



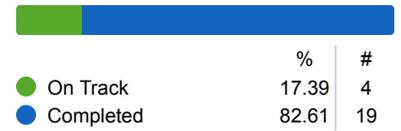
Administrator's Office / BOC Performance Measures

Mar 23, 2021

Department 3

Administrator's Office

The County Administrator/Controller is appointed by the Board of Commissioners to implement Board policies, to oversee the daily activities of the County, to serve as the Chief Administrative and Financial Officer, and to supervise functions that report to the Board of Commissioners. The staff of the office provides professional support, project management, and policy recommendations for the Administrator/Controller and the Board. This office includes the County's Corporate Counsel.



The Administrator's Office is responsible for assisting the Board in meeting identified goals; developing annual budget recommendations; preparing agenda items for the Board of Commissioners; developing procedures to accompany Board policies; providing legal counsel in all legal County matters; conducting program, departmental, and management analyses; coordinating the pursuit of the Board's legislative agenda; and providing general administrative support. The Administrator's Office is also responsible for continuing several ongoing initiatives and projects adopted by the Board of Commissioners. The Executive Assistant to the Board of Commissioners provides administrative support in a liaison role to and for the Board of Commissioners, the County Administration, and County departments.

Department Goal: 6 Objective: 23

Department Goal 3.1

Communicate consistently with internal stakeholders to increase awareness and understanding of the County's operations and programs, services and their value.

Objective: 3



Objective 3.1.1

May 25, 2020 - Dec 31, 2020 Completed

Responsiveness to Racial Unrest:

We were successful in responding to community discontent and civil unrest following the death of George Floyd and the subsequent rioting in downtown Grand Rapids. The Kent County Administrator hosted an all-staff town hall – “Unrest in America” – where County staff openly discussed sentiments, fears, struggles and questions related to the current racial justice movement and relevant County policies and practices. The County Administrator documented the discussion to use input gathered in making changes that support our diverse employee population. We also partnered with the Cultural Insight Council on a county-wide employee forum to discuss the impacts of racism and have prepared for the launch of County-wide unconscious bias training in 2021.

Significant Accomplishment

Diversity, Equity and Inclusion

Objective 3.1.2

Aug 01, 2019 - Dec 31, 2020

Completed

Performance Measure Dashboard went live on Accesskent.com in August 2020. Our performance measures platform, Envisio, has been adopted by all department directors and elected officials and has had 100% participation in the evaluation and updating of key performance indicators.

Performance Measurement and Dashboard Implementation:

Implementation of Envisio as the platform for Performance Measures, Strategic Plan progress and a public facing dashboard.

Checklist (No Weighting) : 7/7

- Data Preparation
- Director Workshop
- Performance Analytics
- Plans Administration
- Department Training
- Public Dashboard
- Data Validation & Sign off

Significant Accomplishment

Innovation

Objective 3.1.4

Jan 01, 2020 - Dec 31, 2021

On Track

Build a multilingual website and brand

Department Goal 3.2

Encourage and foster strategic public/private, intergovernmental and interdepartmental collaborations and partnerships.



Objective: 4

Objective 3.2.1

Apr 01, 2020 - Dec 31, 2020

Completed

A final report was created to outline both the disbursement of funds as well as to highlight the impacts the CARES money has had on our community.

COVID Relief Subcommittee:

We implemented a COVID Relief Subcommittee to establish a transparent planning and process framework to disperse the \$114M CARES allocation with the goal of creating positive outcomes. Kent County identified community-based strategies and collaborative efforts to improve public health and strengthen economic recovery.

Significant Accomplishment

Community Impact

Objective 3.2.2

Jan 01, 2020 - Dec 31, 2020

Completed

Child Welfare Performance Based Funding:

We advocated for a direct allocation to the West Michigan Partnership for Children (WMPC) from the Michigan Department of Health & Human Services (MDHHS), which allowed WMPC to pay off their cash advances and start Fiscal Year 2021 with a \$1.5 million risk reserve. The case rate restructure provides WMPC a capitated payment amount based on historical cost per case and census.

Significant Accomplishment

Community Impact

Objective 3.2.3

Jan 01, 2020 - Dec 31, 2020

Completed

Ready by Five Early Childhood Millage:

We mobilized the Ready by Five Millage Review Committee and we are implementing an evaluation plan that will help ensure that the Ready by Five programming provides affordable and effective services to children. We helped First Steps Kent to implement virtual programming for home visits and virtual training/education for partners involved with the program.

Significant Accomplishment

Community Impact

Objective 3.2.4

Mar 16, 2020 - Dec 31, 2020

Completed

Responsiveness to Community Safety:

We collaborated with MSU, Meijer, Spectrum, and KCHD to implement a Kent County Back to Work program, which resulted in the development of a software solution-based tracking system for employee symptom screenings, reporting, and analysis.

Not only has this provided an internal mechanism to assist with the symptom screening of our own employees, but has provided a framework for area businesses to bring their employees back to work safely throughout the COVID crisis.

Significant Accomplishment

Collaboration

Department Goal 3.3

Maintain the long-term financial health of the County while supporting effective programs and services to maximize positive outcomes.



Category	%	#
On Track	66.67	2
Completed	33.33	1

Objective: 3

Objective 3.3.1

Jan 01, 2020 - Feb 27, 2020

Completed

This project has been consolidated with the TDR land use project. This is a significantly larger multi-year project that will involve input from multiple stakeholders throughout the County.

Housing Affordability:

The Administrator's Office, Information Technology and Data Analytics Team conducted an examination of Housing Affordability. A summary of this analysis was presented to the Board in February during the Board of Commissioners 2020 Retreat.

Significant Accomplishment

Collaboration

Objective 3.3.2

Ongoing - Ongoing

On Track

Annual budget recommendation adheres 100 percent to the parameters established by the Finance and Physical Resources Committee

Objective 3.3.3

Ongoing - Ongoing

On Track

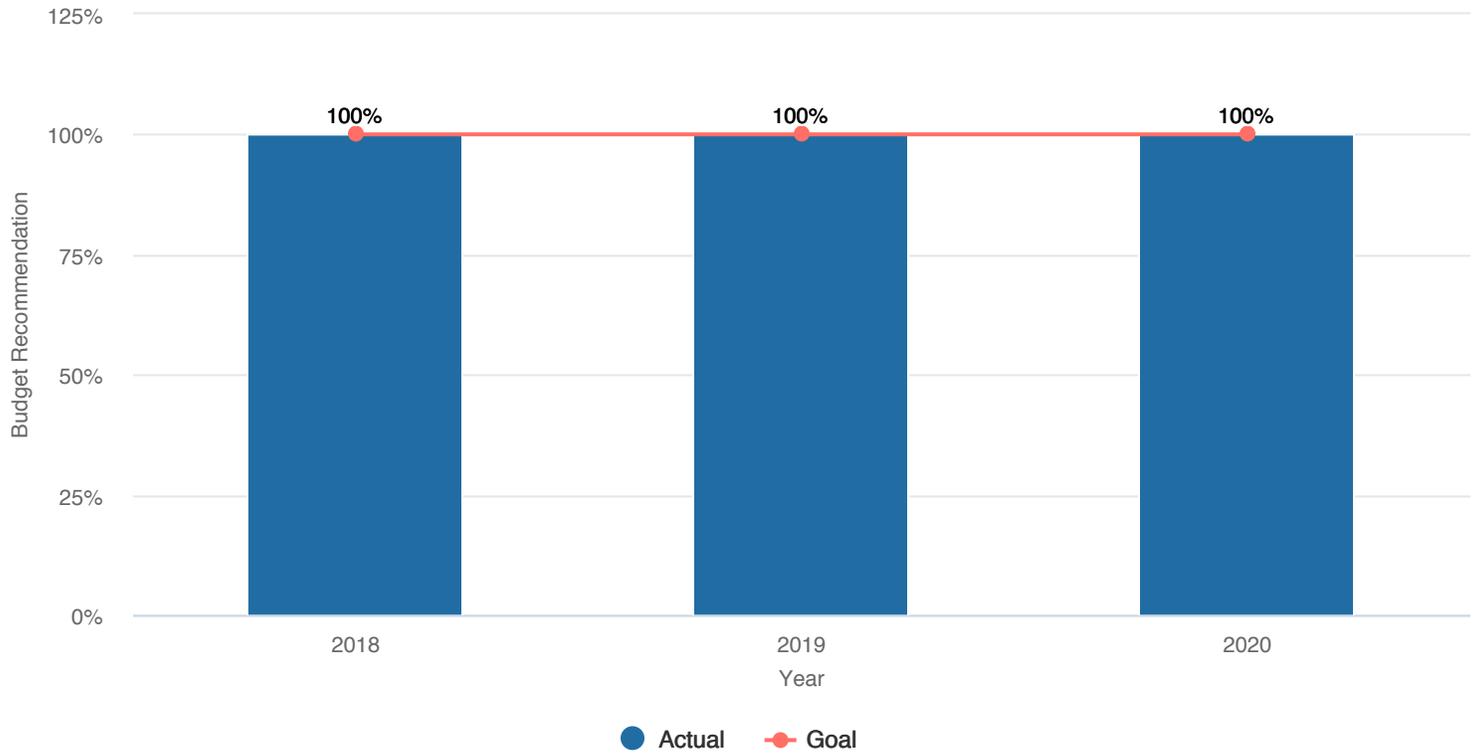
We are in our 22nd consecutive year of receiving a AAA bond rating.

Maintain a minimum credit rating of AAA by the various credit rating agencies.

Administrator - Budget Recommendation Adheres 100%

Objective 3.3.2 Annual budget recommendation adheres 100 percent to the parameters established by the Finance and...

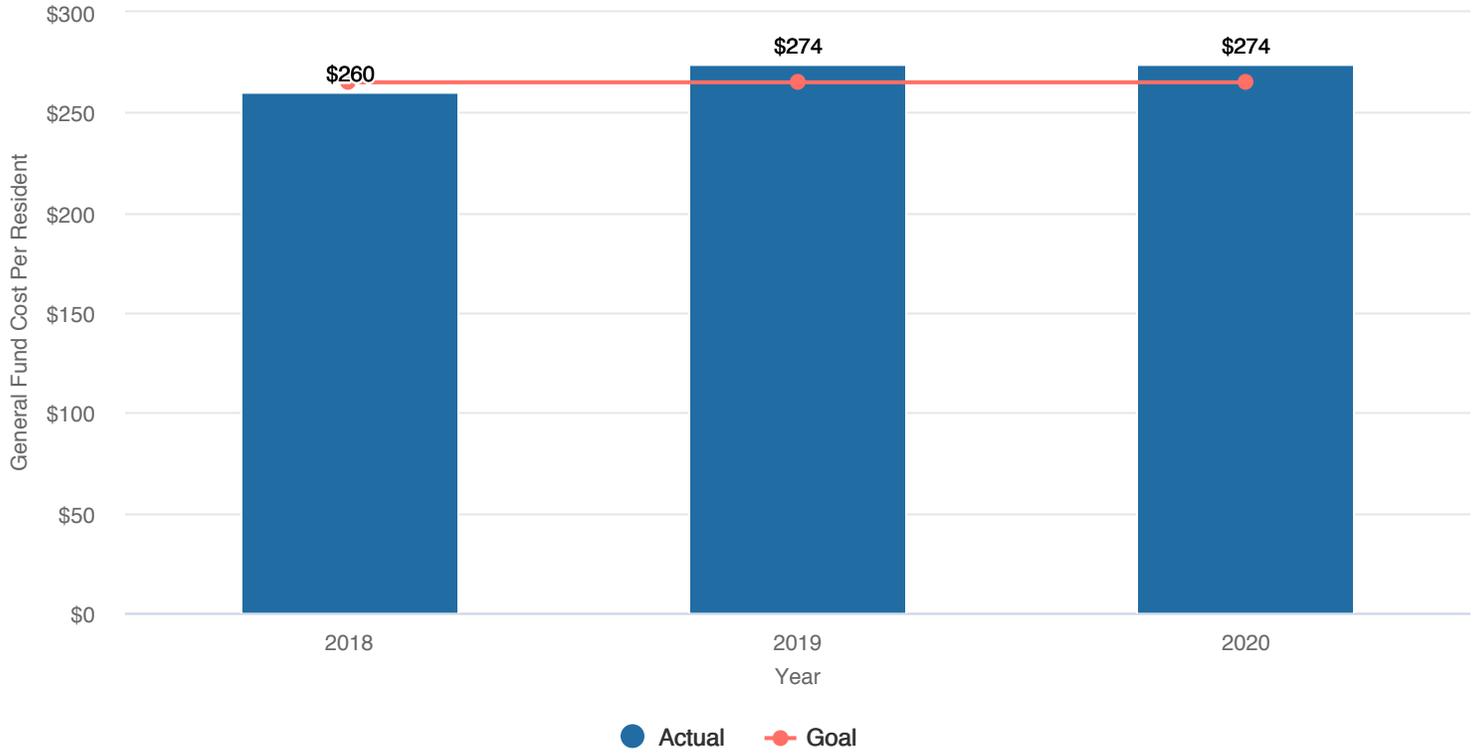
Budget Recommendation Adheres 100%



Administrator - General Fund Cost Per Resident

Objective 3.3.3 Maintain a minimum credit rating of AAA by the various credit rating agencies.

General Fund Cost Per Resident



Administrator - Credit Rating

Objective 3.3.3 Maintain a minimum credit rating of AAA by the various credit rating agencies.

County Credit Rating

AAA Rating

22 Consecutive Years

Department Goal 3.4

Promote a culture of visionary, creative, and strategic thinking, with an emphasis on performance excellence.



Objective: 3

Objective 3.4.3

Mar 16, 2020 - Dec 31, 2020

Completed

The dashboard, <https://www.accesskent.com/Health/covid-19-data.htm>, has recently been updated to include vaccination data as we track our progress toward a 70% vaccination goal.

Data Analytics:

Data Analytics has been an integral part of our fight against COVID-19. We have 6 pages of live dashboards on our website where the community can access daily, timely, information about what is happening in our region.

Significant Accomplishment

Innovation

Objective 3.4.4

Jan 01, 2020 - Dec 31, 2020

Completed

Organizational Alignment:

We continued our dedication to operational excellence in County Administration with the hiring of Jenny James as Deputy County Administrator. The Deputy Administrator will focus on increasing our efficiency, balancing workloads, and ensuring that we increase our commitment for operational excellence and inclusion. We also successfully transitioned our agricultural preservation specialist position from a contracted consultant to a direct hire County employee in the Administrator's Office. This has already improved our relationship with our Agriculture Preservation Board and positioned us for discussions about land use and affordable housing. We similarly added a new communication specialist to enhance our social media presence and support other communication initiatives, such as translating public health information into multiple languages.

Significant Accomplishment

Innovation

In 2021 we welcomed Paul Petr to the position of Assistant to the Administrator. This is a new role that will report to the Deputy Administrator and support the office with many of the duties previously handled by the Assistant County Administrator, new initiatives for the Board and other cross department projects that need County Administrator's Office involvement. As one component of recent org chart adjustments, this position will provide the Deputy and Administrator more space to support the departments and to support the Board of Commissioners, departments, and other County-wide leadership needs.

Objective 3.4.5

Ongoing - Ongoing

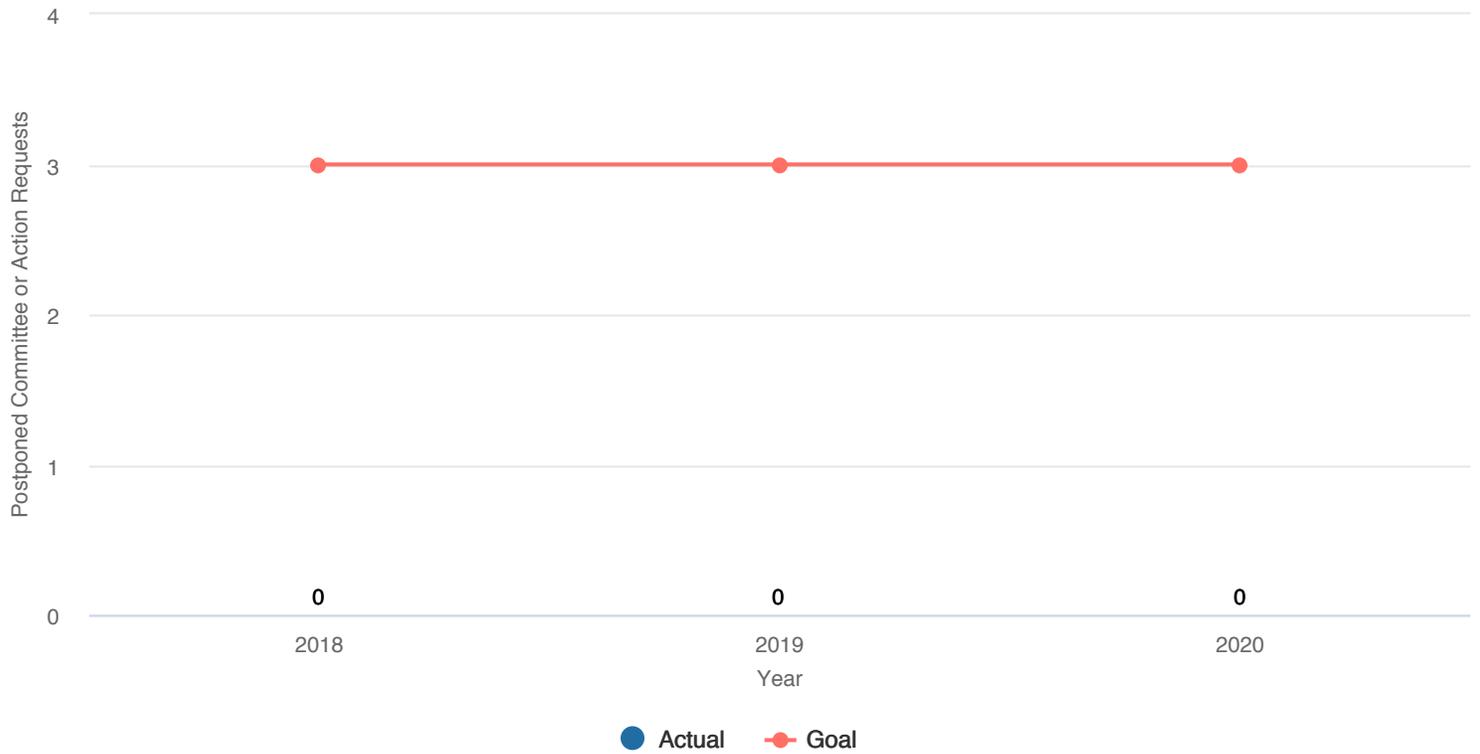
On Track

Ensure sufficient information is provided to the Board of Commissioners and Committees so that fewer than three action requests are postponed annually.

Administrator - Postponed Committee or Board Action Requests

Objective 3.4.5 Ensure sufficient information is provided to the Board of Commissioners and Committees so that fe...

Postponed Committee or Board Action Requests



Department Goal 3.5

Protect the County from liability.

Objective: 4



	%	#
Completed	100.0	4

Objective 3.5.1

Mar 18, 2020 - Dec 31, 2020

Completed

Legal Counsel CARES/COVID Related Efforts:

- 187 separate contracts thru United Way + contract (plus amendments) for United Way itself;
- GR Chamber programs (initial small business, daycare, closed business, expanded small business);
- One-off agreements (Hispanic Center, Family Promise, ICCF & LINC Up that involved several real estate closings, LifeQuest, CAA, Experience GR, KISD schools, and others);
- Homelessness contracts for isolation space and sheltering;
- Eviction prevention program with Sal. Army;
- Contracts for local units that wanted wi-fi equipment,
- the Local Unit agreements (local unit education and questions; Violence prevention program.

Significant Accomplishment

Community Impact

Objective 3.5.2

Mar 16, 2020 - Dec 31, 2020

Completed

Managing legal concerns for County Health Department related to COVID:

Testing, state and federal executive order related issues (cease and desist letters, enforcement discussions, compliance questions – can a business do X?); public health order research and drafting; ICS participation; risk management; facility contracting (Fulton Care Center, Guiding Light building, and Sleep Inn), etc.

Significant Accomplishment

Collaboration

Objective 3.5.3

Jan 06, 2020 - Dec 31, 2020

Completed

Indigent Defense:

Through the new Indigent Defense programs, in the first year, there were 2258 felony cases with an assigned attorney from the 70 in the portfolio (private bar and Kent County Office of the Defender).

Significant Accomplishment

Community Impact

Objective 3.5.4

Ongoing - Dec 31, 2020

Completed

COVID related guidance and opinions:

- Provided guidance on Open Meetings Act & BOC declaration of emergency for conduct of remote electronic meetings;
- Provided memos on School Reopening Roadmap, testing, and safety protocols of MDHHS Epidemic Order, CDC guidance, Governor's EO & School Taskforce;
- Guidance to Restaurant Inspection staff on numerous EOs, CDC Guidance, MDHHS & MIOSHA Orders, and KCHD regulations;
- Guidance to Contact tracing staff and volunteers on EOs, CDC Guidance, MDHHS Epidemic Orders, and KCHD regulations;
- Guidance to KCHD on School & covid-19 related EOs, CDC Guidance, MIOSHA, MDHHS and HIPAA questions;
- Guidance on Migrant and Farm Workers COVID-19 related issues;
- Guidance to First Responders and LEOs to Receive Protected Health Information about Individuals Exposed to COVID-19;
- Guidance to Human Resources on MDHHS Issues Quarantine Designations for Essential Workers;
- Guidance to Human Resources on PA 238 of 2020 - Category of workers exempted from rules for not reporting to work;
- Guidance to Human Resources on Department of Labor regulations under the Families First Coronavirus Response Act (FFCRA).

Significant Accomplishment

Community Impact

Department Goal 3.6

Communicate consistently with County residents to increase awareness and understanding of the County's operations and programs, services and their value.



	%	#
● Completed	100.0	6

Objective: 6

Objective 3.6.1

Ongoing - Dec 31, 2020

Completed

Communication efforts to inform County residents about issues that impact the quality of their lives are ongoing. Efforts continue to ensure residents are kept informed in a timely, culturally appropriate manner.

COVID Communications-- From March 2020 through December 2020:

- 90 News Releases and Media Statements
- 80 E-Newsletters
- 1,731 social media posts across all platforms
- 223 total videos produced
- 114 Adam London COVID-19 Updates
- 106 Spanish COVID 19 Updates
- 3 COVID Informational Videos translated into the following languages, Spanish, Vietnamese, Karen, Chin, Kinyarwanda, Nepali, Rohingya, Tigrinya, Swahili
- The equipment at Studio Kent was carefully chosen to meet the technical specifications of broadcasters. During the COVID-19 pandemic, local news media has relied upon subject matter experts from KCHD and the facilities of Studio Kent to provide hundreds of broadcast quality television interviews for newscasts.
- We believe it is the first time in the history of local television news in Grand Rapids that an outside agency has provided live, unpaid content to a broadcaster.
- All videos include ASL interpreter
- Hundreds of documents, social media posts and flyers translated into Spanish, Vietnamese, Arabic, Bosnian and more

Significant Accomplishment

Community Impact

Objective 3.6.2

Ongoing - Dec 31, 2020

Completed

The Communication team is intentional about using social media to inform and educate County residents.

Communication activities related to CARES Act Funding:

- Social media promotion of grant programs and workshops
- Assisted with processing and sending of grant checks
- Sent grant contracts to schools – twice
- Partnered with Grand Rapids Chamber of Commerce on promotional videos

Significant Accomplishment

Community Impact

Objective 3.6.3

Ongoing - Dec 31, 2020

Completed

The Communications team will continue efforts to use innovation and creativity to engage with County residents on a variety of social media platforms.

Communications Team Social Media Campaigns:

- #KCTakeoutChallenge - encouraging residents to support local restaurants
- Close to Home – targeted younger demographic illustrating having to contact loved ones they may need to get tested for COVID-19 after going to a party/not following recommendations.
- Stay Well - encouraging residents to take care of their mental health and to educate residents on the State and local resources made available by the State of Michigan
- I Love You So –COVID-19 holiday campaign with Mercy Health Saint Mary's, Metro Health and Spectrum Health to encourage residents to stay home for Thanksgiving and December holidays to avoid spreading COVID-19.

Significant Accomplishment

Community Impact

Objective 3.6.4

Ongoing - Dec 31, 2020

Completed

Communications has embedded cultural awareness into its' outreach efforts to ensure ALL County residents have access to timely information in a range of languages and formats.

Communication-- Latino and African American Networks

- 250 billboards across three campaigns - COVID-19 multilingual campaign, Close to Home, and I Love You So
- Holiday Advertising: Grand Rapids Times and La Voz (1 month)
- Weekly advertising in El Vocero and El Informador (8 months at 4 issues per month)
- Radio ads in La Poderosa (Spanish language ads) and Power 91.9
- Spotify Ads: Bilingual ads running the Close to Home campaign garnering 156,733 ad plays
- YouTube: Multiple ads for Close to Home campaign (110,000 views; bilingual) and I Love You So... campaign (310,000 views)
- Yard signs for schools (multiple languages)

Significant Accomplishment

Diversity, Equity and Inclusion

Objective 3.6.5

Ongoing - Dec 31, 2020

Completed

The Communications team will continue making an effort to engage County staff as well as external stakeholders and residents timely, on multiple platforms and with broad outreach.

Communications Townhall, Videos and Webinars

- Hosted webinars for employers on operational plans, quarantine/isolation guidance, employer/employee responsibilities
- Racial Injustice webinar
- COVID-19 Townhalls – general information, vaccine
- COVID-19 Facebook Live Event
- Produced Juneteenth Celebration Video for the Board of Commissioners

Significant Accomplishment

Collaboration

Objective 3.6.6

Ongoing - Dec 31, 2020

Completed

The Communications Team will continue to be an example of how to effectively provide crisis communication, using a broad range of outreach, innovation and collaborations established during the COVID-19 pandemic.

Communication--Websites/content

- Creation and maintenance of Kent County Back to Work Website
- Promotion of PPE Program & Thermometer Store
- Back to Work Guidelines and Best Practices including 14 specific industries
- Translated into Spanish, Arabic, Vietnamese, Chinese
- Creation and maintenance of VaccinateWestMI.Com
- West Michigan's go-to source for information about the COVID-19 vaccine from outset of availability
- Continuously updated as vaccine information, availability, and eligibility changes
- Content development - AccessKent.com COVID-19 pages
- Developed and updated FAQs
- Restructured content to make information relevant to various segments of community easier to find, use and understand
- COVIDWM.org-Participated in community-wide coalition of business, nonprofit and public sector partners to launch one of the first employer-focused websites to connect employers to important resources and information to assist in continuing operations during the pandemic.

Significant Accomplishment

Innovation

Department 4

Board of Commissioners

The Kent County Board of Commissioners is the chief legislative and policy-making body of Kent County Government is the 19-member Board of Commissioners.



Department Goal: 3

Objective: 8

Department Goal 4.1

Facilitate the boards, commissions, and committees appointment process with the Board of Commissioners in a timely and accurate manner.



Objective: 2

The appointments process began on August 1, 2020. Interviews with selected candidates were held in October/November. Recommendations were made to the Legislative and Human Resources Committee in December 8, 2020. The Board of Commissioners approved appointments to various boards, commissions, and committees at its organizational meeting on January 5, 2021.

Objective 4.1.1

Ongoing - Ongoing

On Track

Coordinate residents appointment process beginning in August and organize/conduct New Board Member Orientation held in January.

The Board of Commissioners made annual appointments to the various boards, commissions, and committees at its organizational meeting on January 5, 2021. Orientation for new members was held on January 21, 2021.

Objective 4.1.2

Ongoing - Ongoing

On Track

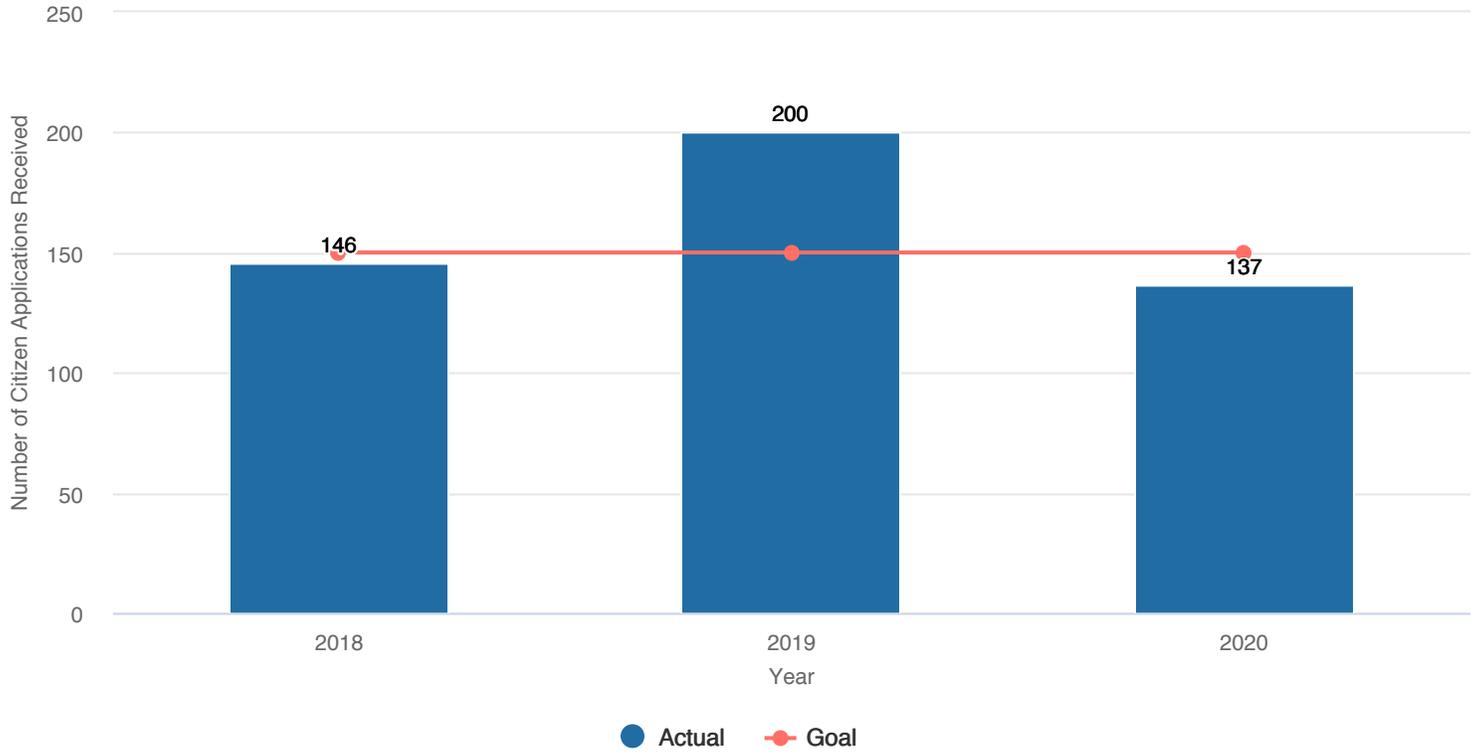
Post meeting notices, agendas, minutes and videos to www.accessKent.com for all Standing Committee meetings in a timely and accurate manner.

Meeting notices, agendas, minutes, and videos for all board, standing committee and subcommittees were posted on www.accesskent.com consistently and timely. This included posting Zoom links for the public to join all county meetings held remotely.

BOC - Number of Citizen Applications Received

Objective 4.1.1 Coordinate residents appointment process beginning in August and organize/conduct New Board Membe...

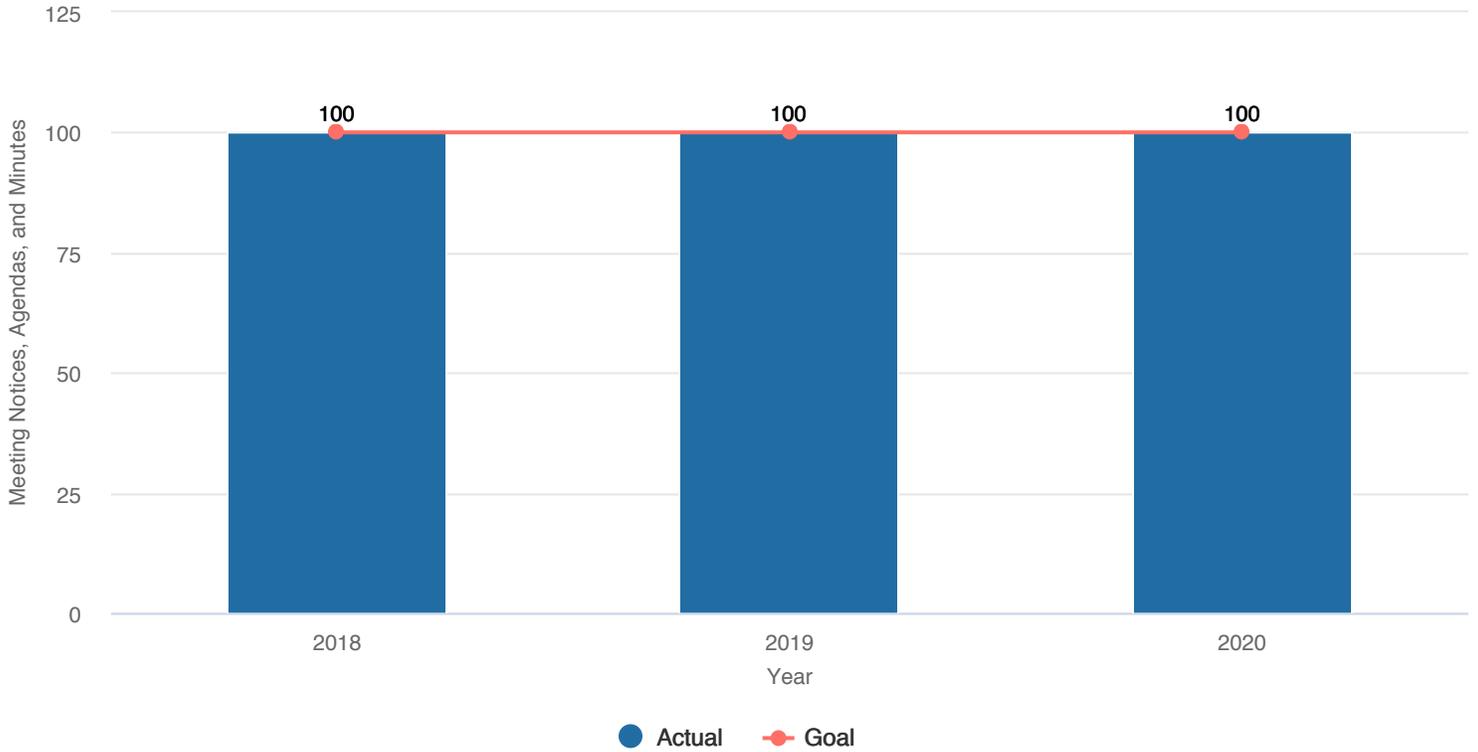
Number of Citizen Applications Received



BOC - Post Minutes for Standing Committee and Subcommittee Meetings

Objective 4.1.2 Post meeting notices, agendas, minutes and videos to www.accessKent.com for all Standing Committe...

Post Minutes for Standing Committee and Subcommittee Meetings



Department Goal 4.2

Provide accurate, efficient, and timely information and communication to the Board of Commissioners, County departments, stakeholders, and the public.



Objective: 3

Objective 4.2.1

Jan 01, 2020 - Dec 31, 2020

Completed

This included providing closed captioning services for all meetings held remote via Zoom.

Interpreter Services - With adequate notice, make available interpreter services to Board of Commissioner meetings

Objective 4.2.2

Ongoing - Ongoing

On Track

Distribute Standing Committee minutes to Commissioners and departments within five business days after the committee meeting.

Objective 4.2.3

Ongoing - Ongoing

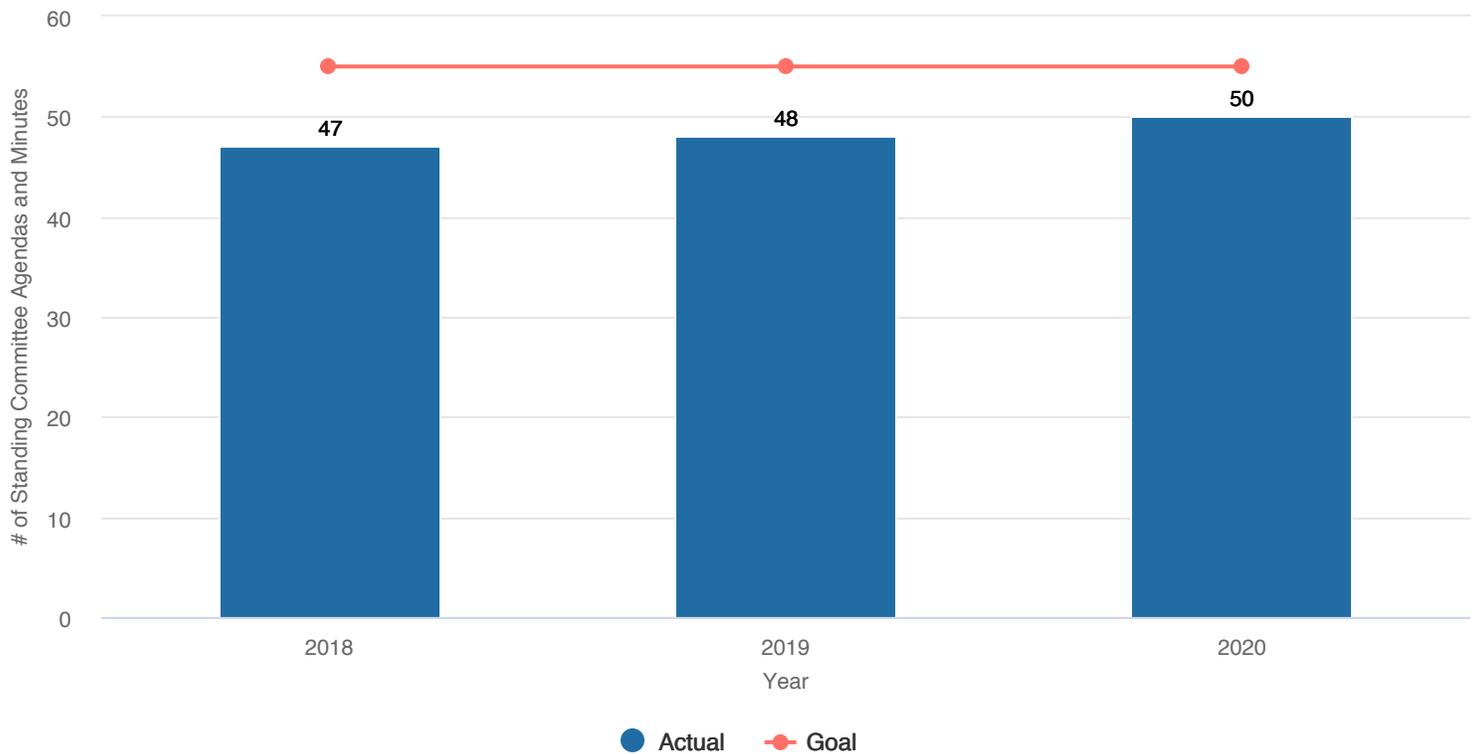
On Track

Distribute Standing Committee packets five days prior to meeting 100% of the time.

BOC - Number of Standing Committee Agendas and Minutes Posted on www.accessKent.com

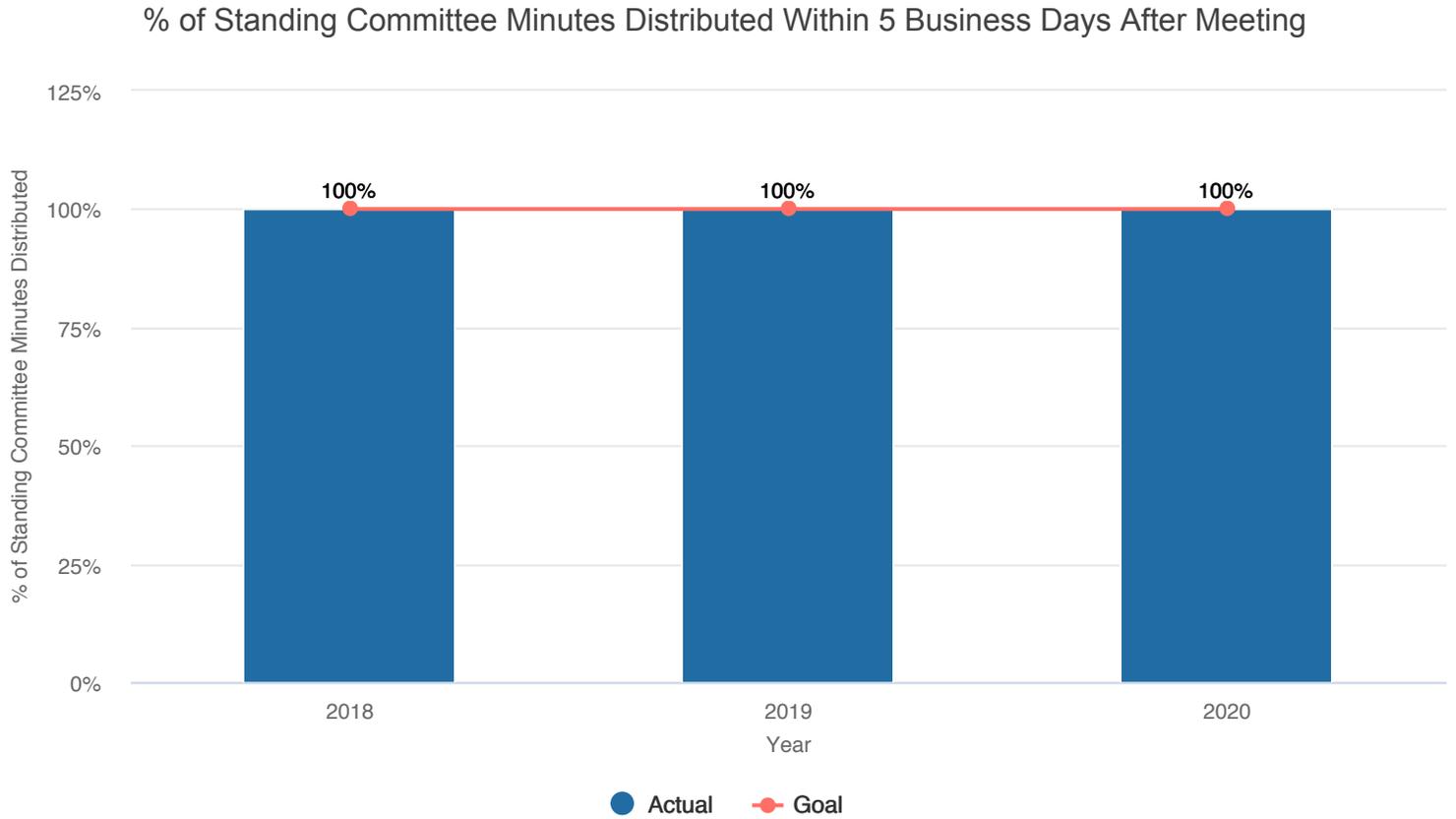
Objective 4.2.2 Distribute Standing Committee minutes to Commissioners and departments within five business days ...

Number of Standing Committee Agendas and Minutes Posted on www.accessKent.com



BOC - % of Standing Committee Minutes Distributed Within 5 Business Days After Meeting

Objective 4.2.2 Distribute Standing Committee minutes to Commissioners and departments within five business days ...



Distribute Standing Committee minutes to Commissioners and departments within five business days after the committee meeting.

Department Goal 4.3

Significant Accomplishments

Objective: 3

	%	#
On Track	66.67	2
Completed	33.33	1

Objective 4.3.1

Mar 09, 2020 - Ongoing On Track

Scheduled all standing committee and board meetings on Zoom and provided closed captioning services for all meetings.

Moved all boards and standing committee meetings to Zoom virtual platform and provided closed captioning services for all meetings.

Significant Accomplishment

Innovation

Objective 4.3.2

Jan 01, 2021 - Dec 31, 2021

On Track

Research and implement new software for Agenda and Board Packets

Objective 4.3.3

Nov 04, 2020 - Dec 31, 2020

Completed

Onboarding four new commissioners

Four new commissioners were elected to the County Board of Commissioners in November 2020 and were onboarded as County Commissioners prior to their terms beginning on January 1, 2021.

Significant Accomplishment

Community Impact