY 2020 End (or) CY 2019 End	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	CY 2024 Mid	Current Target
GE.1.2	Dollars of Third Ward Equity Fund budgeted	FY	\$750,000			\$1 Million	\$1.14 Million	-	Measuring
GE.1.3	Dollars in approved budget that supports projects that advance equity	FY	\$14 Million	\$25 Million	\$25.6 Million	\$36 Million	\$49.2 Million	-	> Previous FY
GE.1.6	Municipal Equality Index Score	FY	92	92	92	100	100	-	100
GE.2.1	General Operating Fund (GOF) fund balance	FY	25.6%	31.5%	46.7%	39.0%	-	-	≥ 15%
GE.2.2	Bond Rating	Varies	Aa2/AA	Aa2/AA	Aa2/AA	Aa2/AA	Aa2/AA	Aa2/AA	Aa1/AA+
GE.2.3	Percent of Actuarially Computed Employer Contributions (ACEC)	FY	100.0%	100.0%	100.0%	100.00%	100%	-	100%
GE.2.4	Percent change in number of online transactions	CY	22.11%	7.05%	7.89%	6.39%	2.00%	2.73%	2%
	Percent change in dollars of online payments collected	CY	18.20%	16.84%	17.68%	16.41%	12.52%	10.76%	5%
GE.3.1	Number of new hires that are persons of color	FY	33	28	47	64	55	-	≥ 40%
	Percent of new hires that are persons of color	FY	35.80%	27.45%	29.00%	33.86%	29.73%	-	persons of
GE.3.2	Percent employee turnover (total)	FY	7.86%	8.38%	12.29%	9.83%	13.37%	-	< 10%
	White	FY	7.55%	7.00%	11.24%	8.83%	12.84%	-	Measuring
	Person of Color	FY	9.59%	13.10%	17.52%	14.81%	15.66%	-	Measuring
GE.4.3	Percent of staff requiring remedial cybersecurity training	FY	21.17%		8.55%	6.30%	5.45%	-	≤ 7.1%
GE.4.4	Nationwide Cyber Security Review (NCSR) for the City (range 0-7)	CY	4.19	4.70	4.87	5.10	5.33	-	≥ 5.0
GE.5.1	Number and percent of Strategic Plan metrics measured and available (112 Total)	FY			39	41	80	-	Measuring
					35%	37%	71%	-	Measuring
GE.5.2	Number and percent of departments with departmental strategic plans including goals and KPIs	FY					8	-	Measuring
							29%	-	Measuring
GE.6.1	Number of teams creating consistent time and space for innovation work	FY			3	7	10	-	Measuring
GE.6.2	Number of staff learning about innovation through practice teams and skill building opportunities	FY			61	234	347	-	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
N/A	For National Community Survey - Data was not collected during this reporting period
-	Measuring but not currently available
#, %, \$, or Text	Measuring and reported, but does not represent a full reporting period

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





Economic Prosperity &
Affordability

ECONOMIC PROSPERITY AND AFFORDABILITY

FY2024 OBJECTIVES AND KEY INVESTMENTS



Str Plan Objective	FY2024
Community Master Plan	<ul style="list-style-type: none"> • Draft Community Master Plan with input from public engagement phase
Business and Resident Employment Growth	<ul style="list-style-type: none"> • Support Grand River Equity initiatives • Continue SmartZone Operator’s contract • Continue Downtown Grand Rapids Inc. (DGRI)/Grand Rapids Area Chamber of Commerce (GRACC) business retention and expansion partnership
Business Support	<ul style="list-style-type: none"> • Partner with Urban League on African American Business Voice Initiative • Support New Community Transformation Fund
Housing & Housing Stability	<ul style="list-style-type: none"> • Dedicate ARPA funds to affordable housing and housing stability services • Adopt zoning changes to add flexibility for housing types and requirements • Continue housing and homelessness investments: CDBG, HOME, HOME-ARP, and ESG
Destination City	<ul style="list-style-type: none"> • Continue investment in river restoration, river’s edge projects and river activation • Continue financial support for special events that align with City strategic objectives, including ArtPrize 2.0



ECONOMIC PROSPERITY AND AFFORDABILITY

FY2024 SELECT ACCOMPLISHMENTS



- Significant milestones achieved with project partners on Acrisure Amphitheater and planned soccer stadium.
- Affordable Housing Fund Board defined focus:
 - Funding projects to add units at scale
 - Monitoring landscape for emerging solutions
 - Assessing how to grow the fund
- \$6.2M RAP 2.0 grant approved: 5 projects, \$25M investment, 79 housing units (incl. 52 affordable, 14 homeownership).
- Through Community Development program investments:
 - 443 households received financial assistance and/or services that prevented or resolved homelessness
 - 4,420 people received fair housing education and outreach, 365 people received free legal counseling and/or representation, and discriminatory practices were eliminated in 1,879 housing units
- 15 new affordable housing units were completed.
- 3,894 code compliance cases addressed with 59 vacant or abandoned homes returned to productive use.
- 481 owner-occupied homes received minor repairs and 66 received substantial repair promoting health, safety, and energy efficiency; and 28 homes received access modifications for physical disabilities.



ECONOMIC PROSPERITY AND AFFORDABILITY

FY2024 SELECT ACCOMPLISHMENTS (continued)



- Minority contractor support:
 - \$24.7M in contracts secured by MBE/WBE/MLBE contractors through Economic Development's Inclusion Plan
 - 10% of Engineering projects awarded included MLBE as prime or subcontractor (\$11.5M)
 - Office of Equity & Engagement on-going work to increase utilization and spending with MLBEs with all City spending and supported projects
- African American Business Voice Initiative:
 - Partnered with Urban League of West Michigan to engage stakeholders, conceptualize consortia/roundtable model, compile business database, and frame engagement plan.
- Retail Retention & Attraction partnership with DGRI and Chamber:
 - 395 retail business visits
 - 71 new businesses – Ward 1 (12); Ward 2 (26); Ward 3 (16); DGRI Boundary (17)
- SmartZone results through first calendar year of operations resulted in:
 - 39 new companies
 - 182 jobs created paying at least \$20/hour
 - \$49.3 M in follow-up investments in GR-based high-tech companies
- Corridor Improvement Authority (CIA) investments:
 - \$492k Façade Improvement Grants
 - \$381k Streetscape Investments
 - \$89k Events and Sponsorships



ECONOMIC PROSPERITY AND AFFORDABILITY FY2024 SELECT ACCOMPLISHMENTS (continued)



Sovengard

1232 Bridge St. Westside CIA,
Project: \$30,000.

Improvements include aluminum
storefront and brickwork.

<-- Before

After-->



Public Art

Uptown CIA
\$6,000 per Project
Wealthy St. SE



ECONOMIC PROSPERITY AND AFFORDABILITY FY2024 SELECT ACCOMPLISHMENTS (continued)



Total Public Investment:
\$111,152,475
City Investment:
\$9,250,107

Transformational Brownfield TIF & OPRA incentives received

Factory Yards

Large scale transformational Brownfield redevelopment project
475 total residential units, 48 units <80% AMI & 46 units <60% AMI
Additional commercial space and greenspace included



ECONOMIC PROSPERITY AND AFFORDABILITY

FY2024 SELECT ACCOMPLISHMENTS (continued)



- Office of Special Events:
 - \$430,420 supporting 83 events awarded in cash and in-kind support through Special Events Sponsorship Program.
 - Training classes offered for event permitting and how to obtain MLCC license.
- New partnership delivered successful ArtPrize 2.0; economic impact increased by more than 53% over the previous year (independent analysis).
- Development Center Ombudsman increased proactive outreach for inactive applications and to neighborhood/business associations.
- Increased staff capacity in Economic Development, Planning, Engineering, and Parks related to economic growth and capital projects.



ECONOMIC PROSPERITY & AFFORDABILITY

KEY METRICS MEASURED THROUGH JUNE 30, 2024



Strategic Priority	METRIC	Measure FY or CY	FY 2020 End (or) CY 2019 End	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	CY 2024 Mid	Current Target
EPA.1.2	Ontime completion of CMP (Percentage complete by month)	By phase				45%	62%	92%	October, 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%	- -	Measuring 15%
EPA.2.2	Number of total MLBEs registered	FY	49	83	90	90	100	-	Measuring
	Number of new MLBEs registered		20	34	7	5	12	-	Measuring
	Percent change in MLBEs registered		20.83%	69.39%	8.43%	0%	11.11%	-	+ %
EPA.2.7	Number of employees based on W-2s	CY	251,939	255,019	259,190	259,504	259,079	-	Measuring
	Percent growth in number of employees based on W-2s		-8.19%	1.22%	1.64%	0.12%	-0.16%	-	> 0.04%
	Income tax based on W-2s	FY	\$84.59 Million	\$84.83 Million	\$94.48 Million	\$102.71 Million	\$107.77 Million	-	Measuring
	Percent growth in income tax based on W-2s		0.28%	0.28%	11.37%	8.72%	4.87%	-	> 0.04%
EPA.3.1	Percent of new buildings and commercial renovations approved administratively	CY	88%	89%	92%	91%	92%	97%	> 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	51.02	58	34.25	32.35	17	-	< 31
EPA.3.3	Number of days for board/commission approval from board/commission application to permit approval	CY					34	24	≤ 70
EPA.4.1	Number of new dwelling units permitted	CY	937	589	414	714	1,242	396	≥ 1,100
	Number of new affordable (≤ 80% AMI) dwelling units			215	351	136	122	-	≥ 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	337	581	684	413	556	-	≥ 350
EPA.4.3	Percent of occupied rental dwellings certified	CY	94.0%	94.0%	94.6%	95.0%	95.3%	-	> 95%
EPA.5.1	Number of activations and events permitted by the City	CY	388	261	562	637	655	448	> 600
EPA.5.3	Reported number attendees at City permitted events & activations	CY	697,124	44,900	1,073,603	1,253,314	1,368,574	368,859	≥ 1.2 Million

	Data unavailable and/or metric was not being tracked
N/A	For National Community Survey - Data was not collected during this reporting period
-	Measuring but not currently available
#, %, \$, or Text	Measuring and reported, but does not represent a full reporting period

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





Engaged & Connected
Community

ENGAGED AND CONNECTED COMMUNITY FY2024 OBJECTIVES AND KEY INVESTMENTS



Str Plan Objective	FY2024
<p>Communication</p>	<ul style="list-style-type: none"> • Expanded Office of Communications support, including for community education, awareness campaigns, and staff communications training • Continue enhancing language accessibility and hearing assistance • Support communication and increased awareness of Principle and Resident Exemption (PRE) poverty and disabled veteran exemptions • Upgrade community cable television equipment and the fiber optic system • Support Broadband connectivity
<p>Responsive Government</p>	<ul style="list-style-type: none"> • Conduct biannual National Community Survey • Create a supportive digital/online engagement system • Continue community engagement for Vital Streets projects



ENGAGED AND CONNECTED COMMUNITY FY2024 OBJECTIVES AND KEY INVESTMENTS (continued)



Str Plan Objective	FY2024
<p>Resident Voice and Community Engagement</p>	<ul style="list-style-type: none"> • Implement Participatory Budgeting Grand Rapids (PBGR) projects • Continue funding for neighborhood organizations • Office of Oversight and Public Accountability (OPA) to increase engagement with a special focus on serving our Immigrant and Refugee communities • Continue to support and facilitate the Grand Rapids Neighborhood Summit • Continue Community Master Plan engagement • Continue to offer Neighborhood Match Fund • Create a framework and strategy for City of Grand Rapids community engagement efforts



ENGAGED AND CONNECTED COMMUNITY FY2024 SELECT ACCOMPLISHMENTS



- Strategic Marketing Position and \$40,000 for community-oriented marketing and advertising added to augment communications capabilities.
- Continued Fiscal Plan transparency by producing a resident's guide to the preliminary fiscal plan in English and Spanish (prior to FY2024 process, the resident's guide was only produced for the approved fiscal plan).
- Neighborhood Summit 2024:
 - 318 Attendees
 - 17 breakout sessions
 - 32 presenters
- Language Access Policy entered final review phase. Began implementation of language stipend for public safety officers.
- Increased GRPD transparency by continuously updating metrics and performance reports on the City's website while assessing what additional data sources might be most useful to the community.
- Reimagined Commission Night Out format with increased participation and interaction with residents.
- \$165,309 distributed through Neighborhood Match Fund for 51 projects FY2024.
- Restarted Development with Us with four new projects.
- Facilitated customer workshop with Development Center to determine where improvements and efficiencies might be made to improve customer experience.



ENGAGED AND CONNECTED COMMUNITY

FY2024 SELECT ACCOMPLISHMENTS (continued)



- Neighborhood organization funding resulted in 5,289 people learning about neighborhood leadership or civic engagement opportunities and 1,545 people became actively involved in a neighborhood, community or City board or committee.
- Additional neighborhood association investment resulted in 524 people attending 59 small group meetings for the Community Master Plan process. The neighborhood associations also reached 585 people at 30 pop-up events and conducted 12 one-on-one interviews.
- Continued work to develop and implement Citywide community engagement framework, building internal community of practice for knowledge and resource sharing.
- Awarded 8 of 11 contracts associated with Participatory Budgeting initiative.



ENGAGED AND CONNECTED COMMUNITY KEY METRICS MEASURED THROUGH JUNE 30, 2024



Strategic Priority	METRIC	Measure FY or CY	FY 2020 End (or) CY 2019 End	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	CY 2024 Mid	Current Target
ECC.1.1	Percent of department inquiries from 3-1-1 responded to within target	CY	61.28%	69.32%	77.45%	85.30%	82.63%	80.32%	> 90%
	3-1-1 average wait time (seconds)		61	104.5	249.3	332.5	221.5	112.5	< 30 seconds
ECC.1.2	Number of Freedom of Information Act (FOIA) requests processed (Police)	FY	1,689	1,801	2,075	2,359	2,675	-	Measuring
	Number of Freedom of Information Act (FOIA) requests processed (Non-Police)	FY (Oct-Sep)		517	699	595	704 (Thru Aug)	-	Measuring
ECC.1.3	Percent of residents rating the quality of public information services as excellent or good	FY	N/A		64%		66%		Benchmark
ECC.2.2	Number of attendees at engagement events (Parks/Rec)	CY		1,400	2,500	1,900	3,800	1,081	> 1,500
ECC.2.3	Difference in percent of BIPOC Boards/Commission members compared to population	CY			12.65%	16.01%	8.12%	-	< 10%
ECC.2.4	NCS Survey: Opportunities to participate in community matters	FY	N/A		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	N/A		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	N/A		48%		56%		Benchmark
ECC.3.3	Percent of residents that rated the overall quality of life in Grand Rapids as excellent or good	FY	N/A		76%		79%		Benchmark

	Data unavailable and/or metric was not being tracked
N/A	For National Community Survey - Data was not collected during this reporting period
-	Measuring but not currently available
#, %, \$, or Text	Measuring and reported, but does not represent a full reporting period

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





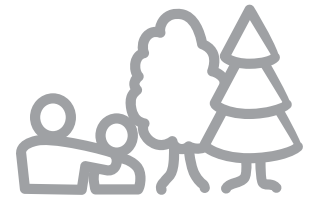
Questions



Health & Environment

HEALTH AND ENVIRONMENT

FY2024 OBJECTIVES AND KEY INVESTMENTS

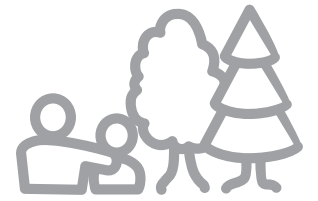


Str Plan Objective	FY2024
Carbon Emissions, Climate Adaptation and Resilience	<ul style="list-style-type: none"> • Continue implementing Equitable, Healthy and Zero Carbon Buildings Initiative (E.H.Zero) • Advance climate change and environmental justice work, including development of a local Climate Action and Adaptation Plan (CAAP) • Secure consulting support to help achieve our municipal carbon reduction goals • Initiate RFQ process to build solar on Butterworth Landfill • Install electric vehicle infrastructure • Complete LED streetlight replacement • Purchase renewable energy credits to achieve City’s 100% renewable energy goal.
Green Space and Recreation	<ul style="list-style-type: none"> • Implement capital improvements at Martin Luther King Park Lodge, Roosevelt Park Lodge, Plaza Roosevelt, Sullivan Field, Richmond Park, Highland Park, Ottawa Hills Park, Otsego Drain Basin, Canal Street Park, Camelot Park, and Roberto Clemente Park • Continue to focus on increasing grade level of parks maintenance • Offer free summer day camps • Continue to enhance youth engagement in outdoor activities • Implement green infrastructure/trees in Vital Streets projects



HEALTH AND ENVIRONMENT

FY2024 OBJECTIVES AND KEY INVESTMENTS (continued)

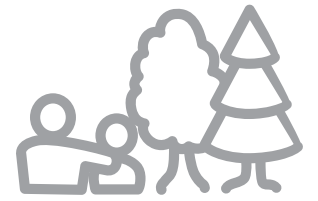


Str Plan Objective	FY2024
<p>Water / Sewer / Stormwater Service and Water Resources</p>	<ul style="list-style-type: none"> • Continue lead service line replacements (LSLR) • Convert Cascade water and sewer service to the City due to PFAS • Continue improvements at the Water Resource Recovery Facility (WRRF) and water department facilities • Continue water quality monitoring project with U.S. Geological Survey for the river • Install stormwater projects and continue the stormwater credit trading program • Address drainage at Knapp’s corner • Provide water/sewer bill assistance



HEALTH AND ENVIRONMENT

FY2024 OBJECTIVES AND KEY INVESTMENTS (continued)

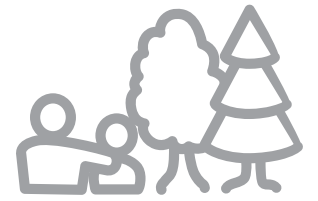


Str Plan Objective	FY2024
Materials Management	<ul style="list-style-type: none"> • Support recycling utilization, education, engagement • Implement “Clean Community” services including corridor cleanups and material collection days in neighborhoods
Health Disparities	<ul style="list-style-type: none"> • Manage the local brownfield revolving fund program • Continue to offer the Lead Hazard Control program and pursue options to address lead paint in homes • Continue with the Homeless Outreach Team (HOT) • Program and administer opioid settlement funding



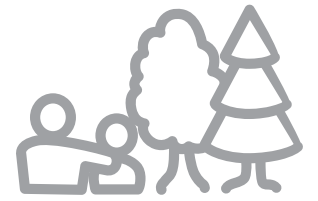
HEALTH AND ENVIRONMENT

FY2024 SELECT ACCOMPLISHMENTS



- Advancing strategy to deploy solar at Butterworth Landfill; moving forward with RFP to hire engineer of record for more detailed site analysis in preparation for RFP for behind-the-meter solar.
- Finished communitywide greenhouse gas emissions inventory and launched climate risk and vulnerability assessment.
- Secured additional funding (for a total of \$250,000) for EH Zero residential renovation pilot and received 13 applications for the program. [UPDATE]
- Continued work with stakeholders on Climate Advisory Teams (CAT) across residential, commercial and transportation sectors to assist in evaluating programs and policies that can equitably reduce carbon emissions from those sectors.
- Produced 111,832 MMBtus of biogas; creating process for own Renewable Identification Numbers (RINs) generation. Began EPA-mandated process and regulatory changes due by EOY 2024.
- Reduced facility energy consumption by 6%.
- Replaced older diesel equipment with CNG vehicles (EGLE grant) and continuing to install EV charging infrastructure (Consumer's Energy grant).
- Added 16 full-electric sedans; overall fleet is 43% low- to no-emission vehicles.
- Created fleet electrification roadmap, including necessary charging infrastructure.
- Electric street sweepers in operation – estimated to reduce CO2 emissions by 21.6 tons annually.





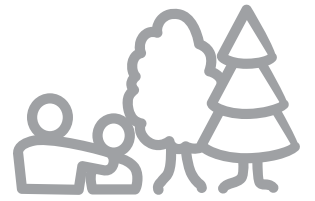
• HEALTH AND ENVIRONMENT FY2024 SELECT ACCOMPLISHMENTS (continued)

- Continuing Industrial Stormwater Program to expand green infrastructure, reduce stormwater burdens and protect the watershed.
- Multiple stream daylighting and green infrastructure projects.
- Water Quality Index for the Grand River exceeded the goal of 70 with an average score of 76.
- Controlled and cleared identified lead hazards in 49 homes through the Community Development Lead Hazard Control Program.
- 8% (2,000) of total water connections with Lead Service Lines (LSL) completed in FY2024. 51% (1,028) located within Neighborhoods of Focus (NOF).
- 767 water system customers received utility bill assistance averaging \$347 per customer.
- Since passage of the new Parks Millage (FY19) have added 64.35 acres of parks space including Bristol property, Carrier Creek property, Otsego Drain basin, Plaza Roosevelt, Underground, 32nd Street.
- Parks rated A/B on maintenance increased to 68.8% in FY2024 (up from 14.1% in FY2014).
- GR Outside has served 10,707 participants (7,303 being youth) with camping training workshops, kayaking courses and trips, Gear Library equipment, winter outdoor activities (sledding), and through collaborations with community partners.



HEALTH AND ENVIRONMENT

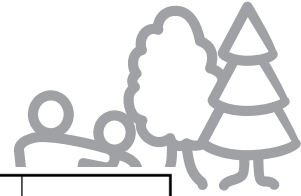
FY2024 SELECT ACCOMPLISHMENTS (continued)



- Adopted Zoning Ordinance amendments for backyard chickens and beekeeping based on recommendations from the Urban Agriculture Committee.
- 12 Environmental Site Assessment grants (9 in NOF) approved providing up to \$132,019 in funding for those projects.



HEALTH AND ENVIRONMENT KEY METRICS MEASURED THROUGH JUNE 30, 2024



Strategic Priority	METRIC	Measure FY or CY	FY 2020 End (or) CY 2019 End	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	CY 2024 Mid	Current Target
HE.1.2	Percent renewable electricity for municipal operations	CY		37.50%	37.50%	44.43%	-	-	100% by FY25
HE.2.1	Percent of population within a 10-minute walk of a park or active green space	FY	80%	81%	81%	81.3%	81.3%	-	> 81%
HE.2.2	Number of participants in recreation programs/year	CY		27,000	78,286	99,900	105,000	52,574	105,000
	Percent increase				190%	28%	5%	-	5%
HE.2.3	NCS Survey: Overall quality of parks and recreation opportunities	FY	N/A		73%		71%		Benchmark
HE.3.1	Number and Percent of Lead Service Line Replacements completed (State Required)	FY	458	399	988	1,685	2,000	-	1,210
			1.89%	1.65%	4.08%	6.96%	8.00%	-	5%
HE.3.2	Water Quality Index for the Grand River	FY	73	75	77	76	76	76	70
HE.3.3	Gallons of water pumped from treatment plant per person per day	FY	119	126	126	128	120	-	Measuring
HE.3.4	Number of gallons of stormwater infiltrated	FY	5,227,481	10,810,944	37,441,000	51,440,228	13,617,565	-	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	1,306	842	863	915	421	390	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	17.1%	17.0%	17.5%	17.9%	21.7%	-	≥ 45%
HE.5.1	Percent of children with elevated blood lead level	CY		10.6%	6.9%	7.7%	-	-	Measuring
HE.5.2	Number of homes where lead hazards were controlled and cleared	FY		60	49	46	49	-	≥ 60
HE.5.3	HOT - Number of mental health service referrals	FY			5	118	50	-	Measuring
	HOT - Number of substance use disorder screenings				89	72	50	-	Measuring
HE.5.4	HOT - Number of emergency department and jail diversions	FY			60	56	143	-	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	24,674	Measuring
HE.5.6	Number of projects and acres in brownfield program	CY		6 projects	3 projects	12 projects	8 projects	-	Measuring
				7.7 acres	15.9 acres	34.2 acres	32.8 acres	-	≥ 15 acres

	Data unavailable and/or metric was not being tracked
N/A	For National Community Survey - Data was not collected during this reporting period
-	Measuring but not currently available
#, %, \$, or Text	Measuring and reported, but does not represent a full reporting period

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

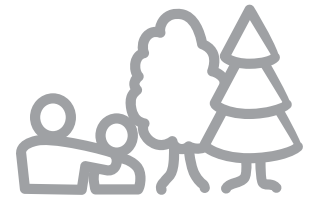




Mobility

MOBILITY

FY2024 OBJECTIVES AND KEY INVESTMENTS



Str Plan Objective	FY2024
Mobility and Safety Solutions	<ul style="list-style-type: none"> Expanded hours and service area for DASH bus service Improve key pedestrian crossings Implement traffic safety and signal projects
Accessible, Multi-Modal Transportation	<ul style="list-style-type: none"> Expand sidewalk and trail network Implement carshare program pilot Continue micromobility services
Well-Maintained and Coordinated Transportation Network	<ul style="list-style-type: none"> Continue Vital Streets projects Maintain parking assets Continue daily cleaning and security services for City parking facilities Improve transit stops Expand sidewalk snow removal assist program



MOBILITY – Vital Streets

FY2024 SELECT ACCOMPLISHMENTS



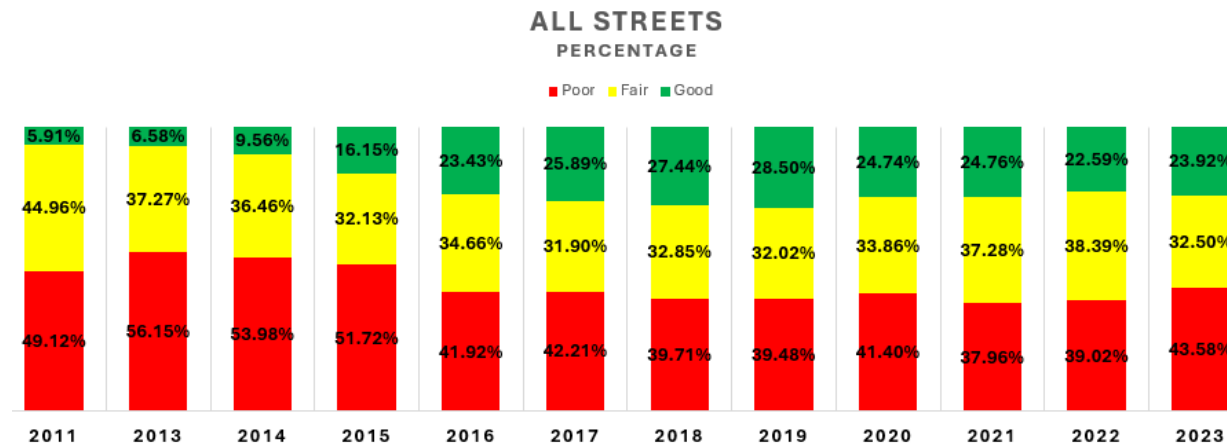
Projects Completed in Calendar Year 2023

Reconstructions

- Burton and Marshall Alley Reconstruction
- Cesar E Chavez Avenue SW (Beacon to MLK Jr)
- College Avenue NE (Leonard to Sweet)
- Emerald Avenue NE (Leonard to Sweet)
- Garfield Avenue NW (Lake Michigan Drive to Jackson)
- Giddings Avenue SE (Burton to Boston)
- Jackson Street NW (Valley to Garfield and Lane to Jackson Pl)
- Monroe, Ottawa, Coldbrook Intersection
- Milton Street SE (Carlton to Norwood)
- Norwich Avenue SW (Curve to Hayden)
- Ottawa Avenue NW (Newberry to Mason) and (Walbridge to Coldbrook)
- Page Street NE, Lister Ct NE, and Carrier Street NE
- Plainfield Avenue NE (Leonard to Carrier and Marywood to Ellsmere)

Resurfacings

- Butterworth Street SW (O’Brien to Marion)
- Ball Avenue NE (Knapp to Leonard)
- Ball Avenue NE and Olson St NE (Michigan to Plymouth)
- Division Avenue SE (Quigley to Cottage Grove)
- Eastern Avenue SE (44th Street to 28th Street)
- Fuller Avenue NE (Knapp to 3 Mile)
- Turner Avenue NW (4th Street to Ann)



MOBILITY – Parking Focus

FY2024 SELECT ACCOMPLISHMENTS (continued)



- Completion of new elevator installation at Government Center/Ramp to Calder Plaza and (ARPA funded)
- Completed parking rate engagement and framework to improve long-term fund sustainability



MOBILITY – System Safety & Sustainability

FY2024 SELECT ACCOMPLISHMENTS (continued)



- Replaced 2 DASH diesel buses with new 35-foot Renewable Natural Gas coaches included with revamped interior and infotainment systems for stop information and service announcements
- Received and evaluated 25 traffic calming requests submitted by residents and evaluated 18 additional neighborhood streets



MOBILITY – System Safety and Sustainability

FY2024 SELECT ACCOMPLISHMENTS (continued)



Turner Two-Way Separated Bikeway

- Funded by regions first Federal Carbon Reduction Program grant
- First Bicycle Signal in the City of Grand Rapids



Pedestrian Crossing Rapid Flashing Beacon Installations:

- Burton St and Lafayette Ave
- Bridge St and Garfield Ave
- Lake Eastbrook Blvd and Camelot Dr



MOBILITY

KEY METRICS MEASURED THROUGH JUNE 30, 2024



Strategic Priority	METRIC	Measure FY or CY	FY 2020 End (or) CY 2019 End	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	CY 2024 Mid	Current Target
MB.1.1	Total number of serious injuries and fatalities	FY		125	111	91	95	-	Measuring
	Percent change				-11.20%	-18.02%	4.40%	-	-10%
	Serious Injuries (Pedestrian)			13	11	14	15	-	Measuring
	Serious Injuries (Bicycle)			7	5	3	8	-	Measuring
	Serious Injuries (Vehicle)			102	87	70	64	-	Measuring
	Fatalities (Pedestrian)			0	3	0	3	-	Measuring
	Fatalities (Bicycle)			1	1	1	2	-	Measuring
Fatalities (Vehicle)		6	4	3	3	-	Measuring		
MB.2.1	NCS Survey - Used the following instead of driving:	FY							Benchmark
	Public transportation		N/A		27%		34%		
	Carpooled		N/A		48%		56%		
	Walked or biked		N/A		65%		71%		
MB.2.2	Total number and percent change in ridership for all micromobility	CY			459,203	378,189	476,825	-	Measuring
						-17.64%	26.08%	-	2%
	Total number and percent change in ridership for e-bikes				17,684	91,966	107,931	-	Measuring
	Total number and percent change in ridership for e-scooters				441,519	286,223	368,894	-	Measuring
	Number and percent change in ridership DASH					280,745	324,730	283,509	-
					15.67%	-12.69%	-	5%	
MB.3.1	Percent of roads in state of good repair	CY		60.15%	62.04%	60.98%	56.42%	-	≥ 70% by 2030
MB.3.2	Percent of residents that rank the overall quality of the transportation system as excellent or good	FY	N/A		57%		52%		Benchmark
MB.4.1	Total percent paid off-street parking available (average)	CY				54.3%	47.31%	57.7%	> 25%
	Total percent paid off-street parking available (median)					52.4%	46.85%	53.1%	≥ 15%
MB.4.2	Total percent on-street parking available (average)	CY				87.14%	77.5%	-	Measuring
MB.4.3	Percent of residents that rank the ease of public parking across the community as excellent or good	FY	N/A		38%		40%		Benchmark

	Data unavailable and/or metric was not being tracked
N/A	For National Community Survey - Data was not collected during this reporting period
-	Measuring but not currently available
#, %, \$, or Text	Measuring and reported, but does not represent a full reporting period

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





Safe Community

SAFE COMMUNITY FY2024 OBJECTIVES AND KEY INVESTMENTS



Str Plan Objective	FY2024
Constitutional and Community Policing	<ul style="list-style-type: none"> • Continue mobile crisis co-response partnership with Network180 • Continue GRPD community partnerships including CLEAR, Boys & Girls Club, Children’s Assessment Center • Offer in-service mental health wellness training for police officers • Continue the GVSU sponsored police academy and GRPD intern program • Enhance police recruiting efforts
Fire and Emergency Medical Services	<ul style="list-style-type: none"> • Plan for construction of fire stations and training center • Continue asset management projects for fire stations • Update GRFD staffing model based on overtime trends • Host Fire Cadet Program and CPAT • Continue Fire’s Residential Safety Assessment (inc. smoke alarms) program
Emergency Management	<ul style="list-style-type: none"> • Provide additional support for the Office of Emergency Management • Expand community outreach regarding preparedness



SAFE COMMUNITY FY2024 OBJECTIVES AND KEY INVESTMENTS (continued)



Str Plan Objective	FY2024
<p>Collaborative Solutions</p>	<ul style="list-style-type: none"> • Focus on crime prevention / violence reduction • Continue to support crime prevention programming in neighborhood organizations • Continue the SAFE Task Force • Manage the Michigan Indigent Defense Fund • 61st District Court implementing new Clean State (expungement) legislation • Continue Data Informed Community Engagement (DICE) program
<p>Oversight and Accountability</p>	<ul style="list-style-type: none"> • Office of Oversight and Public Accountability to offer police training that is community-informed on cultural competency and de-escalation • Continue support of and partnership with Cure Violence • Continue engagement with Immigrant and Refugee communities • Offer Clean Slate expungement program • Host Know Your Rights Program • Conduct a traffic stop study



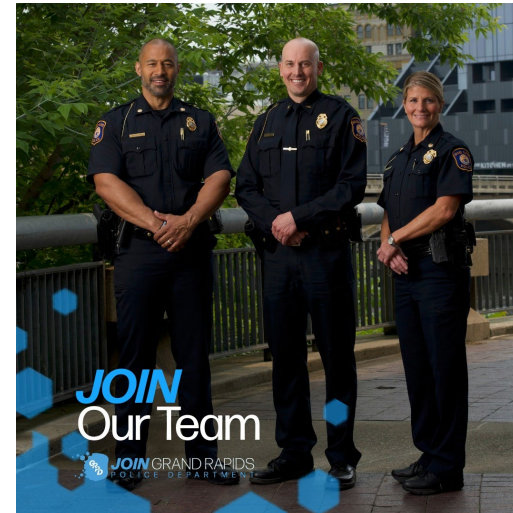
SAFE COMMUNITY FY2024 SELECT POLICE ACCOMPLISHMENTS



- 90% of beats covered, with nine additional officers to be assigned by end of calendar 2024
- Hired 35 new officers
- Had 291 officers on staff (283 sworn plus nine recruits in the academy)
- Continued to optimize JoinGRPD recruiting website interactions and ran an aggressive social media campaign
- 95% of 911 calls answered within 15 seconds; 99% within 40 seconds
- Decreased the average FOIA fulfillment time from 12-14 months to 7-8 months—despite a 14 percent increase in FOIA requests—due to hiring additional staff and using new software
- Held quarterly SPARC (Strategic Planning, Analysis & Response to Crime) meetings to address emerging crime

patterns and trends

- Effective Fitness Combatives (EFC) training provided at least quarterly for all officers; 26 officers certified to train EFC
- UAS program active with 36 certified pilots
- Accredited by the Commission for Accreditation of Law Enforcement Agencies



SAFE COMMUNITY

FY2024 SELECT POLICE ACCOMPLISHMENTS (continued)



- Co-Response Team stats: responded to 1,381 calls; 569 diversions from emergency departments or jail; 557 persons connected to mental health or substance abuse resources
- Hired a social worker to fill the night shift for the Co-Response Team, which now has three clinicians
- 73 officers certified in crisis intervention training
- Clergy on Patrol had eight members with a total of 248 ride-along hours
- Victim Services team provided support to 866 clients, including victims of assault, abuse, and family of homicide victims
- Early renewal of a contract with Axon saved more than half a million dollars, provided higher

resolution video and longer battery life for body-worn cameras, improved Taser safety, and provided new training opportunities through virtual reality equipment



Co-Response Team



Clergy on Patrol



SAFE COMMUNITY FY2024 SELECT FIRE ACCOMPLISHMENTS



- Placed 20 new recruits into fire suppression, immediately bringing down OT spend rate
- Graduated 9 cadets from 2nd cadet program
- Received \$35M from State of Michigan for 2 fire stations and partial funding of training center
- Community input session for Kendall Fire Station
- Work continues on Division Fire Station and Pannel Training Center
- Adopted 2021 International Fire Code



SAFE COMMUNITY FY2024 SELECT EMERGENCY MANAGEMENT ACCOMPLISHMENTS



- Established Community Emergency Response Team (CERT) with 38 volunteers
- Conducted a joint full-scale active shooter exercise with GRCC
- Activated the EOC to support the response to the St. Patrick's Day water main break
- Upgraded current Emergency Operations Center (EOC) at GRPD with grant funds
- Facilitated the development of a city-wide Facility Emergency Action Plan
- Emergency Management Administrator announced as one of the 40 under 40 emergency managers by the International Association of Emergency Managers (IAEM)



SAFE COMMUNITY FY2024 SELECT OPA ACCOMPLISHMENTS



- Assisted 500+ individuals in determining eligibility resulting in 225 applications filed in connection with the Clean Slate Expungement Program continues leading to:

- Enhanced access to employment opportunities
- Improved housing prospects
- Access to professional licensing
- Open doors to educational opportunities
- Restored civil rights
- Psychological and emotional benefits
- Reduction in recidivism



- Held 29 Know Your Rights Programs throughout the City.
 - Special sessions held for Immigrant and Refugee communities serving the following languages: Swahili, Kinyarwanda, Spanish, Pashto, Chinese and Nepali.
- Presented Annual Report and Collected Quarterly Surveillance Use Reports, pursuant to Admin. Policy 15-03.
- Cure Cure Violence expanded to 16 full-time positions, including the 1st and 2nd Wards with new target areas based on statistical data and a request made during the City's Participatory Budgeting Process.



SAFE COMMUNITY FY2024 SELECT OPA ACCOMPLISHMENTS (continued)



- OPA continues to partner with GRPD to implement Community Informed Trainings(CIT).

- Trainings Provided:

- Calming The Anxious Mind
- Cognitive Behavioral Therapy
- Conviction or Connection
- Effective Communication
- Fight, Flight, or Freeze
- Implicit Bias
- Managing Crisis
- Overcoming Problematic Thinking
- Phobias and Fears
- Policing Cinema

- Seniors: How Big Is Your Heart
- The Best Officer Ever
- Visible and Invisible Culture
- Workplace Wellness
- The Culture of Gangs



SAFE COMMUNITY FY2024 SELECT ACCOMPLISHMENTS



- Through Community Development Department partnerships, 4,911 people were educated on a variety of public safety topics, 1,141 homes or public spaces received safety improvements, and 82 people received mental health services with 87% reporting increased functioning across life domains important to quality of life.
- Implemented New Public Health and Safety Ordinance (effective in early FY2024).
- SAFE Task Force projects implemented over the summer:
 - We Matter Now Spring Conference
 - Taylor Made Re-Entry: Returned Citizens Support
 - Hatchett Player Development: Basketball and Mentoring Program
 - Freedom Elevated Defense Solutions: Gun Safety Programming
 - New City Kids



SAFE COMMUNITY

KEY METRICS MEASURED THROUGH JUNE 30, 2023



Strategic Priority	METRIC	Measure FY or CY	FY 2020 End (or) CY 2019 End	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	CY 2024 Mid	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%	89.70%	100%
SC.1.2	Number crimes against person	CY	5,254	5,301	5,398	5,644	5,361	2,655	< 5,468
	Number of murder victims		18	38	19	22	24	7	< 22
	Number crimes against property		8,865	9,053	7,783	8,501	8,653	3,442	< 8,312
	Number motor vehicle theft		619	818	907	1,402	1,268	386	< 1,192
	Number crimes against society		1,209	1,446	1,663	1,477	1,503	735	< 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 *	-	Measuring
SC.1.6	Time for Dispatch to answer calls (Within 15 seconds)	FY	95.7%	95.2%	95.6%	95.7%	95.8%	-	95%
	Time for Dispatch to answer calls (Within 40 seconds)		99.7%	99.7%	99.6%	99.7%	99.6%	-	99%
SC.1.7	Average response time for shooting in-progress	CY		95		3:59	3:17	2:44	Measuring
	Average response time for all Police calls					33:37	31:42	28:19	Measuring
SC.1.8	Number hours Police training	CY		21,011	21,103	28,004	30,924	-	Measuring
SC.2.1	Number of residential structures equipped with smoke and carbon monoxide detectors via the RSP	CY	343	365	152	480	600	493	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	75.8%	73.2%	71.4%	71.0%	71.50%	70.02%	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)		92.6%	92.0%	91.7%	94.8%	95.28%	91.20%	90%
SC.2.4	HOT - Number of contacts made in street outreach	FY			7,041	5,972	6,153	-	Measuring

	Data unavailable and/or metric was not being tracked
N/A	For National Community Survey - Data was not collected during this reporting period
-	Measuring but not currently available
#, %, \$, or Text	Measuring and reported, but does not represent a full reporting period

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



SAFE COMMUNITY

KEY METRICS MEASURED THROUGH JUNE 30, 2024



Strategic Priority	METRIC	Measure FY or CY	FY 2020 End (or) CY 2019 End	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	CY 2024 Mid	Current Target
SC.3.3	Number of people informed or educated on public safety topics via neighborhood organizations	FY	2,827	3,845	4,883	3,378	4,911	-	Measuring
SC.3.4	Number of housing units or public spaces that received safety improvements via neighborhood organizations	FY	624	606	1,002	947	1,141	-	Measuring
SC.3.5	Number of businesses inspected via Crime Prevention Through Environmental Design (CPTED)	CY				1	17	5	Measuring
	Number of businesses certified in compliance via Crime Prevention Through Environmental Design (CPTED)						5	37	Measuring
SC.3.6	Percent of residents rating their overall feeling of safety in Grand Rapids as excellent or good	FY	N/A		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	-	Measuring
SC.5.2	Number of complaints against Fire	FY		5	14	3	-	-	Measuring
	Number of complaints against Fire - Sustained			1	5	3	-	-	Measuring
	Percent of complaints against Fire - Sustained				20%	35.7%	100%	-	-
	Number of complaints against Police	CY		100	119	71	80	-	Measuring
	Percent of complaints against Police (External)			46%	55%	58%	58%	-	Measuring
	Percent of complaints against Police (Internal)			54%	45%	42%	43%	-	Measuring
	Number of complaints against Police - Sustained			59	56	36	39	-	Measuring
Percent of complaints against Police - Sustained			59%	47%	51%	49%	-	Measuring	
SC.5.3	Number of engagements that led to violence interruptions	FY			2,871	2,515	-	-	> 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	0	980	420	-	-	> 60

N/A	Data unavailable and/or metric was not being tracked
N/A	For National Community Survey - Data was not collected during this reporting period
-	Measuring but not currently available
#, %, \$, or Text	Measuring and reported, but does not represent a full reporting period

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





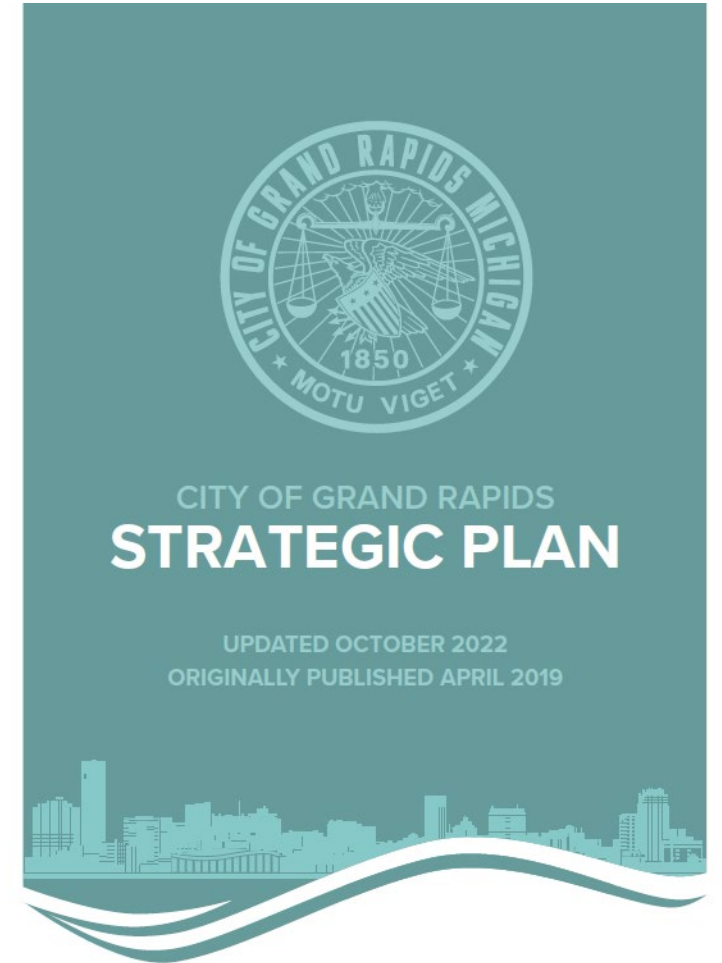
Questions



Wrap Up

Historic and Supporting Information Available

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



HONORS AND RECOGNITION RECEIVED IN FY2024

- USA Today 10Best: [Best Beer City](#) (2024)
- CNN Travel: [America's Best Towns to Visit in 2024](#) (#8)
- U.S. News & World Report: [2024-2025 Best Places to Live](#)
 - #45 in Best Places to Live in America
 - #2 in Best Places to Live in Michigan
 - #38 in Best Places to Retire in America
 - #20 in Best Places to Live for Quality of Life in America
- Business Insider: [US Cities with the Best Quality of Life](#) (#14)
- Wall Street Journal: [Cities with the Hottest Job Markets](#) (#17)
- Niche Best Cities:
 - [Best Cities to Buy a House](#) (#46)
 - [Best Cities for Young Professionals](#) (#38)
- America's Best Cities: [World's Best Cities](#) (#52)
- Neighbor Blog: [Most Affordable Family-Friendly Cities](#)
- Go Banking Rates: [The Best Cities for Middle Class Families in Every State](#)



HONORS AND RECOGNITION RECEIVED IN FY2024

- WalletHub Best Cities:
 - [Best Cities for Jobs](#) (#23)
 - [Best and Worst Cities to Start A Career](#) (#19)
 - [Best and Worst-Run Cities in America](#) (#23)
- Checkr: [Best US Cities for New College Grads](#) (#20)
- Travel+Leisure:
 - [10 Most Beautiful and Affordable Places to Live in the U.S.](#) (#2)
 - [10 Best Places to Live in Michigan, According to Real Estate Experts](#) (#8)
- Love Exploring: [Most Underrated Place City in Michigan](#)
- Travel Awaits: [16 Midsized Cities You Do Not Want to Miss](#) (#3)
- Move Buddha: [Top City Everyone Wants to Move to in 2024](#) (#24)
- [AARP Age-Friendly Community](#)
- Government Finance Officers Association (GFOA): [Excellence in Financial Reporting Award](#)





Thank You to the Team!

Future Updates and Discussions on Strategy and Performance

Sept. 20, 2024

Staff Leadership Retreat

Sept. 24, 2024

FY2024 Annual Performance Presentation

Nov. 13, 2024

Commission Prioritization Workshop & Commission Retreat

Feb. 2025

FY2025 Mid-year Performance Update

April 2025

City Manager presents FY2026 Preliminary Fiscal Plan/Budget

May 2025

Commission adopts FY2026 Final Fiscal Plan/Budget

Sept. 2025

FY2025 Annual Performance Presentation





Thank you

