



COLLABORATIVE EFFORTS – 2017 UPDATE

Executive Summary

In order to efficiently and effectively deliver a wide array of services to its residents, Kent County regularly interacts and works with other local units of government as well as local and regional partners to achieve common goals. Given the current economic climate of limited resources, increasing demands on services, and complex community expectations, it is important that government at all levels look to strategic collaborations and partnerships as ways to respond to these challenges.

In 2017, the County engaged in 20 new collaborations, and remained an active participant in more than 150 others. The collaborations are wide-ranging and include participation by nearly every unit of local government in Kent County, neighboring counties, and non-profit agencies.

Some of the new collaborations Kent County participated in last year include the launch of three different specialty courts designed to offer assistance and treatment to certain juvenile offenders (Girls Court; Truancy Court) and certain offenders with mental health-related diagnoses (Mental Health Treatment Court). Other new collaborations center around the County's response to wide-spread concerns related to PFAS and vapor intrusion. This report also details collaborations designed to improve upon already existing services, such as expanding the County's rural dental program in Cedar Springs, expanding the County's trail system, and the creation of additional programming at the MSU Cooperative Exchange. Finally, new collaborations from 2017 highlight the County's continuing effort to promote diversity, equity and inclusion, including the Prosecutor's Office partnership with the Hispanic Center, the Emergency Management Office Inclusive Preparedness Program, and the Health Department's Material Review Committee.

The following report was first produced in 2003 to identify the current and previous partnerships that the County has engaged in to better serve its residents. While the report is updated annually to identify new collaborations, references to on-going and time-limited or discontinued partnerships are retained to provide a historical reference of the relationships and partnerships that have formed, and the benefits that have been derived.

We are pleased to be able to share this report with you. If you have any questions about any of the collaborations contained within this report, please do not hesitate to contact that County department or the County Administrator's Office for more information.

SECTION I – New Collaborations in 2017

CDBG Funding Taskforce: The Community Development Department worked with the Township Supervisor Association to create a taskforce to review the CDBG funding formula, and propose a recommended alternative. Taskforce representatives included individuals from Alpine, Caledonia, Cascade, Nelson, and Plainfield Townships as well as the Cities of Kentwood and Walker. The Kent County Supervisor's Association approved one of the recommendations: the use of a Request for Proposal (RFP) for a period of three-years as a pilot.

Cedar Springs Dental Center: Rural parts of Kent County suffer from disproportionately limited access to dental care or from the inability to find dental providers who will accept Medicaid. Kent County Health Department worked with a non-profit organization, My Community Dental Centers (MCDC), to locate a six-chair dental center in Cedar Springs. This center has been operational since mid-2017 and has provided care for over 1,000 people.

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.

Drain Commissioner Contractor Pool: In order to create a more diverse pool of contractors, the Drain Commissioner met with the local Hispanic Chamber of Commerce. This resulted in the hiring of a Hispanic landscaping company which has successfully completed several projects on County drains.

Drain Commissioner Requests for Service: In conjunction with the County IT GIS team, The Drain Commissioner's Office developed a process to place requests for service on a real-time electronic system to process service requests (using tablets), which significantly increased efficiency.

eRecording: The Register of Deeds office has worked collaboratively with mortgage and title company customers to increase the percentage of documents filed via eRecording from 35 percent to 50 percent, making the recording process more efficient and effective for both the County and its customers.

Girls' Court: The 17th Circuit Court has established a Girls' Court. In collaboration with Community Family Partnership and Wedgwood, the Court was able to secure program funding and trauma therapy for the girls and their families. The purpose of Girls' Court is to serve our girl offenders by providing intensive treatment, incentives, community based support while strengthening family relationships.

Health Mental Health Treatment Court: The 17th Circuit Court received a grant from the State Court Administrative Office to test the feasibility of and design a Mental Health Treatment Court for Kent County. Beginning in 2018, the Court will begin accepting candidates for this comprehensive program that includes partnership with The Kent County Prosecutors Office, Sheriff's Office, Network 180, and the Defender's Office. The Court received an implementation grant for the 2017/2018 fiscal year.

Hispanic Center Victim-Witness Program: The Prosecutor's Office established a program with the Hispanic Center to send a victim-witness advocate to the Center once a month to provide an open and non-threatening space to meet to discuss issues their clients may be having in the court system. The advocates will have the opportunity to meet with victims of domestic violence who may be afraid to file a report, witnesses who may be afraid to go to the courthouse, or any other person at the Hispanic Center who may have questions regarding anything pertaining to the criminal justice system. This is a program designed to reach a significant minority group in the community who are in fear of getting involved in the criminal justice system given possible immigration implications.

Horticulture and Natural Resources Education: In 2017, staff from MSU Extension worked in partnership with many local organizations to promote native plants and conservation, create environmental education for students, provide education on Smart Gardening, work to control and remove invasive plants, and provide

outdoor lab-walk educational experiences. Some of the organizations included environmental garden at Ada Christian School, the River City Chapter of Wild Ones, Grand Valley State University teacher education, Metropolitan Hospital, Cascade Township grounds department, Kent Conservation District, Calvin College-Bunker Interpretive, and the Association of Grand Rapids Landscape Professionals. Conservation and gardening programs benefit the cadre of volunteers who work with Kent County Parks staff—whether it be an invasive plant pull, Discover Millennium event or other outdoor education.

Inclusive Preparedness Program: With the goal of providing accessible emergency preparedness training to Kent County residents of varying abilities, the Health Department partnered with the Kent Regional Inclusive Community Coalition, Kent County Emergency Management, the American Red Cross, the Kentwood Fire Department, Kent County Medical Reserve Corps, and the Salvation Army to provide the training. Students learned basic preparedness skills that can be shared and became connected with first responders in the County. This program received national recognition from the National Association of City and County Health Officials in 2017.

Juvenile Sexting Program: In partnership with Corrective Solutions, the Prosecutor’s office set up a Juvenile Teen Sexting program to deal with the issue of peer-to-peer exchange of inappropriate photos. In the past, there have been situations in the County where multiple groups of teens or pre-teens exchange photos and the Prosecutor’s Office has made the decision not to get involved and let the school district handle it. This program is a way to take action to educate kids who are engaging in this sort of behavior by providing a diversion program where they view an on-line program and participate in a class where the potential dangers of texting and on-line behavior are reviewed. If they successfully complete the program no charges are filed. If they do not complete it, the Prosecutor’s Office may file juvenile charges.

Little Thornapple Inter-County Drain: While working closely with Barry and Ionia Counties, the Office of the Drain Commissioner provided leadership and assistance for the remediation of the damage to the Little Thornapple Inter-County Drain.

Material Review Committee: The Material Review Committee (MRC) was developed as a recommendation from the Cultural Competency Policy and to maintain administrative and management capacity. The MRC ensures that all materials coming out of the Health Department are reviewed for cultural sensitivity, cultural appropriateness, translation, understandability, visual appearance, and are produced at the appropriate level of health literacy. The MRC reviews documents such as flyers, brochures, newsletters, comic books, videos, and fact sheets.

National Conferences: The Department of Public Works is working collaboratively with Experience Grand Rapids to promote West Michigan as a conference destination. As a result, the Building Materials Reuse Association – Decon + Rescue Expo 2018 will be held in Grand Rapids. Continued efforts in this area are targeting the 2020 North American Waste-to-Energy Conference.

Parks Department: The Kent County Parks Department regularly seeks and develops collaborations with outside organizations and units of government. Significant new collaborative activities in 2017 include working with Calvin College and the Plaster Creek Stewards on a significant project in Dutton Park to stabilize creekbanks and help clean water quality, working with West Michigan Mountain Biking Alliance to add 1.4 miles of flow trails in Wahlfeld Park, and working with the DNR to improve creek conditions in Dwight Lydell Park. Kent County Parks also is worked with Caledonia Township on trail design and development, Wyoming Parks on trail connects as well as signage design and Nelson Township on access improvements to Gordon Park.

PFAS Response: The Administrator’s Office, Corporate Counsel, Health Department, Department of Public Works, and others responded to an urgent public health situation related to contamination of groundwater resources in northern Kent County. This collaboration also involved external agencies (EPA, CDC, DEQ, DHHS, and townships) and community groups. This ongoing collaboration seeks to protect public health while gaining a better understanding of the problem and options for the future.

Truancy Court: The 17th Circuit Court, in conjunction with the Kent Intermediate School District, Network 180, Kent County Prosecutors Office, and volunteer defense attorneys, began a Truancy Court Pilot Program. The Truancy Court is designed to offer an “off ramp” from formal truancy prosecution. The Court jurisdiction and record is held in abeyance and destroyed if the student meets the orders of the Court to attend every day all day for 25 consecutive school days. The interface with various community partners such as the Kent School Services Network, Kent County Department of Health and Human Services, Dispute Resolution Center of West Michigan and the Court’s Crisis Intervention Program, ensure that the student and family are also connected to community services to improve attendance and address needs of the youth and family. Various other community partners that are represented on the Kent County School Justice Team oversee this collaborative effort.

Vapor Intrusion Response: The Administrator’s Office, Corporate Counsel, and the Health Department responded to an urgent public health situation related to vapor intrusion through 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. Additionally, Health Department staff worked in partnership with various partners, including the American Red Cross, Michigan State Housing and Development Association, and the Salvation Army to provide housing for displaced residents.

Waiver Program: District Courts located in Kent County participated in a one-month program during October 2017 that provided waivers for persons with criminal and/or traffic outstanding warrants for non-compliance with a court order of fines, fees, court costs on any outstanding traffic and/or parking ticket that have gone into default or suspension. The participating courts guaranteed that those who make payment in full would not be incarcerated and all court-imposed late fees and/or warrants were waived. This program provided an opportunity to alleviate a burden on those facing possible jail time and saved tax revenue by eliminating the need to detain individuals for non-violent violations.

SECTION II –Ongoing Collaborations

Regional (Local Government) Effort

Academic Health Department Program: The number of local universities offering public health or health-related degrees has increased dramatically over recent years. GVSU, Ferris State, Western Michigan, Michigan State and other universities offer programs in public health, nursing, dietetics, environmental science, health education, pharmacy, and related subjects. These universities and their students need placement in public health settings for practicum experience. Meanwhile, the Health Department often finds itself challenged to complete important studies and projects because of staff limitations and customer service demands. To accommodate both needs, the Health Department created an “Academic Health Department” which benefits universities by providing a high-quality practicum experience for students. The Health Department benefits by gaining quality public health learners who can work on important projects. Both entities gain access to each other’s respective subject matter experts and opportunities for research. This collaboration was recognized nationally in 2017 as a model practice for health departments. See Accesskent.com for more information.

Airport Authority: Following Board acceptance of the recommendations of a subcommittee that the governance of the Gerald R. Ford International Airport transfer from the County to an independent authority, Administrative Services and Aeronautics staff initiated the process to determine and execute the implementation of the recommendation. Throughout 2015 and 2016, the two staffs worked collaboratively to draft new legislation required to create the authority, establish the authority, evaluate and recommend administrative services delivery systems for the new entity, and other documents required by the Federal Aviation Administration (FAA). The application to the FAA for transfer of the operation was submitted in early 2016 and the transfer was approved and finalized on July 1, 2016. The new relationship of the parties and the continued support and collaboration of the County has been articulated in a long-term lease and operating agreement and a shared services agreement.

Allegan County Equalization: In July 2016, the Bureau of Equalization entered into a collaborative effort with Allegan County. Through the agreement, Kent County's Equalization Director also became the director of record for Allegan County's equalization department. Kent County now oversees the work of the existing Allegan County staff. This partnership will further efforts to move toward common equalization practices throughout the State.

Animal Control and Local Police: Local police agencies throughout Kent County often encounter urgent situations where animals are involved. In some instances, the animal is the cause of the problem and an active threat; in other cases, abandoned animals require care in the aftermath of criminal activity. Police agencies are not readily equipped to capture and/or care for animals in these situations. In a partnership with local police departments, the Kent County Sheriff’s Office is providing 24/7 in call answering and dispatching services to provide the best possible response and coordination to the citizens of Kent County.

Arbor Circle: In December 1965, the County approved a 50-year lease with the Child Guidance Clinic for property located at 1115 Ball Avenue NE, Grand Rapids (adjacent to the Juvenile Detention Center property). In 1996, Child Guidance Clinic and several other organizations merged to become the Arbor Circle Corporation, which is currently occupying the property as lessee. The original lease has been extended to December 31, 2021, with allowance for up to two additional one-year extensions if requested by Arbor Circle.

Area Community Services Employment and Training Council: In 1985, Kent County and the City of Grand Rapids established the Area Community Services Employment and Training Council (ACSET) as a separate legal entity under the Urban Cooperation Act, through an Inter-Local Agreement. In 1996, the Agreement was amended to add Allegan County for Michigan Works! Services, and in 2000 it was amended a second time to comply with changes in federal law. In 2014, it was amended a third time to add Barry County. As a result of Governor Snyder encouragement to align the Michigan Works! Agency into economic prosperity zones, ACSET was re-established by a Fourth Amendment with an Inter-Local Agreement between the Counties of Allegan, Barry, Ionia, Kent,

Montcalm, Muskegon and Ottawa, and the City of Grand Rapids, effective October 1, 2015, for the purpose of providing the administration of employment and training programs in regional prosperity zone four. A 14-member governing body was established to fulfill the mission of the new entity and to carry out the agreement. The membership includes: Allegan County – two Representatives, Barry County – one Representative, Ionia County – one Representative, Kent County – three Representatives, Montcalm County – one Representative, Muskegon County – two Representatives, Ottawa County – two Representatives and City of Grand Rapids – two Representatives. A Municipal Partnership Act Contract was approved with the City of Grand Rapids to permit ACSET to continue as the Community Action Agency (CAA) that serves Kent County. This was revised in 2017 when community action services were transferred to Kent County and merged with the County's Community Development and Housing Commission. Kent County Community Action (KCCA) provides services for the reduction of causes, conditions and effects of poverty, and the promotion of social and economic opportunities that foster self-sufficiency for low income persons.

Assessing: In 2006 and 2007, the County entered into two agreements to provide appraisal services for commercial/industrial properties and deed-splitting services for the City of Grand Rapids. The deed-splitting services contract continues. In 2008 and 2009, the Bureau of Equalization completed work on the reappraisal of all commercial/industrial property in Alpine and Grand Rapids townships. In 2010 and 2011, the Bureau completed a commercial/industrial property reappraisal for Algoma Township. In 2013 and 2014, Equalization completed work on a one year name/address maintenance contract with the City of Grand Rapids. Equalization is working with locals, counties, and BS&A software to achieve better systems integration between the county and local units. In 2018, the Bureau of Equalization shepherded the passage of a statewide Computer Assisted Mass Appraisal (CAMA) Data Standards set for use by all Equalization Departments throughout the State.

Body Art Facility Enforcement: In an effort to improve the enforcement component of the Michigan Body Art law, the Health Department continues to strengthen its relationship with the Community Policing Section of the Grand Rapids Police Department, the Kent County Sheriff's Office, and the Prosecuting Attorney's Office. Through these relationship, KCHD has effectively worked on several occasions either directly with a Body Art Facility or with complainants alleging the illegal operation of a body art facility in an unlicensed facility. In some occasions, this relationship has led to the apprehension of individuals wanted for more serious offenses.

Childhood Lead Poisoning Prevention: The Health Department worked in collaboration with officials from many other community agencies and organizations in order to identify the reasons behind a recent surge in rates of elevated blood lead among Kent County children. This work, under the umbrella of the Kent County Lead Task Force, was informed by many subject matter experts including physicians, epidemiologists, environmental health professionals, service providers, and the Lt. Governor. Community meetings were also held to hear from the people most seriously affected. The resulting Lead Task Force Report will help to guide future interventions and policies.

Children's Assessment Center: This facility/program provides a multi-disciplinary response to allegations of child sexual abuse. The Children's Assessment Center (CAC) is located at 901 Michigan NE and provides office space for Sheriff's deputies, Grand Rapids police officers, DHHS protective service workers, counselors and doctors/nurses. The County and cities of Grand Rapids, Wyoming, Grandville, and Walker provide financial support for operations of the Center. In addition, the Sheriff's Office has an agreement with the CAC and contributes \$52,500 annually to the Center, and investigates situations occurring in cities without trained investigators.

Clandestine Drug Laboratory Response: Illegal drug manufacturing is a problem which has plagued law enforcement and public health for many years. The number of clandestine drug laboratories reported to the Kent County Health Department is concerning. These labs generally manufacture methamphetamines, LSD, or methcathinone, and these operations leave toxic residues throughout a property which can be extremely harmful to subsequent residents. Michigan state law designates local health departments as the lead enforcing agency during the clean-up phase of clandestine drug operations, however, an effective response involves a partnership between local and county officials.

Community Collaboration Work Group Recommendation Implementation Follow-Up: Since the Community Collaboration Work Group ended its activity in 2013, the managers of the cities of Grand Rapids, Wyoming, and Plainfield Township, along with the County Administrator, the GVMC Executive Director, and Chamber of Commerce President have been meeting regularly to identify areas where more collaboration can exist and how the Chamber of Commerce can assist in facilitating dialogue. Dispatch, police and fire services, and assessing have been discussed as potential areas where collaboration can move forward.

Community Development Block Grant Program: The Community Development and Housing Department works with 32 local units of government, public and non-profit agencies to develop strategies to improve the quality of life throughout the County. The Department acts as a conduit to bring "Entitlement" grant funds and Section 8 funds to the County to expand opportunities for low and moderate-income residents. The Neighborhood Stabilization Program (NSP) is part of the CDBG program and began in 2008 with a \$3.9 million federal grant. The program is designed to rehabilitate existing housing stock and make it available for low-moderate income individuals for purchase or rent. Property has been rehabilitated, in Wyoming, Kentwood and Grandville. The NSP program concluded and as properties are sold and repurchased the funding is returned to the County for CDBG uses. The County has, for the past several years, been contracted by the City of Wyoming to monitor sub-recipient services for its CDBG program. In addition, the County was awarded a grant through the State of Michigan's Competitive Grant Assistance Program to study the potential consolidation of community development offices with the cities of Grand Rapids and Wyoming. The three local units agreed to pursue collaboration steps #1 - #6 along a collaboration continuum. The Cloudburst Group has been contracted to assist the three entities in creating a required HUD Consolidated Plan in a regional manner. According to HUD, we are the first area of the country where a 'non-HUD Consortia' is working together to create a voluntary regional plan.

Community Health Needs Assessment: In 2011, 2014, and again in 2017, the Kent County Health Department worked with more than 100 partners, including the area's major hospitals and mental health providers to collect data for a Community Health Needs Assessment (CHNA). The results from the CHNA will be used to formulate a Community Health Improvement Plan which will address the issues identified in the CHNA. Community input for the CHNA included regional community focus groups with over 200 participants and survey data which was received from a racially and ethnically diverse group of individuals throughout Kent County with a broad range of life experiences and economic backgrounds. The CHNA identified many strategic issues that community stakeholders would like addressed.

Community Opioid Outreach: In response to the ongoing national epidemic of opioid overdose deaths, the Health Department has partnered with The Red Project to advance important prevention messages and resources. The Red Project has provided training and access to naloxone (an opioid reversal agent) for many years. With KCHD support, The Red Project received a sizable grant in order to distribute more of these life-saving kits. This partnership is focused on the evidence-based CDC strategy to 1) Reduce the number of people becoming addicted to opioid-based compounds, 2) Connect affected people with appropriate treatment centers, and 3) Reverse overdoses with naloxone and contact 9-1-1. In late 2016, the Health Department and The Red Project planned an ongoing series of Opioid/Naloxone workshops intended for the families and friends of those struggling with addiction or reliant on opioid-based painkillers. These workshops are being offered on a regular schedule at the Health Department's main campus.

Consolidated Housing and Community Development Plan: In 2013-2014, the County was awarded a grant through the State of Michigan's Competitive Grant Assistance Program to study potential consolidation of the Community Development Office with the cities of Grand Rapids and Wyoming. While the recommendation did not include full consolidation, it did make recommendations for more collaborative efforts. One such effort was the Consolidated Housing and Community Development Plan. The regional HCD Plan will provide a comprehensive blue print of housing and community development needs for the entire County. Kent County will serve as the "lead agency," and Grand Rapids and Wyoming will serve as "participating agencies" for the purposes of the regional HCD Plan submittal to HUD. While the three jurisdictions will use a single consolidated

Plan, each will continue to retain their individual status as HUD grantees and will have continued oversight and administration of their respective grants. This collaboration is the first of this nature for Kent County, Wyoming and Grand Rapids.

Cooperative Law Enforcement Programs: The Sheriff's Office collaborates with local units of government and local police departments to share the cost and use of various enforcement, investigative, and crime prevention programs. In June 2006, the Grand Rapids Metropolitan Area Law Enforcement Partnership was established, including the State Police, cities of Grand Rapids, East Grand Rapids, Wyoming and Kentwood, and the Sheriff's Office. This partnership formally established several cooperative teams including: Metropolitan Area Cold Case Team, Metropolitan Area Major Case Task Force, Metropolitan Fraud and Identity Theft Team, Metropolitan Crime Analysis Project Team, Metropolitan Major Case Accident Investigation, and the Metropolitan Policy/Procedure Development Committee. In addition, the Sheriff's Office provides a variety of services to local communities as a part of mutual aid which includes the Marine Unit, K-9 unit, Mounted unit, and other investigative/enforcement services. The Sheriff's Office also participates in numerous other local and regional initiatives recognizing that crime is not restricted to the boundary of any city, village, or township. The Sheriff's Office has underwater search and recovery capabilities, computer forensic services, and an indoor firearms training facility, all of which are shared with local governments. In addition, the Sheriff's Office provides mobile command service to local units. The Sheriff's Office led the way to share law enforcement incident records, first with all local law enforcement agencies, then with a large block of West Michigan counties (and their local units), and is leading the way to share data statewide and nationally. The County has entered into agreements with several townships and school districts to provide enhanced patrol services. The County also worked with Gaines Charter Township to lease a portion of its township hall for the Sheriff's South Substation, which serves the southern tier of townships in the County. In addition, the Sheriff's Office provides dispatch services for several local units of government. The Sheriff's Office has the only arson dog in the County, which is provided to not only all local police and fire departments, but to any requesting agency in Southwest Michigan. And the Sheriff's Office has a service contract with the cities of Kentwood and Walker to provide for crime scene forensic and evidence collection and processing service. The Sheriff's Office, through the County Board of Commissioners, has entered into an agreement with eight school districts, sharing the cost of School Resources Officers and, in 2014, entered into an agreement with the City of Cedar Springs to provide all law enforcement services for that community. The internet continues to explode with new criminal challenges. By joining with the FBI in a cooperative investigative team called Webchex, several significant criminal enterprises have been disrupted including a series of bomb threats to area schools, child pornography rings and a human sex trafficking of minors.

Corridor Improvement Districts: In 2008, the County worked with the Townships of Plainfield and Grand Rapids on an intergovernmental agreement to participate in a Corridor Improvement District (CID) on Plainfield Avenue. This is the first such agreement reached based upon the County's Economic Development Policy. In 2009, a similar agreement was entered into with the Townships of Byron and Gaines for its CID (Division Avenue), which was affirmed again in 2014, and in 2014 an agreement was entered into with Byron Township and its 84th Street CID.

Diabetes Prevention Education: Community partners including Michigan State University Extension, the Kidney Foundation, Priority Health, the YMCA of Greater Grand Rapids and Spectrum Health have formed a network for Diabetes Prevention called West Michigan DPP (Diabetes Prevention Program) Networking. This group collaborates and provides educational programming throughout Kent County for Diabetes Prevention for those adults qualifying as pre-diabetic.

911 Dispatch Agreements: All units of government worked collaboratively to successfully solicit for an increase to the 911 surcharge. This surcharge is specifically designed to support fire dispatch throughout the County. In addition, though this collaborative effort, a County-wide 800 mhz simulcast radio system that will tie in with the statewide system is being implemented. This allows for an interoperable system that will provide for emergency communication needs for public safety first responders throughout the County. This system is expected to be operational in 2019.

63rd District Court and Area Police Chiefs: The Chiefs of Police of the north County cities (Rockford, Sparta, Cedar Springs and Sand Lake) requested that a system be developed that would allow these agencies to deliver their original citations, appearance tickets, police reports and other pertinent paperwork – required by statute to be in their “original” state when used in Court proceedings – to the 63rd District Court in a timely manner and at the same time minimize the time the police vehicles needed to be out of their jurisdiction. After some checking, the County’s Purchasing Division determined that a private courier firm could add a Rockford-to-Grand Rapids Township run into its schedule twice a week at a cost of \$8-10 per run. As a result, Sand Lake, Cedar Springs, Sparta, and Rockford Police Departments now “pool” their citations at the Rockford Police Department, where the courier picks them up and delivers them to the Court twice weekly. District Court pays for the courier service from its existing budget.

Elections: The County Clerk programs the school, primary and general elections for all locales, and creates the over 280 ballot styles needed for each election and works with local unit Clerks to coordinate bulk purchasing of election supplies.

Emergency Management: Kent County Emergency Management is an active part of the Region 6 Homeland Security Planning Board. Since 2007, Homeland Security Funding has been administered on a regional basis. The Region 6 Homeland Security Planning Board is comprised of the counties of: Clare, Isabella, Ionia, Lake, Kent, Mason, Mecosta, Montcalm, Muskegon, Newaygo, Oceana, Osceola, Ottawa, the cities of Grand Rapids and Ionia, Public Health agencies, and Region 6 Bioterrorism Defense Committee. The activities at the regional level consist of planning, training, exercises, equipment, interoperable communications, law enforcement efforts, and citizen preparedness. Kent County has a leadership role in the Critical Infrastructure /Key Resources committee, which includes the West Michigan Water and the West Michigan Cyber Security Consortium. These Consortiums continue to provide liaison, training, and information-sharing for critical infrastructure facilities, as well as area law enforcement and response agencies at all levels. The Critical Infrastructure / Key Resources committees are a tribute to the collaborative efforts of both public and private sector shareholders. Kent County has representation on all regional committees as well as a leadership role on the Regional Planning Board. Kent County has collaborated with the State of Michigan, American Red Cross, Salvation Army, the United Way, as well as local and regional resources and agencies to participate in preparedness exercises. In an effort to enhance citizen preparedness, we continue involvement with our Community Emergency Response Team (CERT) to train, and respond to community emergencies and events.

On July 1, 2012, the City of Grand Rapids contracted with Kent County Emergency Management for services. The County now provides those services for all cities, villages and townships within Kent County. In addition, the City of Grand Rapids and Kent County’s Local Emergency Planning Committees (LEPC) also merged in 2012. In 2013, formation of an automatic mutual aid system for the Kent County fire departments was implemented. The Mutual Aid Box Alarm Systems (MABAS) has successfully created policies and procedures to enhance response to mutual aid requests in the fire services. The Kent County MABAS division is able to assist on incidents in Kent County, Region 6, as well as throughout the State of Michigan. Michigan PA 390 requires that all jurisdictions with populations over ten thousand have an emergency Local Support Plan, which compliments the overall County emergency response plan. In 2012-2013 the Kent County Emergency Management office assisted all jurisdictions within Kent County to either write an original plan, or update their current plan. The Kent County Emergency Operations Center (EOC) serves as the point of contact for emergency operations in Kent County. Due to record flooding in 2013, the EOC served as the coordination point for flood response and recovery actions. Kent County Emergency Management provides training to both public and private sector shareholders in the Incident Command System, Severe Weather (SKYWARN), Emergency Planning and Response, Community Preparedness, and School Violence and Threat Assessment. The emergency management office continues to be active in school safety and security. Emergency Management remains engaged in planning and presenting a series of workshops dealing with emergency planning, school drills, cyber security and other school safety issues. Those attending these workshops represent all school districts within Kent County, as well as area law enforcement agencies.

Farmers Markets: Kent/MSU Extension educators, working in partnership with the Michigan Farmers Market Association, provide information and support to community farmers markets within Kent County. Many of these markets are operated by or in partnership with local units of government. MSU Extension has an office at the Grand Rapids Downtown Market and works collaboratively with the Market and businesses located there to promote Michigan agriculture and food products.

Financial Management System: The City of Grand Rapids was awarded an Economic Vitality Incentive Program (EVIP) grant related to replacement of its financial management system. As part of this undertaking, the City planned to survey best practices of other local units of government in the State. Initially, the County agreed to participate as part of an advisory group that was to solicit those best practices. As the project has progressed, the City came to the conclusion that it would enhance the project to have another government more closely involved than just advisory group participation. The City of Grand Rapids, Genesee County, Kent County and the Michigan Municipal Services Authority (MMSA) have partnered with the software firm CGI to collaboratively implement a cloud based multi-tenant financial management system. This collaborative effort is partially funded by two Competitive Grant Assistance Program (CGAP) grants from the State of Michigan. When fully implemented, each of the local unit's financial systems will be operating on the same platform and application software. This will open up opportunities for even greater collaboration between the participating local units. Kent County expects to complete the implementation of the CGI financial suite in 2018, and the City of Grand Rapids went live in 2017 and Genesee County has not set a completion date.

Fire Commission: The present Fire Commission originated in 1942 by the County Board of Commissioners to provide fire protection in areas of the County. The County and local units share the program cost and the program is administrated by the Kent County Purchasing Division. Numerous local units participate with the County on joint purchasing of insurance, fire equipment, and fire emergency vehicles in order to take advantage of cost savings realized with the "bulk" purchase of goods and services.

Fiscal Services/Central Services Printing: The Central Services Division currently provides printing services for the City of Grand Rapids and a other participating municipalities & organizations (the cities of Kentwood, Grandville, Rockford and Wyoming, the Village of Sparta, Nelson & Cannon Townships, Kent County Road Commission, Gerald R. Ford International Airport, the Rapid, the Grand Rapids Downtown Development Authority, Grand Rapids Kent County Convention Arena Authority, Michigan Public Purchasing Officers Association, NACCTFO Treasurers Association, Network 180, John Ball Zoo, Silent Observer, Grand Valley Metropolitan Council, etc.). Approximately 300 print orders per year come from these outside agencies.

Fiscal Services – Purchasing: The Purchasing Division's collaboration initiative utilizing County purchasing services was implemented in 2010. Membership by participating local government agencies is resulting in an average savings of more than 15% on commodity purchases. The Purchasing Division regularly coordinates purchases among local government agencies and assists in bidding, requesting quotes and reverse bidding.

Food Pantries and Michigan Project Fresh: Kent/MSU Extension partners with Spectrum Health Healthier Communities on the NOW (Nutritional Options for Wellness) Program to offer disease self-management workshops for pantry users who are also part of the NOW program. The pantries provide mentoring and one-on-one counseling to NOW participants as part of their education requirements. MSU Extension promotes the Disease Prevention and Management classes to the participants and attends quarterly NOW meetings to offer assistance as needed. NOW pantries promoted the Michigan Project Fresh farmers market tours provided by MSU Extension at five farmers markets throughout Kent County. MSU Extension plans to continue work with ACCESS of West Michigan to offer workshops and promote farmers market tours to NOW participants.

Friend of the Court: The Friend of the Court (FOC) reaches out to other agencies in an effort to educate the public about the child support system and to serve as a resource for those experiencing issues in individual cases.

Community Resource Fairs: Through events such as Kent County Resource Fair, Fresh Start Expo, and e-Bus, the FOC works with multiple organizations to provide information to the community and coordinate services. Inmate Outreach and Re-entry: Each month, FOC visits Bellamy Creek Prison to discuss child support and other matters.

Every two months, FOC visits the Kent County Correctional Facility for the same reason. Incarcerated persons who have a child support case are instructed to stay in contact with the FOC upon their release and are informed about what the expectations are, especially for those who will be unemployed. This is invaluable in developing a relationship with the office and knowing what to do upon release. Mission Fridays: The FOC sends representatives monthly to The Guiding Light Mission to connect with those who have child support concerns and are unable to visit the office. The agencies in the Heartside neighborhood post upcoming events on public information screens so residents will know when the FOC representatives will be available. Although Kent County FOC can only take action on in-county cases, we are able to make referrals to other offices throughout the State of Michigan on behalf of the participants. This service is valuable in locating, educating and informing a population that has multiple challenges. Amnesty Day Events: In an effort to reach out to payers who want to meet with a FOC representative to try to resolve a bench warrant without fear of arrest, the FOC periodically holds amnesty day events at different locations. FOC case managers are also available monthly at Strong Fathers and the Hispanic Center. Responsible Parent Program (RPP): A program was established at FOC to assist payers to find employment, “right-size” support orders, and address parenting time problems. RPP partners with various agencies and employers such as Aerotek, MiWorks, Arbor Circle, Cascade Engineering, Degage Ministries, and Gill Staffing.

Grand Rapids Public Schools: Grand Rapids Public Schools completed Smarter Lunchroom Assessments and identified at least 10 changes to make to their lunchroom practices and environments that made it more likely that students would eat the healthy options served. An MSU Extension educator provided technical assistance to the schools and assisted them to complete a pre/post assessment, implement ten changes per school, and write a success story.

Grand River Park: The County, Michigan State University (MSU) and the City of Grand Rapids Parking Services own approximately 3.7 acres of riverfront property on North Monroe Avenue. In April 2015, the City of Grand Rapids submitted an application to the Michigan Department of Natural Resources (MDNR) Trust Fund to acquire the property for a riverfront park, pledging the required \$2.5 million in local match. Award of the grant was announced in December 2015, and pending the final appraisals and approval of the three governing bodies and the MDNR, the mid-2018 acquisition completion is planned.

Grand Valley Metropolitan Council: In 1990, the County became one of thirteen original (charter) members of the State’s first, and only, Metropolitan Council (Grand Valley Metro Council). The Metro Council is now comprised of 34 units of government from the Grand Rapids/Kent County area. GVMC has developed competencies in transportation planning (MPO) and as a forum for discussing regional issues. Two Commissioners and the Administrator/Controller serve on the GVMC Board, and the Administrator/Controller also serves on its Executive Committee. The GVMC is the grant administrator and fiduciary for the State’s new “Prosperity Regions” initiative to encourage public, private, and non-profit organizations to partner for more regional communication, cooperation, and collaboration.

Grand Valley Regional Biosolid Authority (City of Grand Rapids, City of Wyoming): The Kent County Agricultural Preservation Board, through the Purchase of Development Rights Program, has a partnership with the Grand Valley Regional Biosolid Authority to develop and implement a Biosolid/PDR Pilot program. The potential for partnership remains open, but currently no farms meeting the criteria for funding have been identified.

Guardianship Program: For many years, the Probate Court, Kent County Department of Health and Human Services (DHHS), and Area Agency on Aging of Western Michigan (AAAWM) have collaborated and partnered to operate a public guardianship program for indigent adults in Kent County. In 2014, DHHS determined that one Adult Protective Services worker that performed the duties of the Guardian Monitor would no longer be permitted to supervise the Program. Further, the State determined that Kent County DHHS should not receive ‘lapsed’ guardianship funds from other parts of the state. The decrease in funding caused various challenges for Spectrum Health and Mercy Health St. Mary’s including financial losses when discharging certain patients for unavailability of guardians. After discussions with the program partners, Spectrum Health and Mercy Health St. Mary’s each agreed to provide \$50,000 annually for a period of three years to Kent County to support the

program. The initial funding period expires 9/30/18, but it is hoped that the success of the collaboration will result in continuation of the funding thereafter.

Hazard Mitigation Plan: As a result of the Federal Disaster Mitigation Act of 2000, local units of government were required to prepare a hazard mitigation plan by November 2004. While the County is mandated by State law to provide for countywide emergency management through a designated coordinator, as well as administering a planning committee to conduct activities relating to the clean-up and disposal of hazardous material spills, Kent County has gone above and beyond these functions by joining forces (and resources) with the City of Grand Rapids and Ottawa County to prepare a regional hazard mitigation plan. The Greater Grand Rapids Hazard Mitigation Plan (GGRHMP) was approved by FEMA in 2012. The approval of this plan allows this jurisdiction to receive federal mitigation funding; as a result, several awards have been received by cities, and townships in Kent County for mitigation projects.

Investment Pool: The County Treasurer has implemented a pooled investment program whereby local units of government can participate and have funds invested with the County's funds to obtain the best possible rate of return. Approximately 20 local units within the County, as well as several authorities, participate.

Joint Committee on NPDES Phase II Storm Water Permitting: To date, 25 local units of government within Kent County have adopted a storm water control ordinance using the Model Storm Water Ordinance developed by the teams which worked under the umbrella of the County Drain Commissioner. A number of other counties have requested a copy of the model ordinance to use as a basis for a model ordinance in their county. The Drain Commissioner is serving with representatives from Ottawa County and numerous local units of government on several committees of the Lower Grand River Organization of Watersheds (LGROW) with the goal of meeting NPDES Phase II requirements.

Kent Trails: In 1992, Kent County and the communities of Grand Rapids, Grandville, Wyoming, Walker and Byron Township entered into an agreement to develop and maintain Kent Trails. A unique component of the agreement resulted in the communities collectively depositing \$20,000 annually into a fund to ensure that sufficient funds would be available when the time came to rebuild or do significant repairs to the trail. This fund was used to match and secure an MDOT grant which the Parks Department used to rebuild Kent Trails in 2009. In 2011, all partners agreed to extend the inter-local agreement for another 20-year period. The Sheriff's Office also operates a volunteer trail patrol for safety and assistance.

Lakeshore Regional Partnership: In 2014, two significant changes altered the landscape of services for individuals with mental illness, a developmental disability and/or substance use disorder in Kent County. First was the State's move to decrease the number of Prepaid Inpatient Health Plans (PIHP) from 18 to 10; and second was the rollout of Healthy Michigan. Prior to the recent PIHP regionalization, Network 180 (Kent County's CMH Authority) was an integrated PIHP, Community Mental Health Service Provider (CMHSP) and Substance Use Coordinating Agency (CA). Network 180's status as a PIHP and CA were transferred to a new regional PIHP entity – Lakeshore Regional Partners (LRP) – that included Allegan County CMH, Ottawa County CMH, Muskegon County CMH, and West Michigan CMH (Oceana, Mason, and Lake counties). The Healthy Michigan roll-out reached more people than initially planned. However, the amount of State General Funds received did not correspond with clients historically served and the Jail Mental Health partnership between Network 180, Kent County Sheriff, Kent County became at-risk of closing. In addition, we learned that the funding mechanism in the LRP operating agreement caused Network 180 to receive approximately \$3.5 million less in Medicaid funding than it was before the regional PIHP. With approximately 50% of the region's population, it was projected that Kent County residents would receive roughly \$5 million less in services. Staff from the Administrator's Office worked collaboratively with Network 180 to advocate with our local legislators to reduce the impact of these changes and the inequities of the new formula. We were successful in securing a two-year Jail Mental Health Diversion Grant to overcome the reduction in funding. In addition, the LRP was notified that its funding amount from the State has been adjusted positively from last year. In 2017, Network 180 worked with the LRP and Michigan Department of Health & Human Services (MDHHS) to initiate a 298-demonstration project that integrates behavioral health physical healthcare.

Local Food Purchasing Assistance: MSU Extension Community Food Systems Educators worked with Grand Rapids Public Schools and the West Michigan School Food Service Directors group as well as area hospitals on local food purchasing efforts through the Cultivate Michigan campaign. This included outreach to local institutions as well as hosting a meeting connecting local K-12 schools that received 10 cents per meal funding with potential suppliers like WM Farmlink and Farm to Freezer.

Local Units Law Enforcement In-Service Training System: The Sheriff's Office, along with the police and fire departments of Grand Rapids, East Grand Rapids, Kentwood, Walker, Wyoming, and Grandville now has the ability to login and view the schedule of all in-service training sessions county-wide. At a glance, the user is able to sort the schedule by title, category, location or date/time, and determine if a class is open to registration. The user is able to view the class description, hours, cost, training location, prerequisites, and what materials, equipment and uniform to bring to the class. Training coordinators are able to register staff members electronically, with email reminders and other notifications sent automatically to class participants. The system allows each training coordinator to store their staff's training history by person and run year-end reports. Each department can view training opportunities available and whether that training is open for all police departments (interdepartmental) or exclusive to the particular police department sponsoring the training.

Metropolitan Medical Response System: Over the past ten years, the County has worked with Grand Rapids, Wyoming, and Kentwood, and administrators from the three major medical facilities (Spectrum, St. Mary's and Metropolitan Hospital) within the County on an Executive Committee to facilitate and prepare private and public-sector organizations throughout the County for response to mass casualty incidents. The funding for this committee has expired and has not been renewed, however the committee members convene to address health issues facing our community; the most recent was the Ebola response in 2016.

Money Management Education: Kent/MSU Extension continues to provide numerous money management workshops and educational series for community members in partnership with the following organizations: Grandville Public Schools - Region III Transition Program; Kent County MI Works!; Parkview Elementary School (Wyoming); North Kent Community Services (Cedar Springs location); Grand Rapids Housing Commission (Adams Park, Hope Community, Leonard Terrace and Sheldon Apartments); Grand Rapids Salvation Army - Key Rapid Re-Housing Program; Trinity United Methodist Church; Kent County Health Department, Cedar Springs Public Schools, Grand Rapids Salvation Army Senior Center and the Dwelling Place (Bridge Street Place).

Nutrition Education: Kent MSU extension staff provide various nutrition, cooking, and physical activity programs with many local partners, reaching diverse audiences from preschool to older adults. These partners include Telemon Migrant Head Start in Kent City and Sparta, Spectrum Health Healthier Communities, Health Net of West Michigan, various sites operated by the Grand Rapids Housing Commission, various Grand Rapids Public Schools sites, Head Start of Kent County, Pailalen, Job Corps, Great Start to Quality, Alpha Women's Center, HELP Pregnancy Center, Pregnancy Resource Center, Strong Beginnings, Health Net of West Michigan, Family Network of Wyoming, North End Community Ministries, United Methodist Community House, SECOM Resource Center, United Church Outreach Ministry, Ridge Park Charter Academy, Kenowa Hills Public Schools (Alpine Elementary) River City Scholars Charter Academy, San Juan Diego Academy, Senior Meals on Wheels, ACSET, Kentwood Recreation Center, Dwelling Place and Pine Rest among others. MSU Extension is providing a new curriculum called Faithful Families, offered at faith sites in Grand Rapids that utilizes leaders from within the faith communities to help link faith and health together. Also, classes on cooking for people with diabetes were offered to culinary students at the Gerald R. Ford Job Corps site. Students learned ways to prepare common dishes by substituting healthier ingredients.

Parks Department: The Kent County Parks Department regularly seeks and develops collaborations with outside organizations and units of government. Many local units of government are strong partners in park projects within their borders, including the funding of acquisition or development projects. The Department has also assisted many local jurisdictions with master planning and design or development of a local jurisdiction's facilities.

In addition, the Parks Department plays a significant role in the development of major non-motorized off-road trails in the community which invite collaboration due to their multi-jurisdictional nature. The Department worked with multiple local units of government, as well as the Road Commission and the Michigan Department of Transportation in the development of the M-6 Trail. Development of a trail connecting the Fred Meijer White Pine Trail State Park to the Musketawa Trail was created via a partnership with the DNR, MDOT, the City of Walker and the Meijer Foundation. The Parks Department played key roles in the planning and establishment of the Lowell to Greenville Trail, the Lowell to Ionia trail, and the North Country Trail corridor south of Lowell. Finally, the Department's Volunteer Services Program regularly works with many community organizations and units of government on multiple projects annually.

In recent years, the Parks Department partnered with the Michigan Department of Environmental Quality (MDEQ) and Calvin College for the design and permitting of future improvements to Plaster Creek in Dutton Park; constructed two miles of the Pioneer Trail partnering with Michigan Department of Natural Resources (MDNR), Walker and Kent County Road Commission (KCRC); constructed the Meadows at Millennium Park with funding from the Peter F. Secchia Family, the Bill and Bea Idema Foundation, the Kent County Parks Foundation, Universal Forest Products, the Meijer Foundation and the Bea and Bill Idema Foundation; replaced a 900 foot long floating boardwalk at Pickerel Lake Park with MDNR funding support; and rerouted trails at Cooper Creek with KCRC. The Parks Department also partnered with Caledonia Township and the MDNR to acquire 170 acres at Two Rivers Park.

Plainfield Township/Mountain Biking: The West Michigan Mountain Biking Association has laid out five miles of mountain biking trails on the 10 Mile Road Property that has been provided to Plainfield Township. The County, Department of Public Works, West Michigan Sports Commission, and Kent County Road Commission have reviewed and approved a contour map layout of the course and leases to accommodate the course.

Planning Assistance: Kent/MSU Extension Office provides local officials from all units of government in Kent County land use information and educational opportunities on land use issues. Educational opportunities include New County Commissioner training, New State Legislator training, Michigan Local Government Benchmarking Consortium, Citizen Planner programs, as well as local and state conferences.

Purchase of Development Rights: The Kent County Purchase of Development Rights Program has been supported through a variety of public and private partnerships. Past and current funding partnerships in support of this program include American Farmland Trust, Grand Rapids Community Foundation, Frey Foundation, Wege Foundation, Kent County Farm Bureau, and the following townships: Ada, Alpine, Bowne, Caledonia, Grattan, Nelson, Sparta, and Vergennes.

Racial and Ethnic Approaches to Community Health Project: Kent County Health Department was awarded a three year \$2.1M grant to address chronic illness in Grand Rapids' Hope Zones. KCHD's grant was extended for a fourth year in 2017. This project is in collaboration with the YMCA, Grand Rapids Parks Department, and a number of non-profits and schools. The project targets heart disease, diabetes, and other chronic conditions by reducing tobacco use, encouraging active lifestyles, and improving access to nutrition. In the first two years, trails were improved, hydration stations were installed, Veggie Van routes have been expanded, fresh foods have been made available in convenience stores, and focused health education is occurring.

School Resource Officers: For a number of years, the Sheriff's Office has worked with local school districts to jointly fund school resource officers (SROs). Prior to 2014, the two districts involved in this program included the Northview and Forest Hills districts. Since that time, SRO agreements were entered into with the Kenowa, Lowell, Byron, Kent City, Cedar Springs and Caledonia School Districts; bringing the total to eight school districts with SROs.

Social and Emotional Health and Well Being: Social and emotional health and well-being play a critical role in the overall health of a community. Social and emotional health encompasses forming and maintaining satisfying and healthy relationships, taking another's perspective, resolving interpersonal conflict, feeling capable and whole, expressing emotions, navigating stress, and having supportive relationships. Michigan State University

Extension staff continue to provide the following programs to residents in Kent County: Stress Less with Mindfulness, RELAX: Alternatives to Anger, Nurturing Parenting, and Be SAFE Bullying Prevention. Adults and youth took part in these programs offered in various sites around Kent County.

Special Waste Destruction: The Department of Public Works provides witnessed controlled substance and illegal drug seizure destruction at the Waste-to-Energy facility for the Michigan State Police, DEA, Homeland Security, as well as local and county law enforcement agencies throughout the State of Michigan.

State LEIN: In 2016, Grand Rapids joined the list of municipalities and agencies to which the County provides access to the State of Michigan's LEIN (Law Enforcement Information Network). The County has long acted as an access hub for LEIN using the various physical network connections in place between the County and local units of government. This practice allows for significant savings to units of government, as individual connections to LEIN can run thousands of dollars per year. While Grand Rapids had long had its own separate connection, the City determined that the service offered via the County would both meet its requirements and allow it to save money. County IT was approached by officials from the Grand Rapids Police Department early in that year about changing its connection, and after confirming with them that they understood the County's support structure, the changes were coordinated with the City and the State. The changeover was complete before the middle of 2016.

Sustainable Materials Management Initiatives: The Department of Public Works is working collaboratively with the Michigan Manufacturers Technology Council - Zero Waste to Landfill User Group to identify opportunities for the DPW to work with West Michigan's leading manufacturers with corporate initiatives seeking to divert industrial waste material from landfill disposal and develop alternative processing infrastructure in the region to ensure Kent County is a sustainable place to do business. The DPW and The Right Place are working together on economic development strategies to support this effort.

Switch Renaissance Zone: Switch, Ltd. is a Nevada-based company that was interested in locating its eastern US data center in the former Steelcase pyramid building in Gaines Township. The County established its first-ever Renaissance Zone for Switch, Ltd. This was a collaborative effort working with The Right Place, Inc., Michigan Department of Economic Development, and Gaines Township. This designation entitles Switch to an abatement of most state and local taxes including real and personal property tax. Staff and attorneys from the County and Gaines Township worked with the State of Michigan and Switch to develop a 15-year Payment In lieu of Taxes (PILOT) agreement to reduce the impact of the abatement on the County and Gaines Charter Township.

Wealthy Street Extension/Butterworth Street Realignment Project: When the Millennium Park Master Plan was updated in 2006, it identified the extension of Wealthy Street and realignment of Butterworth Street near the east end of the Park as having the potential to provide improved access and gateway appearance. These infrastructure improvements would also be important to support the full development of the Master Plan for the Park, which includes a potential amphitheater near the east end. The roads are actually under the jurisdiction of the City of Grand Rapids, with a small part in the City of Walker. In support of the plan, the CAA applied for and received a HUD Economic Development Initiative Special Projects grant of \$142,500 for preliminary design and survey work on the project. Subsequently, the City of Grand Rapids also applied for and received a \$500,000 grant from MDOT for the realignment and reconfiguration of Butterworth from Veteran's Memorial Drive to the Wealthy Street Extension area, and continues to seek funding for the project. Both the City of Walker and Kent County staff have been part of the planning team on these projects.

West Michigan Economic Partnership: In April 2012, the County entered into an interlocal agreement with the cities of Grand Rapids, Wyoming, and Kentwood and Cascade Township, as well as Muskegon County, the City of Muskegon, and Muskegon Township to create the West Michigan Economic Partnership, an economic development authority designed to advance the marketing and development of a region that is served by two or more modes of transportation infrastructure (i.e., air, rail, road and water-port facilities and infrastructures). In 2013, the Partnership Board identified specific zones to be included in the Marketing Plan, and applied for and received a \$20,000 grant from the State of Michigan. Funding was used to develop a brand, logo and marketing

campaign, which was launched in August 2015. After State support for the incentives and grants expired, the Authority sunsetted. Representatives of the original municipalities, with additional participation from private sector logistic companies, transportation entities and additional units of government in West Michigan now meet quarterly as a committee of the Right Place, Inc., to advocate for and advise appropriate entities on logistics needs in the region.

West Michigan Sports Commission: The West Michigan Sports Commission (WMSC) is a private-public cooperative venture to provide for a variety of sports activities and venues in the Kent County and West Michigan area. Its express purpose is to bring visitors into the area. The County provided initial staff work for almost one year researching the establishment of a sports commission and contributed \$1.2 million (2007-2012) toward funding its activities. Other funding partners include the Convention & Arena Authority (CAA), Experience Grand Rapids, and the private sector. The County is no longer providing direct financial support to the WMSC, but is actively engaged on its Board.

West Michigan Take Back Meds Program: Provides proper disposal of unwanted pharmaceuticals that impact surface water quality when put down the drain or if stolen or misused leads to prescription drug abuse threatening public health. The City of Wyoming Clean Water Plant, City of Grand Rapids Waste Water System, North Kent Sewer Authority, Sheriff's Office and the Department of Public Works jointly offer a regional pharmaceutical take back program called West Michigan TAKE BACK MEDS. Communities outside Kent County also participate in this program.

Wyoming Community Development Block Grant: Beginning in 2012, the County's Community Development department (Kent County Community Action as of 10/2/2017), working with City of Wyoming Community Development office, established a service-sharing agreement for monitoring of the City of Wyoming's Community Development Block Grant (CDBG) sub-recipients. A Memorandum of Understanding has been created which includes a mutually acceptable fee arrangement.

Wyoming Dispatch: Upon request of the City of Wyoming, the Sheriff's Office began providing Police and Fire Dispatch Services to the City. As a result, the Sheriff's Office provides Police and Fire Dispatch services for all communities in the County except the City of Grand Rapids.

City of Grand Rapids

City-County Building Authority: Many years ago, the City and County created a City-County Building Authority as a financing mechanism for many public improvement projects, including a parking structure at the former Grand Center, the Van Andel Public Museum facility, and most recently, the DeVos Place Convention Center.

Community Archives and Research Center: In 1999, the County committed to participation in the construction of a community archives and research center to be located on the site of the former public museum in Grand Rapids. This is a joint venture with the City of Grand Rapids and the Public Museum of Grand Rapids. Its vision is to bring together under one roof the off-exhibit collections of the museum, the archives of the City, and the public records of the County so that researchers, students, and the general public may access all of them in a "one-stop shop" setting. The County contributed \$3.5 million to the project along with significant staff time. Maintenance of the facility was assumed by the City Facilities Management Department in July 2006, and the County and City work together on facility maintenance/operational programs.

Coordinated School Health Project: Since 1999, Kent/MSU Extension and the Kent County Health Department have partnered with other community agencies and local school districts to increase the health of students in Kent County related to nutrition and physical fitness. Using USDA funds to provide primary support for these efforts, the focus of this work has been on low-income school buildings with more than 50% of the students receiving free or reduced-price lunch. Partners include several local school districts (Grand Rapids, Wyoming, Godfrey Lee, and Godwin), the YMCA of Greater Grand Rapids, Spectrum Health, Kent Intermediate School District, KSSN, Kids Food Basket, United Way, and Campfire 4Cs.

Courthouse: The City of Grand Rapids and the County worked to finance jointly the construction of a \$60 million Courthouse, which houses the County's judiciary and some ancillary services as well as the City's 61st District Court. Once bonds are retired, the County and City will be co-owners of the facility (County –68.65%; City – 31.35%).

61st District Court Information Technology Services: Since 2006, the County has provided the City of Grand Rapids' 61st District Court certain information technology services. Transition of the information technology services took place in mid-August 2006 and continues to this day.

Downtown Grand Rapids, Inc.: Since late 2013, the County has held a seat on the Downtown Grand Rapids, Inc. (DGRI) Board of Advisors. In addition, one County Commissioner sits on the Grand Rapids Downtown Development Authority Board of Directors. The DGRI combined the functions of the DDA, Downtown Improvement District, Monroe North TIFA, and Downtown Alliance under an umbrella organization to coordinate activities related to the City of Grand Rapids and its downtown.

Grand Rapids Smart Zone: A Smart Zone has been established with medical, university and governmental partners to focus on medical research and biotech development. It is centered on Michigan Medical Mile and includes the Monroe North District. A second Smart Zone area was added to facilitate retention of Siemens' Grand Rapids campus, and in 2016, the entity has just formed a partnership with a newly-created Smart Zone in Ottawa County.

Joint Maintenance Agreement: The City and County share the same lobby (Monroe Level) and building mechanical systems for heating/cooling, electrical distribution, and water/sewer connections for the City Hall and County Administration Building. The City is responsible for maintenance of both facilities, and a joint maintenance agreement has been in effect for many years and was most recently reviewed and updated in 2007.

Re-monumentation Surveyor: The Bureau of Equalization is responsible for administering the re-monumentation program in Kent County. This program requires the services of a registered Land Surveyor. In 2012, the County entered into an agreement with the City of Grand Rapids for John Wiles to serve as the County Representative to the Re-monumentation Program. The agreement was extended in 2013-2017. This collaboration has worked very well and is expected to continue in the coming year.

The County and Others

Airport/Public Safety: The Airport entered into the following mutual-aid agreements: County-wide police and fire mutual aid agreements, Michigan Mutual Aid Box Alarm System, and the Metro Area Fire Service Initial Emergency Automatic Aid Agreement (Grand Rapids, Cascade Township and Kentwood fire departments). The Department of Aeronautics has also entered into a CPR Training Site Agreement with the Cascade Township Fire Department.

Airport/The Rapid: As part of the Terminal Area and Parking Improvement Program, GFIA built one air-conditioned, heated inter-modal shelter for use by the Rapid (under its former name, the Interurban Transit Partnership or ITP) at a cost of \$260,250. The shelter opened in November 2009.

Coalition to End Homelessness: For a number of years, the County—through the Unmet Needs Fund of the Department of Human Services—has partnered with the Cities of Grand Rapids and Wyoming along with Heart of West Michigan United Way to fund a Housing Continuum of Care Coordinator position to provide increased support for the vision to end homelessness. The "Vision to End Homelessness" strategy was adopted in 2006 to ensure a permanent residence for every citizen by 2014. In 2017, the Coalition to End Homelessness was the first continuum of care in Michigan to have a US Interagency Plan approved plan to end veteran's homelessness.

Convention/Arena Authority: The County, along with the City of Grand Rapids, State of Michigan, and the private sector joined forces through the creation of a convention/arena authority to own and operate the Van Andel Arena and DeVos Place Convention Center. The County is the major funding unit for the Convention Center (\$95 million), along with the State (\$65 million), private sector (\$33 million), and City of Grand Rapids

DDA (\$10 million). The County appoints two representatives to serve on the seven-member CAA Board, and several staff members of the County staff serve on the Finance Committee and Operations Committee of the Authority.

Davenport University Paralegal Interns: Since 2010 the County collaborated with Davenport University to offer a paralegal internship program at the Corporate Counsel's Office. Paralegal students complete 150-hour internships earning three credit hours under the supervision and mentorship of the Corporate Counsel and her staff. The goal of the internship is to provide opportunity to paralegal students to expand their knowledge and skills through practical work experience in a legal setting and to enhance their career opportunities. While the program offers valuable experience to the student intern, the County also benefits from the talent and time of the student. Students in this Program have engaged in a variety of projects including OnBase legal document management work, transactional matters, inmate programs, expungement of criminal records, legal research, drafting legal memorandums, and summarizing cases for County departments, elected offices, authorities, agencies, boards and commissions. The program has contributed to the appreciation for public law practice and enabled the Corporate Counsel's Office to maximize scarce legal resources.

Dietetic Interns: Western Michigan, Michigan State, Andrews and Eastern Michigan Universities are among the schools that send dietetic students to the Kent County Health Departments WIC program as part of a dietetic internship rotation. Students spend between 6-8 weeks within the WIC clinics applying their classroom education and learning valuable hands on experience in a community health setting. Students are mentored by Registered Dietitians within the WIC program.

Drug Enforcement: Kent County partners with three different drug enforcement initiatives. The local office of the Federal Drug Enforcement Agency (DEA), Walker, Grandville, East Grand Rapids and Kent County with the Kent Area Narcotics Enforcement Team (KANET); Grand Rapids, Michigan State Police, Wyoming, Kentwood, and Kent County with the Metropolitan Enforcement Team (MET), and the Sheriff is a board member of a consortium of State and Federal partners in the High Intensity Drug Trafficking Area (HIDTA). These groups work in concert with each other on different aspects of the drug problem in our community. Collectively, they bring hundreds of thousands of enforcement dollars into the area and account for hundreds of arrests from street dealers to those involved in national drug expertise.

Essential Needs Task Force: Since 1982, the County, City of Grand Rapids, other governmental agencies, the United Way, along with 100 non-profit and faith-based organizations have worked collaboratively to address basic food, shelter, utility, and transportation needs within the community. A number of County staff serve on various committees and subcommittees of the Essential Needs Task Force (ENTF). In 2015, KConnect and ENTF aligned certain work to ensure that essential need responses and outcomes are aligning with educational needs.

Experience Grand Rapids (formerly the Convention & Visitors Bureau): The County is the single largest contributing partner in Experience Grand Rapids through the Lodging Excise (Hotel/Motel) Tax and participates in the organization's affairs. The County is formally represented on the Board of Directors. Experience Grand Rapids markets tourism and lodging in Kent County and also serves as the marketing arm of the Convention/Arena Authority and has had significant success marketing convention dates at DeVos Place. In November 2012, the Board of Commissioners approved a three-year agreement with Experience Grand Rapids, for which the County paid 16.75 percent of the collected Hotel/Motel Tax revenues to Experience Grand Rapids for destination marketing services (2013-2015). In November 2015, the Board of Commissioners approved a five-year agreement (2016-2020) which included an incentive-based process for contributions based upon the amount of hotel/motel taxes generated.

Fallasburg Dam: The Fallasburg Dam was constructed in 1903 by the Grand Rapids Edison Company for the purpose of generating hydroelectric power. In 1906, the Dam's ownership was transferred to what later became Consumers Power, who operated it until 1965, when it was "retired." The Dam was transferred to Kent County in 1968 because it was within the Fallsburg Park boundaries. Between 1968 and 1972 there were minor repairs, and in 1979, the Michigan Section of the American Society of Civil Engineers cited it as an engineering and

historical landmark as one of the first hydroelectric facilities built in the State. In the early 1980s, the County conducted a feasibility study to see if the hydroelectric power generation function should be revived but decided not to do so because of the upfront capital investment needed. In 1983, the County entered into a 35-year lease with a Wisconsin consulting firm whereby it would make the capital investment, operate it, and pay the County (\$29,000/year + a portion of the gross revenues). According to the lease, the County has to set aside at least \$4,000/year from the rental payments for repairs when the need for such arises. The lease has an automatic renewal option for another 35 years.

First Steps/Great Start Collaborative: Spun off from the Kent County Family and Children's Coordinating Council, an organization made up of representatives from a variety of organizations, including but not limited to, United Way, Michigan State University Extension, Michigan Family Resources, Arbor Circle, Grand Rapids Community College, Kent ISD, Aquinas College, Children's Commission, Family Futures, and Creative Learning Center. The Great Start Collaborative worked together to launch First Steps Partnership which is a partnership of parents, community, agencies, business leaders, healthcare providers, educators, foundations, faith leaders and individuals who are investing in our youngest children to ensure a better future for all of us. The vision is that every young child in Kent County will be ready to succeed in school and in life. Funders have included the Frey Foundation, Steelcase Foundation, Heart of West Michigan United Way, and the Early Childhood Investment Corporation. In 2015, First Steps reorganized itself to become a stronger advocacy organization.

Grand Rapids Association of Realtors: In 2013, the County implemented a new agreement with the Grand Rapids Association of Realtors (GRAR). This partnership allows both sides of the local real estate industry, public and private, to benefit by exchanging relevant real estate data. The County has arranged for a master agreement where any local unit can voluntarily participate in the data exchange where a local assessor will provide the GRAR with building characteristic information in exchange for full read-only access to the GRAR multiple listing service. By providing the local real estate industry an easy to read format in its system, local realtors can save time and money by not having to contact local assessing offices for routine information. Local assessors, in turn, will have better information on sales statistics within their boundaries.

GVSU Nursing Students: For well over a decade, the Health Department and Grand Valley State University have been working together to enhance the public health education of nursing students. This partnership includes providing a public health rotation for approximately seven students per semester, which includes hands-on experience serving lower-risk clients. After graduation, some students have been hired as Public Health Nurses in the department.

Homeland Security Project IGNITE: Since March 2007, members of the Sheriff's Office, Information Technology Department and other participants from Michigan Homeland Security's Region 6 have served on the steering committee for Project IGNITE (Information Gathering Network & Intelligence / Technology Exchange). The goal of this project is to expand and enhance the sharing of criminal intelligence, crime analysis, and investigative information between law enforcement agencies in Region 6, the State of Michigan Fusion Centers, and other investigative partners. Project IGNITE has been divided into two areas: Information Sharing and Information Publication. Information Sharing involves sharing of records management data, provides a crime analysis tool, and enhances criminal investigations. At this time, crime information databases for each county in Region 6 can be created and shared by law enforcement agencies in Michigan. Going into the next year, we anticipate there will be new features and additional database resources. Region 3 has also joined this project. Information publication will allow for timely, centralized publication of investigative information. The publication area of the project is currently undergoing testing by representatives from each member, and training for the Region began in mid-2009. This project remains a top priority of the Regional Homeland Security Law Enforcement Committee.

Horticulture Education Partnership; The Grand Ideas Garden: MSU Extension horticulture educator has worked with Kent County Facilities Management on technical landscape plans as they maintain County properties and develop new ones. As the Grand Ideas Garden plantings mature and need to be spaced out, Kent/MSU provides these planting materials for other County facilities. MSU Extension Master Gardeners provide continued care of the landscape at the 775 Ball building. A Green Industry business partner donated all of the turf and path

maintenance in the Grand Ideas Garden for more than 10 years, resulting in greatly reduced costs to keep it well maintained. The Garden is an important part of the Kent County Fuller Campus with over 6,000 visitors annually. With a focus on garden and environmental education, visitors have documented knowledge gain from the ample signage and plant labels throughout the garden. A significant portion of visitors to the garden live in the Ball/Bradford neighborhood; it provides a place of gathering and respite for families of all ages. One of the participants enrolled in the Extension Master Gardener program focuses her volunteer efforts to better the garden and enhance a nearby community garden. The Garden provides Kent County staff from many departments a great opportunity and destination for walking during lunch or just a stress-free environment. Conservation and gardening programs benefit the cadre of volunteers who work with Kent County Parks staff—whether it be an invasive plant pull, Discover Millennium event or other outdoor education.

Imagine Trash Commercial Partner Program: The Department of Public Works partners and provides funding to the West Michigan Sustainable Business Forum to offer a package of technical resources for small and medium sized organizations in the West Michigan region. The goal of the program is to improve their recycling efforts and potentially establish zero waste-to-landfill goals in support of the Kent County Department of Public Works Imagine Trash initiative.

John Ball Zoo: Purchased by the County from the City of Grand Rapids in 1987, John Ball Zoo and Park had long been managed in partnership by the County (overseeing animals, facilities and education) and the John Ball Zoo Society (responsible for capital fundraising, concessions and marketing). In 2012, a Strategic Planning Committee recommended that a single, private, non-profit organization manage the entire operation. The Zoo Society amended its articles of incorporation enabling it to take over the operation as of January 2014. Under the 20-year, renewable lease and operating agreement, the County pays an annual management fee to the non-profit, which is responsible for all aspects of the operation.

KConnect: In 2012, the Kent County Family and Children’s Coordinating Council engaged FSG, a nonprofit strategy and evaluation firm, to support the development of a community-based collective impact effort. This effort was made possible through the generous support of the Doug and Maria DeVos Foundation, Grand Rapids Community Foundation, Heart of West Michigan United Way, the W.K. Kellogg Foundation, and the Steelcase Foundation. Dedicated staff time from Kent County for overall project management and the guidance of a cross-sector founding Steering Committee of 21 leaders representing various organizations and constituencies across Kent County. This collaborative initiative intends to complement our community’s many noteworthy initiatives by helping to better align current efforts and fill necessary gaps, and by creating a strong strategic framework for improved collective impact. As a network of public, private, and independent organizations, KConnect aims to facilitate, advance, and evolve a common agenda to ensure all children in Kent County have a clear path to economic prosperity through family, education, and community opportunities.

Kent County Community Health Improving Planning: The Health Department partners with Spectrum Health, St. Mary’s Hospital, Pine Rest and Mary Free Bed in a community health assessment and improvement planning process designed to identify priority health issues and develop a plan to strategically and collaboratively improve community health. This initiative brings together a broad group of partners concerned about health in the community and working in partnership to achieve a shared vision for high quality of life, health, and well-being for all people in Kent County. The coalition working on this initiative is made up of over 80 organizations that represent a broadly-defined public health system in the County.

Kent County Local Emergency Planning Committee: In 1989 Kent County formed the Local Emergency Planning Committee (LEPC) to develop plans on how to respond to a chemical spill as well as to educate the community about hazardous chemicals. The LEPC consists of representatives from 13 different groups from both the private and public sector as designated by the Federal Government. These groups include industry, agriculture, human service groups, fire, law enforcement, EMS, public officials, environmental groups, hospitals, media, education, transportation, emergency management and hazmat response teams. Each year the LEPC Industry Outreach presents a workshop for area facilities. The workshops have a training component and this year included an emergency response exercise. The LPEC has also provided training to area fire departments in HazMat response

and related reporting responsibilities. Originally the LEPC Coordinator was at the Health Department, but in 1999 the organization moved to the Kent County Sheriff's Office, office of Emergency Management. In 2012 the City of Grand Rapids LEPC was consolidated into the Kent County LEPC. The Kent County LEPC currently covers all communities within the County.

Kent County Tax Credit Coalition: The Kent County Tax Credit Coalition (KCTCC) is a collaboration of the Heart of West Michigan United Way, the Internal Revenue Service (IRS), Community Reinvestment Act financial institutions, the County and many other partners in the public, private and nonprofit sectors. The KCTCC helps individuals in Kent County whose income is \$55,000 or less to become aware of Earned Income Tax Credits and other federal and state tax credit opportunities that can help make life easier. It offers free tax preparation services at Volunteer Income Tax Assistance (VITA) sites in Kent County throughout the tax season.

Kent/MSU Extension Agreement: Since 1912, Michigan State University has partnered with counties throughout Michigan to provide extension services. The exact services to be delivered and funded have been formalized in various Memorandums of Agreement. In 2010, MSUE began the process of standardizing the services they offer as well as the manner in which they negotiated with counties for specific services. Under the new format, Counties enter into an agreement with annual work plans which are developed concurrently with the County budget. Under the terms of this agreement, counties pay a standardized assessment based on a formula which includes a base amount and population-based formula. The County approved the agreement in November 2011, and annually updates the work plan each November.

Kent County Juvenile Detention Summer School: Kent/MSU Extension educators provide educational programs on reducing stress, controlling anger and bullying prevention for juveniles housed at Kent County Juvenile Detention.

Kent County Prevention Initiative: In 2000, Kent County made a long-term commitment to improving the well-being of children and families through the Kent County Prevention Initiative (KCPI). In 2003, the KCPI began providing expanded funding to four programs: two primary prevention family support programs, Healthy Start and Bright Beginnings; one child abuse and neglect program, Early Impact; and one family-focused substance abuse prevention program, Family Engagement Program. Programs are delivered through Family Futures, the Kent Intermediate School District (KISD), the Department of Human Services (DHHS), and Network 180, respectively. These programs impact approximately 4,000 children each year. The County, via the Kent County Family and Children's Coordinating Council and the Health Department, works with local hospitals, KISD, Juvenile Justice System, juvenile and adult courts, and the Sheriff's Office, to evaluate the short-term and long-term impact of the programs on families across Kent County. The most recent report concluded that program participants are less likely to be involved with the formal Child Protection System than their comparison groups and that each program had a positive cost/benefit ratio.

Kent School Services Network: After two years of research and discussion, the Kent School Services Network (KSSN) was launched in September 2006 with leadership from the Kent County Family and Children's Coordinating Council (KCFCCC) and the County Administrator's Office. After six years of service, the initiative identified several positive outcomes, most notably a decrease in chronic absenteeism which affects the ability for students to learn. This is related due to the realignment of services provided by the Network. Currently, KSSN serves 39 schools and eight School Districts, plus four programs at the Kent Intermediate School District throughout Kent County with the purpose of providing responsive and effective, seamless, integrated service delivery to families and students through Kent County public schools by all service providers (nonprofit, state, and County) to ensure that all kids are healthy and learning. The Network is a partnership among Cedar Springs Public Schools, Grand Rapids Public Schools, Godfrey Lee Public Schools, Godwin Heights Public Schools, Kenowa Hills Public Schools, Kentwood Public Schools, Sparta Public Schools and Wyoming Public Schools, Kent County and its Health Department, Kent Intermediate School District, Kent Department of Health and Human Services, Network 180, and Spectrum Health. Funding has been provided by the above entities and the Grand Rapids Community Foundation, Doug & Maria DeVos Foundation, Steelcase Foundation, United Way, and the Keller

Foundation. The Governor and the Michigan Department of Health and Human Services is modeling the KSSN effort on the East side of the State (Detroit, Saginaw, Flint, Pontiac) through the Pathways to Potentials Initiative.

Legal Assistance Center: Located on the fifth floor in the Courthouse, this non-profit agency works with community partners to provide assistance to the public in the resolution of legal problems. The Center provides this service to persons appearing before the Circuit Court and the Grand Rapids 61st District Court. Financial assistance in support of Center programs is provided by Kent County, the Bar Association, all local law firms and other private contributors. The County provides the office space and currently contributes funding toward operations.

Mounted Unit: In partnership with the County's Parks Department, the Sheriff's Office Mounted Unit, and the private sector (including a generous donation from the Sechhia Family), a new facility was constructed to house the Mounted Unit, a voluntary division of the Sheriff's Office that provides mounted law enforcement services for special events and other activities throughout the County.

Network 180: Since the 1990s, the Sheriff's Office and Network 180 (or its predecessor Kent County CMH) have partnered to provide mental health services to inmates at the Correctional Facility. This partnership, in both services and funding, has led to many achievements, including the development of a mental health unit, the Sober Living Unit, and a number of other assessments and programs. In 2009, the State attempted to prohibit Network 180 from financially partnering with the County to provide these services and as a result County staff has worked with our State Legislators and Network 180 to ensure that we are not prohibited from collaborating.

Parking: Since 2001, the County has been part of a condominium association (with Ellis Parking) that owns a parking structure on Lyon Street. The County "owns" approximately 100 parking spaces used by employees who work at the Courthouse. The agreement includes a provision for Ellis Parking to acquire the County's spaces in 2021. In 2008, the County entered into an agreement with the Gerald R. Ford Foundation to lease parking spaces for jurors at the Courthouse.

The Right Place, Inc.: Kent County has been a major public partner in The Right Place, Inc., (RPI) since its inception more than over 30 years ago. In addition to making an annual appropriation in support of RPI's regional economic development activities, the County also has a representative on the Board of Directors.

SafeDATES: Started in October 2010, the Health Department is collaborating with Kent County probation to provide the SafeDATES program to youth currently on probation. SafeDATES is an adolescent dating abuse prevention program that deals with attitudes and behaviors associated with dating abuse and violence. The program strives to raise youth awareness of what constitutes healthy and abusive dating relationships, teach positive communication, anger management, and conflict resolution.

Saint Mary's and Metro Health Residency Programs: The Health Department developed a public health rotation for Metro Health and the St. Mary's Hospital Family Practice Residency. This program includes education and exposure to Health Department activities including management and care of tuberculosis, Refugee Health, Immunizations, and the Women, Infant & Children's (WIC) program. The doctors-in-training also work directly with Health Department educators to provide programs to specific audiences.

Scrap Tire Collection: The Department of Public Works administers an MDEQ scrap tire cleanup grant to provide tire collection in the City of Grand Rapids to help area residents remove scrap tires from their properties.

ServSafe: Since 2015, Kent/MSU Extension partnered with the Kent County Health Department to offer ServSafe certification classes for local restaurant personnel. The trainings are either one or two-day offerings, and are followed by exams required for certification. MSU Extension recently received a national award for food safety from the National Association of Family and Consumer Sciences for their collaborative work with the Kent County Health Department to create an online training for food service workers. The Health Department applied and received a grant from Michigan Department of Agriculture and Rural Development for this project in 2014. In 2015, they applied to update the original course and translate into Chinese and Spanish.

Silent Observer: The County, City of Grand Rapids, Grand Rapids Area Chamber of Commerce, and many private business partners fund a Silent Observer program which results in dozens of crimes being solved on an annual basis.

South Health Clinic: In 2014, the County completed its effort to establish a combined South Health & Dental Clinic which includes a partnership agreement with Michigan Community Dental Clinics, Inc. (now known as “My Community Dental Centers”) to operate a 12-chair dental clinic. This unique partnership provides direct dental care and oral surgery for low-income and uninsured patients in Kent County. The County worked closely with leaders from the City of Kentwood to purchase the former Kentwood Public Library (4700 Kalamazoo SE) which had been vacant since 2010. An arrangement was secured with the Rapid Transit Service to adjust its bus route to provide direct service for clients to the facility. In addition to the property purchase, approximately \$2.5 million in capital improvements and upgrades were made to the facility with the help of private and philanthropic partners that provided \$567,000 of the total cost to establish the initial eight chair dental operatory. Private funding was secured in 2015 to purchase the final two chairs.

South Kent Landfill: The Department of Public Works has a long-standing agreement with Allegan County to expand the landfill into Dorr Township. DPW has purchased parcels in Dorr Township, one of which was a tree farm. The Department provides trees to Kent County Parks and any requesting municipality. Trees have been relocated to County and City parks.

South Kent Landfill Gas-to-Energy: The County (through the Department of Public Works) and Energy Development entered into a 20-year lease to use the gas produced by the landfill to generate 3.2MW of electricity or the equivalent of 3000 homes. The facility began operation in April 2009.

West Michigan Cyber Security Consortium: This group was formed in 2012, an effort that was spurred by Kent County employees. It now includes 400 members from public and private entities that meet quarterly. Their purpose is to enhance the prevention, protection, response and recovery to cyber security threats, disruptions, and degradation to critical information technology functions. They have used regional Homeland Security funds to assist critical infrastructure facilities with cyber projects and to allow regional businesses access to Security-focused Conferences. In addition, they have held “blue team/red team” exercises that simulate cyber-attack and defense of a virtual small town, helping to build skills and foster relationships among the members.

WMU/Cooley Externship Program: In 2017, Kent County renewed the relationship with WMU-Cooley Law School by offering a senior year law student an opportunity to complete an externship over a five-month period with the Corporate Counsel’s Office. The student must be supervised by an attorney with at least three years of experience and be in good standing with the State Bar. The objective of the externship program is to provide practical experiences in legal matters, train the student to be a lawyer, employ effective lawyering techniques, and be introduced to the breath of practice of government law. The student has remarked that the experience opened her eyes to the effect local government has on individuals and communities, and that the familiarity with government structure and procedure would be an asset in representing clients who have to deal with issues of local control and regulation.

SECTION III – Past Collaborations

Community Collaboration Work Group: In January 2012, the County created a Community Collaboration Work Group (CCWG) which included representatives of the Board of Commissioners, City of Grand Rapids, City of Walker, Grand Rapids Township, Grand Valley State University, the Hispanic Chamber of West Michigan, The Right Place, Inc., and the general public. The CCWG met regularly in 2012 and reviewed the many functions of local government and developed some concepts for consideration. The group also reviewed two reports from Dr. George Erickcek, Upjohn Institute economist, related to collaboration activities and potential economic impact of consolidations, and heard from a national expert (Dr. Kurt Thurmaier). A final report was issued in March 2013 and adopted by the Board of Commissioners on June 13, 2013. The Grand Rapids Chamber of Commerce has continued to convene meetings around implementation of several of the report's specific recommendations.

Community Health Needs Assessment: In 2014, the Health Department worked with more than 100 partners, including the area's major hospitals and mental health providers to collect data for a Community Health Needs Assessment (CHNA). The results from the CHNA will be used to formulate a Community Health Improvement Plan which will address the issues identified in the CHNA. Community input for the CHNA included regional community focus groups with over 200 participants and survey data which was received from a racially and ethnically diverse group of individuals throughout Kent County with a broad range of life experiences and economic backgrounds. The CHNA identified many strategic issues that community stakeholders would like addressed.

Community Probation: Five local communities pooled Juvenile Accountability Block Grant dollars, required local funding and other resources into a Juvenile Community Probation Program offered by the 17th Judicial Circuit Court Family Division. Juvenile Probation Officers and Surveillance Officers teamed up with Community Policing Officers to provide greater coordination and closer monitoring of juvenile offenders.

District Courthouse: In 2008, the County, working with Grand Rapids Charter Township, identified a location for the new co-located 63rd District Courthouse. The new Courthouse is part of a municipal center in Grand Rapids Township which includes the Township Hall, fire station, and a Township park. The design of the Courthouse and the common area was done in collaboration with the Township so as to generate a municipal center that will be a notable asset to the community for many years to come. The Courthouse was completed and became operational in November 2009. Related to this is an agreement that was entered into with the City of Rockford, turning the building that formerly housed a division of the 63rd District Court over to the City. In 2013, the City of Rockford acquired the remaining portion of the building that was used by the County and District Court for some court and probation functions. The facility now houses the Rockford Area Historical Museum.

Drain Plan Updates: For a number of years the Drain Commission worked with local units in Kent County to update their respective drain master plans, with the County paying one-half the cost of the updates. To date, the following communities have had their master plans updated through this program: The townships of Algoma, Alpine, Byron, Caledonia, Cannon, Cascade, Gaines, Grand Rapids and Plainfield; and the cities of Grand Rapids, Kentwood, Walker and Wyoming.

Emergency Preparedness Coordinators Collaboration Committee: In an effort to ensure the consistency of preparedness plans to successfully meet the increasing demands of public health preparedness with dwindling resources and avoid duplication of efforts by local health departments across the State, the local Emergency Preparedness Coordinators (EPCs) in several preparedness regions selected representatives to form the EPC3. The EPC representatives from each region examined the grant work plan each year and determined which activities should be completed collaboratively. Each region was assigned tasks to complete and subsequently share with EPCs statewide. Tasks included plan development, exercise development and execution, and quality improvement activities. Additionally, the EPC3 served as the communication body between local EPCs and the State. This ensured that information is shared and received uniformly. The Kent County Health Department EPC continues to serve as the Region 6 representative to the EPC3.

Fiber Optic Data Network: The County worked with a group of partners on two separate fiber projects. The first involved GVMC, Kent Intermediate School District (KISD), various local public-school districts, the City of Grand Rapids, and the Michigan Department of Transportation. As a result, the County was able to offer a faster, more reliable data network connection to some outlying County facilities, including Health Department clinics, John Ball Zoo, and the Parks Department administration building. In the second project, the County partnered with Grand Rapids and KISD in extending its high-speed data network to the new 63rd District Courthouse at Knapp and the East Beltline. In addition, an extension to the first project also provided high-speed data access to the Gerald R. Ford International Airport.

415 Franklin Property Exchange: Following the move of the Department of Health and Human Services to the new Human Services Complex in 2009, the County and City of Grand Rapids entered into an agreement for the transfer of the former properties that housed the DHHS to the City of Grand Rapids in exchange for six properties near the new Human Services Complex that have been converted into additional parking for the facility.

GIS: While the County is no longer a formal member of the Regional GIS (REGIS) consortium, it continues to contribute certain data it maintains, such as parcels, to REGIS at no cost. The County further maintains street centerline data on the REGIS system to the benefit of all local units, as this information is used by the Kent County Dispatch Authority. In addition, the County has offered a special version of its internal web-based data viewing application at no charge, and allows no-cost downloads of its internally-maintained GIS data to the public.

Grand Rapids Community College: A) Kent/MSU Extension: The GRCC Media Center works in partnership with Kent/MSU Extension staff to record and air various educational presentations, including the monthly “Lunch and Learn” series on the Kent/MSUE portal through YouTube and on GRTV. This series is directed to local agency, pantry and housing staff who work with clients new to food assistance. It is designed for professionals, para-professionals and volunteers who would like to be able to share sound nutrition information with their clients but do not have the time or resource to do their own research and materials development; B) Diversity Initiatives: This partnership also provides marketing for Money Management classes offered through the Kent/MSU Extension office.

Grand Rapids Floodwalls - Assisted Debt Financing: In 1997, and again in 2000, the County issued \$12.4 million of debt to assist the City of Grand Rapids in financing of certain floodwall improvements utilizing the County’s AAA credit rating providing the City of Grand Rapids with an interest rate savings of over (0.25% interest rate reduction) \$400,000 over the life of these bond issuances. In September 2008, the County refinanced \$7.87 million of this indebtedness achieving a gross interest savings of \$291,000 over the remaining life of this indebtedness. In 2014, the County pledged its Limited Full Faith for funding \$4.55 million for the floodwalls. Without the application of the County’s AAA credit rating, the City would not have been able to achieve the interest savings.

Grand Rapids Public Schools: When Kent County purchased the John Ball Zoo from the City of Grand Rapids in 1987, it agreed to continue an existing partnership with Grand Rapids Public Schools allowing 60 students from throughout Kent County to make John Ball Zoo their classroom for the entire year. The teachers and students utilize the zoo every day and interact with the staff of the zoo in various projects to enhance their educational experience. All subjects are taught with a strong emphasis on environmental science. In 2014, when the County transferred management of the zoo and park to the non-profit John Ball Zoo (JBZ), the agreement for zoo school transferred to them, as well. The County - as owner of the land and real property - continues to work with JBZ and GRPS in planning for the continued success of the Zoo School.

HUD Resiliency Grant (the Grand Strategy): In October 2015, the Board of Commissioners authorized a Partnership Agreement with the Michigan Economic Development Corporation (MEDC) to apply for funds from the U.S. Department of Housing and Urban Development (HUD) for the National Disaster Resilience (CDBG-NDR) competition. Congress appropriated \$1 billion nationally for resilience related activities in a two-phase

competition following Superstorm Sandy. Kent County was identified as an eligible area under President Obama's disaster declaration issued in 2013 for the State of Michigan. The County, the City of Grand Rapids, and Downtown Grand Rapids, Inc. worked collaboratively to design *The Grand Strategy*, an innovative blueprint for action that transforms the river from a liability into a distinct asset, strengthens the region's resilience, and ultimately delivers far-reaching economic, ecological, and social benefits. Staff from County, the cities of Grand Rapids, Walker, and Wyoming, Downtown Grand Rapids, Inc., the townships of Ada, Cascade, and Plainfield, Township, and the GVMC/Lower Grand River Organization of Watersheds (LGROW) invested much time and effort into this truly collaborative process. The Grand Strategy focuses on three key resilient values: 1) Protect critical infrastructure to safeguard public safety and health and sustain the economy; 2) Restore and repurpose land and water assets to adapt and thrive in a fast-changing world while protecting the environment; and, 3) Establish an equitable and inclusive river corridor that attracts, welcomes and serves a diverse mix of people. Unfortunately, the grant was not approved. However, parts of the plan are still utilized by local communities.

Human Services Complex: The Human Services Complex on Sheldon Street in Grand Rapids is a collaborative endeavor to co-locate the Michigan Department of Health and Human Services (DHHS), Area Community Service and Employment Training (ACSET) agency, and a County Health Department clinic. The \$27 million, 137,000 square foot consolidated facility, which now houses the State DHHS, ACSET and a County Health Clinic. Construction on the 137,000-square foot facility was completed and opened in June 2009 and continues to serve clients of all three agencies through a lease agreement between the County and the two tenants (DHHS and ACSET).

MSU College of Human Medicine: Dr. Jeffrey Dwyer, Principal Investigator for a grant to the Geriatric Education Center of Michigan, facilitated the development of multidisciplinary teams of health professionals throughout the state to recognize early signs of dementia in their patients. Staff from the Kent/MSU Extension office served on the local implementation team for this grant. In 2014, several multi-disciplinary workshops were held for local health professionals in Kent County. Also in 2015, MSU Extension at the Grand Rapids Downtown Market partnered with the MSU College of Human Medicine to host a one credit elective for first and second year medical students titled, "Culinary Medicine." This class was based on curriculum developed by the University of Tulane's Medical School to teach medical students about nutrition, talking with their patients about their diet and how to prepare healthy meals.

Public Law Clinic: In collaboration with the Cooley Law School, the County was participating in its Public Sector Law Project (PSLP). Law school students served, under the direction of a Cooley faculty member and the County's Corporate Counsel, "internships" and provided legal research to County departments, elected offices, authorities, agencies, boards and commissions. In the past, students in the PSLP kept busy with a variety of projects, including assessment of a Headlee challenge concerning the Children's Rights Agreement, assessment of the impact of expanded disability language in the ADA and FMLA, legal implications of countywide disaster preparedness planning and policy development, development of presentations on various legal topics for Kent County Correctional Facility inmates preparing for community reentry, development of FOIA training and electronic availability of FOIA request materials, and development of an e-discovery policy for the County. Various County officials have made presentations to the students that included the Chair of the Board of Commissioners, County Clerk/Register of Deeds, Sheriff, County Administrator, Corporate Counsel, IT Director and a Health Department Division Director. Due to cutbacks that at Cooley Law School, this program ended in June 2014.

REACH Program: The Kent County Friend of the Court (FOC) is one of seven sites nationwide (and the only site in Michigan) to receive federal grant funding for the Referral for Education, Asset development, Cooperation, and Hope (REACH) program. REACH aims to assist non-custodial parents to remove barriers which may prevent them from paying child support obligations. Kent County FOC and the Prosecutor's Office have partnered with Hope Network and Inner City Christian Federation (ICCF). Hope Network assists clients by providing training as it pertains to employability skills, job placement, and job retention skills. ICCF provides clients with financial management classes in an effort to educate them regarding saving, spending, credit scores, and opening bank

accounts. ICCF assists with the establishment of Individual Development Accounts where federal funds match saved dollars for home ownership, starting a business, or obtaining post-secondary education. While not an official partner, the FOC has worked with Goodwill Industries as well as referred some of our clients to The Literacy Center and Network 180.

Recovery Zone Facility Bonds: In February 2009, Congress adopted legislation entitled “American Recovery and Reinvestment Act of 2009” (ARRA). Among other provisions, it defines the authority under which local units of government might issue Recovery Zone Facility (RZF) bonds. Kent County received its “allotment” for authority to issue bonds in an amount not to exceed \$54.857 million. The Board of Commissioners adopted a resolution designating the entire geographic area of Kent County as a “Recovery Zone,” allowing the County to consider projects within the County. RZF bonds are tax exempt, private activity bonds which may be issued to assist local businesses with the construction, renovation or acquisition of property used in the conduct of most trades or businesses. The County acted as a “conduit” in the allocation of this bonding authority to private interests. The City of Grand Rapids and the County provided \$12.5 million each of bonding authority toward a \$25 million project involving the renovation and reuse of the former Federal Building (148 Ionia NW). An additional \$28.5 million in RZF bonds was allocated to the Michigan Economic Development Corporation for the Avatar Park reuse project for the acquisition, construction, and installation of a music and film studio.

Secchia Meadows Private Investment Bonds: Kent County in collaboration with Peter F. Secchia agreed to undertake certain improvements to “The Meadows” area of Millennium Park including construction of a shelter and surface parking areas. The County-financed the costs of the Park Improvements through the issuance of a capital improvement bond in the principal amount of \$3,000,000 and the Secchia Family Limited Partnership (SFLP) agreed that it or its assignee will acquire the Bond in accordance with the terms and conditions of a proposed agreement. The bond principal will not be paid but will be forgiven on the earlier of (i) the fifth anniversary date of the issuance date of the Bond or (ii) 30 days after the date of Peter Secchia’s death, provided, however, that the date of forgiveness due to death may be extended up to an additional two years.

Sparta Foundry: A multijurisdictional collaboration between the Village of Sparta, Kent County Land Bank Authority, The Right Place, Inc., Michigan Department of Environmental Quality, and the Michigan Economic Development Corporation (MEDC) to acquire—through the tax foreclosure process—an obsolete, abandoned foundry, remediate the environmental issues, and re-sell it for productive use.

State of Michigan IT Connections: The County worked with the State of Michigan to consolidate multiple leased line connections onto a single connection with higher bandwidth. Since the State of Michigan’s building and the County’s downtown data center are next to each other, it was a relatively easy and low-cost matter to connect to the high-speed leased line the State uses from Grand Rapids to Lansing. This eliminated separate County connections currently used to support activities such as Friend of the Court and hook-up to “LEIN” – Law Enforcement Information Network. The County recently entered into an agreement with the Michigan Department of Transportation to share a Fiber Optic network. MDOT has agreed to provide the County with access to the I-96, I-196, and M-6 Intelligent Traffic System fiber ring around the City of Grand Rapids with an irrevocable right to use the System. With the latter project, the County is expected to reduce costs by \$12,000 annually.

Waste-to-Energy Facility: Kent County created this partnership with the cities of Grand Rapids, East Grand Rapids, Wyoming, Grandville, Kentwood and Walker to finance and operate the Waste-to-Energy Facility (WTE). Refuse from the communities is burned to produce steam for electricity sold to Consumers Energy. The WTE also serves regional and local law enforcement and other governmental agencies to destroy illegal drugs and other unwanted material. The waste-to-energy facility bonds were fully paid in 2010.

March 2018