

Policy / Administration

County Administration Building

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Mission

To provide policy recommendations to the Board of Commissioners and to efficiently manage and support the effective delivery of County services.

Overview

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 12-member 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, County Administration, and County departments.

Significant Accomplishments

The Kent County Administrator proposed, and the Board of Commissioner's adopted, a structurally balanced budget for the seventh consecutive year. With stagnant property tax revenues due to limitations imposed by the State Constitutions' Headlee Amendment and Proposal A Amendment, and continued taxation capture by various tax increment finance (TIF) districts, this success is a testament to sound financial planning and County departments carefully reviewing their annual budgets, services, and service levels to meet the needs of the county residents. To address the TIF limitations, Kent County initiated conversations with the Grand Rapids Downtown Development Authority (DDA) that led to a proposal to increase Kent County's revenues through a gain sharing model. **COMMUNITY IMPACT**

The County's long-term triple-A credit rating was confirmed by Moody's Investor Services and Standard & Poor's. This is the eighteenth consecutive year that Kent County has held the highest credit rating from both agencies.



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Strategic Goals

- Promote a culture of visionary, creative, and strategic thinking, with an emphasis on performance excellence, to achieve the Mission of the County (Proactive & Innovative Government; Efficient Use of Resources).
- Maintain the long-term financial health of the County while supporting effective programs and services to maximize positive outcomes (Stable Revenues; Proactive & Innovative Government; Efficient Use of Resources).
- Encourage and foster strategic, public/private, intergovernmental, and interdepartmental collaborations and partnerships (Proactive & Innovative Government; Efficient Use of Resources; Citizen Participation).
- Communicate consistently with internal and external stakeholders to increase awareness and understanding of the County's operations, programs, services and their value (Efficient Use of Resources; Citizen Participation).
- Provide accurate, efficient, and timely information and communication to the Board of Commissioners, County departments, stakeholders, and the public (Efficient Use of Resources).
- Facilitate the boards, commissions, and committees appointment process with the Board of Commissioners in a timely and accurate manner (Efficient Use of Resources).
- Protect the County from liability (Proactive and Innovative Government).

Significant Accomplishments (Cont'd)

Kent County also received the highest short-term rating from the various rating agencies. **COMMUNITY IMPACT**

The Board of Commissioners' reviewed and approved two revenue proposals for consideration by the electorate: a proposal to place a 0.44 mill property tax increase to support the John Ball Zoo and Grand Rapids Public Museum, and a request to place a 70 cent per month surcharge increase on phone bills for dispatch services. Both of these proposals were overwhelmingly approved by the voters in the November election. The surcharge followed an agreement with the City of Wyoming to contract for police and fire dispatch services starting July 1. **COMMUNITY IMPACT**

Kent County, in partnership with Gaines Charter Township, established a Renaissance Zone to allow Switch, a national leader in cloud-based services, to transform the former Steelcase Pyramid into its East Coast/Midwest data hub. This included the establishment of a payment in lieu of taxes (PILOT) to ensure necessary revenue for County operations and services. **COMMUNITY IMPACT**

The transition of the Gerald R. Ford International Airport (GRR) from a County Department to an Authority was officially approved by the Federal Aviation Administration on July 1. This transition also included the establishment of an agreement between the County and GRR for various support services like purchasing, human resources, and information technology. **COMMUNITY IMPACT**

The Agri-Business Work Group, Management Pay Plan (MPP) Review Subcommittee, and Judicial Resources Subcommittee finalized their work, and submitted reports and recommendations to the Board of Commissioners. This resulted in an additional judge being elected to the 17th Circuit Court bench, and increased equity among employees in the MPP classification. **COMMUNITY IMPACT**

Kent County successfully lobbied State legislators to modify Section 298 of the Governor's proposed budget and address Child Care Fund (CCF) reimbursement shortages due to independent, administrative changes by state personnel. If enacted, the Section 298 proposal would have made it more difficult to implement necessary, local healthcare reforms to drive financial and program improvements due to its proposal to privatize Michigan's \$2.4 billion Community Mental Health (CMH) system through commercial insurers. It was replaced with a requirement that MDHHS develop a report with recommendations to improve coordination of physical and mental health services. The CCF shortages were addressed through a legislative fix, and a requirement to rewrite the CCF Handbook. **COMMUNITY IMPACT**

The Administrator's Office continues to implement a proactive approach to telling the story of Kent County and its delivery of effective and efficient quality services. The County's social media presence extended to Twitter in 2016, offering yet another venue to spread news and information beyond its highly utilized Facebook page and YouTube channel. **COMMUNITY IMPACT**

The Administrator's Office, Corporate Counsel, and Health Department responded to an urgent public health situation related to vapor intrusion through an emergency evacuation orders that displaced families and nonprofits to allow for vapor intrusion remediation activity. According to the EPA, this is believed to be the first such situation in Michigan, and the County worked collaboratively with EPA, DEQ, and MDHHS legal staff to develop procedures and guidelines to address legal concerns related to remediation efforts. **COLLABORATION**

DEPARTMENT: ADMINISTRATORS OFFICE

Department Mission Statement:

To provide policy recommendations to the Board of Commissioners and to efficiently manage and support the effective delivery of County services.

Service Area: Administration

Goals

- Promote a culture of visionary, creative, and strategic thinking, with an emphasis on performance excellence.
- Maintain the long-term financial health of the County while supporting effective programs and services to maximize positive outcomes.
- Encourage and foster strategic public/private, intergovernmental and interdepartmental collaborations and partnerships.
- Communicate consistently with internal stakeholders to increase awareness and understanding of the County's operations and programs, services and their value.

Objectives

- Score a 4.50 or better on the Board of Commissioners Survey
- Ensure sufficient information is provided to the Board of Commissioners and Committees so that less than three action requests are postponed annually.
- Annual budget recommendation adheres 100 percent to the parameters established by the Finance and Physical Resources Committee
- Maintain a minimum credit rating of AAA by the various credit rating agencies.
- Establish a minimum of three departmental, intergovernmental or public/private collaborations.

| Indicators | 2014 Actual | 2015 Expected/ Actual | 2016 Expected/ Actual | 2017 Expected/ Actual |
|--|------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Outcomes | | | | |
| Maintain a 4.50 (out of 5) or better on the Board of Commissioners survey | 4.55 | 4.50/ 4.62 | 4.55/ 4.83 | 4.60 |
| Budget recommendation adheres 100% to Finance and Physical Resources Committee parameters. | 100% | 100% / 100% | 100% / 100% | 100% |
| County credit ratings maintained (Moody's) | Aaa | Aaa / Aaa | Aaa / Aaa | Aaa |

| | | | | |
|--|-------------|---------------------------|-------------------------|-----------|
| County credit ratings maintained (S & P) | AAA | AAA / AAA | AAA / AAA | AAA |
| Dollars saved or dollars leveraged as a result of collaboration with other agencies | \$3,985,000 | \$500,000/ \$3,140,421 | \$500,000/ \$711,785 | \$500,000 |
| Less than three postponed Committee or Board action requests due to insufficient/inaccurate information. | 1 | <3/ 2 | 3/ 0 | 3 |

| | 2014 Actual | 2015 Expected/ Actual | 2016 Expected/ Actual | 2017 Expected/ Actual |
|--------------------------------|------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Indicators | | | | |
| Efficiencies | | | | |
| General fund cost per resident | \$255 | \$254/ \$253 | \$260/ \$254 | \$265 |

| | 2014 Actual | 2015 Expected/ Actual | 2016 Expected/ Actual | 2017 Expected/ Actual |
|--|------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Indicators | | | | |
| Outputs | | | | |
| Number of Committee or Board action requests | 229 | 250/ 254 | 250/ 228 | 225 |
| Number of programs or collaborative partnerships developed | 6 | 3/ 8 | 3/ 7 | 3 |

Service Area: Legal

Goal

- Protect the County from liability

Objectives

- Respond to Freedom of Information Act requests within statutory time limits and consistent with the stated purposes of the Act.
- Respond to judicial proceedings and pleadings within court or other legally imposed deadlines.
- Communicate regularly with departments to evaluate present and future legal services needs.

| Indicators | 2014 Actual | 2015 Expected/ Actual | 2016 Expected/ Actual | 2017 Expected/ Actual |
|--|------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Outcomes | | | | |
| Percent of Freedom of Information Act requests responded to within statutory requirements (Goal is 100%). | 100.00% | 100.00%/100.00% | 100.00%/100.00% | 100.00% |
| Percent of judicial proceedings/pleadings responded to within legally imposed time limits (Goal is 100%). | 100.00% | 100.00%/100.00% | 100.00%/100.00% | 100.00% |
| Percent of staff completed legal matters that have had no demonstrable negative repercussions for the County's legal or operational status (Goal is 100%). | 100.00% | 100.00%/100.00% | 100.00%/100.00% | 100.00% |

DEPARTMENT: BOARD OF COMMISSIONERS OFFICE

Department Mission Statement:

The mission of the Board of Commissioners Office is to provide professional administrative support to the Board of Commissioners, County departments and the public of Kent County so that policy decisions are informed decisions for the departments and citizens of Kent County.

Goals

- Provide accurate, efficient, and timely information and communication to the Board of Commissioners, County departments, stakeholders, and the public
- Facilitate the boards, commissions, and committees appointment process with the Board of Commissioners in a timely and accurate manner

Objectives

- Provide Standing Committee agendas to the Board, departments, and news media at least three business days prior to the meeting
- Distribute Standing Committee minutes to Commissioners and departments within five business days after the committee meeting
- Coordinate citizen appointment process beginning in August and organize/conduct New Citizen Orientation held in January
- Post meeting notices, agendas, minutes and videos to www.accessKent.com for all Standing Committee meetings in a timely and accurate manner

| Indicators | 2014 Actual | 2015 Expected/ Actual | 2016 Expected/ Actual | 2017 Expected/ Actual |
|---|------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Outcomes | | | | |
| Citizen vacancies on appointed boards, commissions, and committees filled at organizational meeting in January. | Yes | Yes / Yes | Yes / Yes | Yes |
| Less than two vacant board, commissions, and committee positions unfilled by Board of Commissioners at organizational meeting in January. | Yes | Yes / Yes | Yes / Yes | Yes |
| Coordinate/conduct new citizen orientation in January. | Yes | Yes / Yes | Yes / Yes | Yes |
| Post all citizen board, commission, and committee vacancies on accessKent.com by August 15. | NA | NA | Yes / Yes | Yes |

| Indicators | 2014 Actual | 2015 Expected/ Actual | 2016 Expected/ Actual | 2017 Expected/ Actual |
|---|------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Efficiencies | | | | |
| Percent of Standing Committee agendas provided to Commissioners and staff at least three business days prior to meeting. | 100.00% | 100.00%/100.00% | 100.00%/100.00% | 100.00% |
| Percent of Standing Committee minutes distributed to Commissioners and staff within five business days after the meeting. | 100.00% | 100.00%/98.00% | 100.00%/100.00% | 100.00% |
| Percent of all other committee meeting minutes distributed to Commissioners within three business days of receiving minutes. | 100.00% | 100.00%/100.00% | 100.00%/100.00% | 100.00% |
| Post meeting notices, agendas, and minutes for all Standing Committee and Subcommittee meetings as outlined in the Open Meetings Act. | NA | NA | 100.00%/100.00% | 100.00% |

| Indicators | 2014 Actual | 2015 Expected/ Actual | 2016 Expected/ Actual | 2017 Expected/ Actual |
|---|------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Outputs | | | | |
| Number of Standing Committee agendas and minutes prepared and distributed to Commissioners and staff and posted on www.accessKent.com . | 51 | 50/ 52 | 55/ 47 | 55 |
| Number of Board resolutions prepared for Board consideration. | 115 | 120/ 120 | 120/ 119 | 120 |
| Number of citizen vacancy letters sent by August 15. | 54 | 40/ 44 | 40/ 56 | 45 |
| Number of citizen applications received by September 30. | 143 | 150/ 108 | 150/ 210 | 150 |