

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

- 1. Community Development/Community Action Agency Merger:** The Community Development Department and Housing Commission prepared for and completed a merger with ACSET's Community Action Agency, which was effective October 1, 2017. This involved change in leadership, personnel roles, funding strategies, and location and allowed for Matthew Van Zetten, who served as Interim Director of the Housing Commission to resume his role within the Administrator's Office.
- 2. Kent County Friend of the Court (FOC) Community Engagement Task Force Report:** In 2016, members of the community approached the Board of Commissioners regarding concerns over the FOC's bench warrant enforcement program, believing that it disproportionately impacts African American males. In response to these concerns, a community engagement taskforce was appointed to research best practices and provide recommendations to the BOC. In August 2017, the Task Force delivered a series of recommendations to the Board of Commissioners,



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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)

which included placing an emphasis on assisting parents to navigate the system early in the process in an effort to keep cases from evolving to the point where a bench warrant is required.

- 3. Transitions:** The Administrator's Office successfully managed several transitions in 2017. The retirement of the former Administrator/Controller who served for 22 years and the untimely passing of Corporate Counsel challenged the Administrator's office to maintain business as usual in the face of significant challenges. Kent County Board of Commissioners appointed Assistant County Administrator Wayman Britt to serve as Interim County Administrator/Controller beginning July 1, 2017, while a national search for a permanent hire was conducted. Linda Howell became Interim Corporate Counsel and Matthew Van Zetten was named Interim Assistant County Administrator. In January 2018, the Kent County Board of Commissioners voted unanimously to appoint Wayman to the role of Administrator/Controller. Other transitions included engaging Sandra Ghoston-Jones as a contract employee and the conversion of the County's financial management and payroll system.
- 4. Department of Justice (DOJ) and Immigration and Customs Enforcement (ICE):** The Corporate Counsel's Office worked closely with the DOJ in a case before the US District Court that was dismissed with prejudice and confirmed that the Kent County Sheriff's Department did not violate the Constitutional Rights of an undocumented individual when it housed them at the request of ICE agents.
- 5. Kent County Land Bank Authority (KCLBA) Review Subcommittee:** A Board of Commissioners Subcommittee was appointed to review the status and operations of the KCLBA at its five-year anniversary. After a thorough review of background information as well as solicitation of input from numerous community stakeholders, the subcommittee delivered a series of recommendations to the Board of Commissioners and the KCLBA Board of Directors in September 2017. Recommendations made included increasing transparency by the Authority, following lead remediation recommendations made by the Lead Task Force, and a greater focus on public-private partnerships.
- 6. PFAS and Contaminated Groundwater in Northern Kent County:** In April of 2017, the Kent County Health Department (KCHD) became aware of an investigation regarding contaminated groundwater in the Belmont area being conducted by the Michigan Department of Environmental Quality (MDEQ). In the months that followed, the wells of more than 1,000 homes have been tested for per- and polyfluoroalkyl substances (PFAS). MDEQ believes that the contamination was caused by industrial waste dumped by Wolverine Worldwide (WWW) decades ago. WWW has agreed to provide testing, bottled water and, in some cases, whole house filtration systems to impacted residents while the investigation continues. The KCHD, Administrator's Office, Corporate Counsel and the Communications Director have been on the front lines of informing residents about their individual test results. Working in cooperation with the Michigan Department of Health and Human Services (MDHHS), KCHD has worked to advise residents about the known health consequences of PFAS and ways to limit exposure.
- 7. Legislative Successes:** The County worked with our Legislators to successfully address several legislative priorities. This included (i) ensuring the ability to appeal funding reimbursements related to the Childcare Fund expenses; (ii) receiving four new Pathway to Potential (DHS Success Coach) positions for the Kent School Services Network; (iii) initiation of a pilot (Section 298) to integrate and improve mental health and physical health; (iv) extension of sunset legislation regarding establishment of court fees and costs; and (v) ensuring there was no unintended harm caused by statewide public sector pension and retiree healthcare legislation.
- 8. Credit Rating:** The County's Triple-A credit ratings were affirmed by Moody's and Standard & Poor's for the 19th consecutive year.
- 9. Dispatch:** The dispatch surcharge increase of 70-cents per month (passed in November 2016) allowed the Kent County Dispatch Authority (KCDA) to begin implementing its strategic plan, including a new agreement with Motorola Solutions. The new system will include 12 tower sites that improve county-wide radio coverage. Installation starts in 2018, with completion expected in the fall. The anticipated "go-live" date is in late 2018/early 2019.

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	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Outcomes				
Maintain a 4.50 (out of 5) or better on the Board of Commissioners survey	4.62	4.55/ 4.83	4.60/ 4.68	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

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	\$3,140,421	\$500,000/ \$711,785	\$500,000/ \$163,000	\$500,000
Less than three postponed Committee or Board action requests due to insufficient/inaccurate information.	2	3/ 0	3/ 0	3

	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Indicators				
Efficiencies				
General fund cost per resident	\$253	\$260/ \$253	\$265/ \$252	\$265

	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Indicators				
Outputs				
Number of Committee or Board action requests	254	250/ 228	225/ 122	225
Number of programs or collaborative partnerships developed	8	3/ 7	3/ 3	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	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 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	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 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	Yes / Yes	Yes / Yes	Yes

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 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.	98.00%	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	100.00%/100.00%	100.00%/100.00%	100.00%

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Outputs				
Number of Standing Committee agendas and minutes prepared and distributed to Commissioners and staff and posted on www.accessKent.com.	52	55/ 47	55/ 51	55
Number of Board resolutions prepared for Board consideration.	120	120/ 119	120/ 105	120
Number of citizen vacancy letters sent by August 15.	44	40/ 56	45/ 55	45
Number of citizen applications received by September 30.	108	150/ 210	150/ 165	150