

# Administrator's Office

**Performance Measurement Review**

*February 28, 2023*



# Presentation Overview



Alignment with  
Board Priorities



Department  
Strategic Goals



Key Performance  
Measures



Significant  
Accomplishments



A Look Ahead

Administrator's  
Office

Corporate  
Counsel

Board of  
Commissioners



## What We Do

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The Administrator's Office:

- implements Board policy;
- prepares annual budget recommendations;
- develops procedures and implements policies;
- provides legal counsel;
- conducts program, departmental, and management analyses;
- communicates with internal and external stakeholders;
- coordinates the Board's legislative agenda;
- and provides general administrative support.

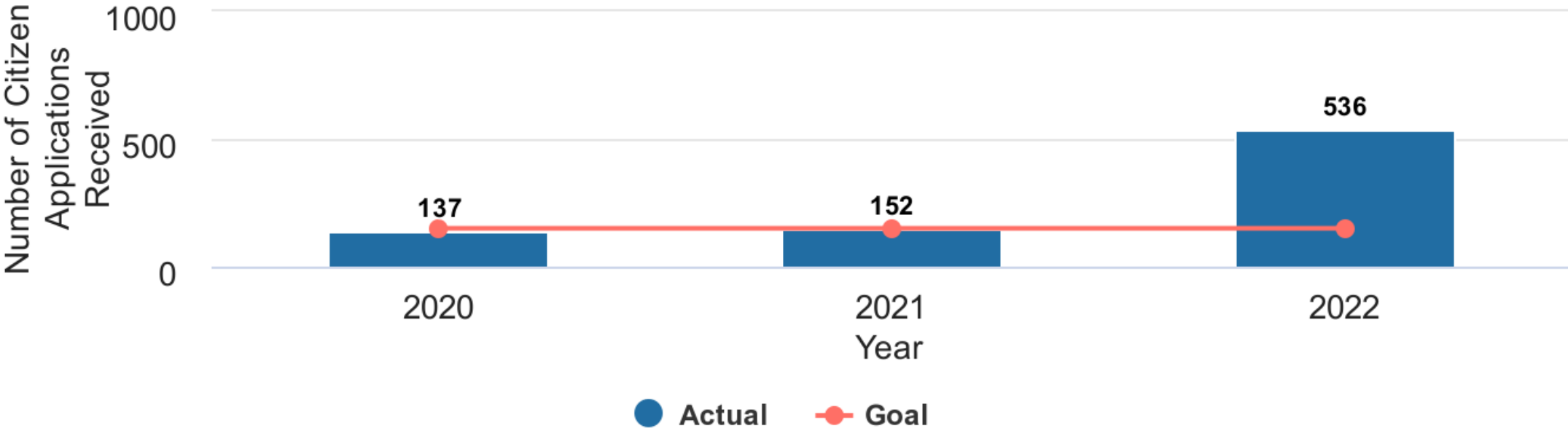


# Department Strategic Goals

1. Communicate consistently and frequently...
2. Encourage strategic partnerships ...
3. Maintain financial health ...
4. Promote a culture of performance excellence...
5. Protect the County from liability...

# Key Performance Metrics (BOC)

Number of Citizen Applications Received



# Key Performance Metrics (Communication)

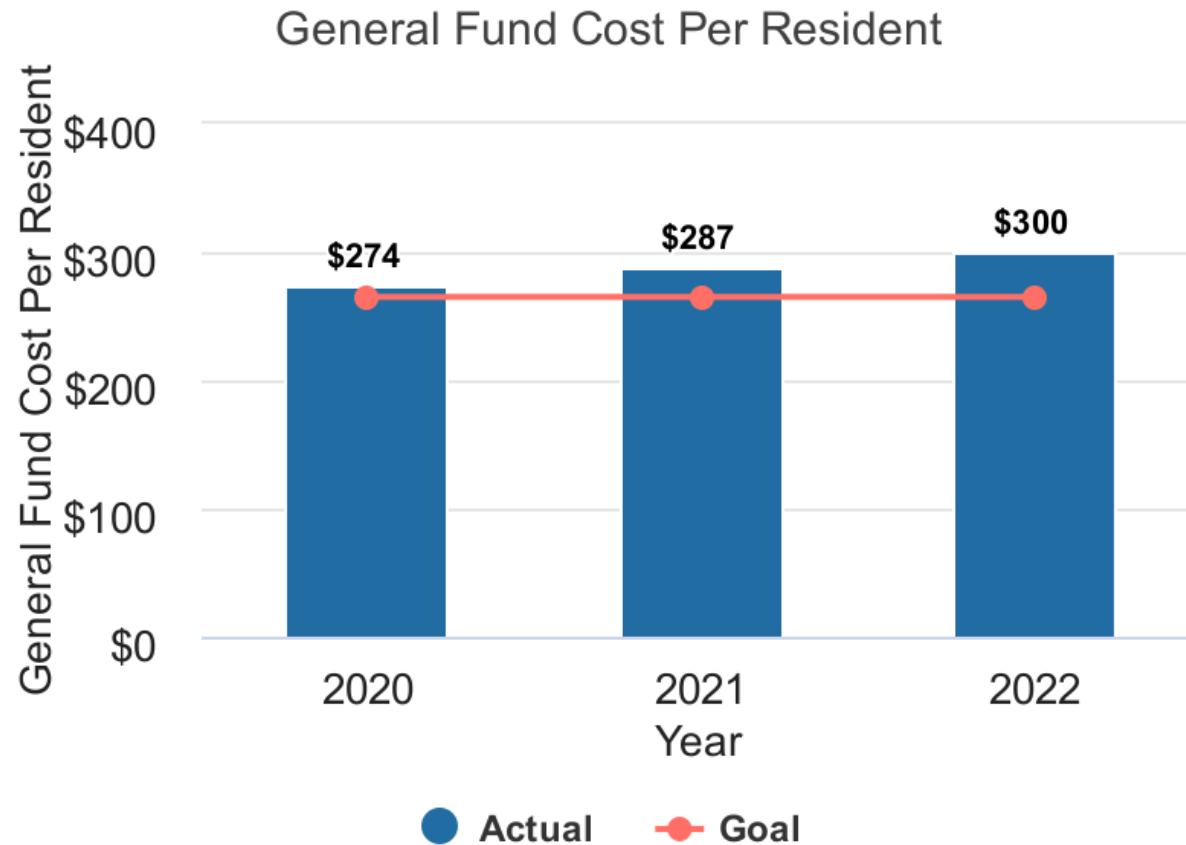
## Administrator/Controller Communication

- 189 e-mail newsletter releases sent.
- 72% engagement rate

## Kent County Social Media

- 1,600 social media posts across all channels (Kent County, Health Department, Community Action, etc)
- 15.8 million impressions (number of times our content showed up in our audience's feeds).
- 3,500 new followers in 2022.
- More than 459,000 engagements in 2022 (number of times our audience interacted with our content).

# Key Performance Metrics (Financial Health)



# Key Performance Metrics (Financial Health)

In 2022, Kent County's Administrator/Controller, Director of Fiscal Services, and Treasurer represented the county at the annual credit rating meetings and successfully retained the triple A credit ratings from Moody's Ratings and Standard & Poors.



# Key Performance Metrics (Office of Inclusion)

- Inclusion Strategic Plan
  - Complete a strategic plan to support:
    - Organizational Values
    - Policy Development
    - Planning & Monitoring
    - Communications & Engagement
    - Staff Development
    - Organizational Resourcing
    - Procurement & Contracting

# Key Performance Metrics (Corporate Counsel - FOIA )

## 2022 Freedom of Information Act engagement

- The total number of FOIAs submitted to the County was 8297.
- The total number of FOIAs processed and fulfilled were 5905.
- The total fees reimbursed for FOIAs countywide was \$85,836.13
- The total FOIA fees reimbursed to the Sheriff's Office was \$57,182.28.
- The total FOIA fees reimbursed to the Health Department was \$24,679.
- 99% of the FOIAs were responded within 5 days.
- 99% of the FOIA responsive records were furnished within the statutory time frame.
- No lawsuits challenging a FOIA denial or for excessive fees were filed in courts.
- 7 FOIA Administrative Appeals were submitted to the Board Chair.
- Redactions/Exemptions (Denials) were claimed on 2280 FOIAs.

# Key Performance Metrics (Indigent Defense)

## Indigent Defense

- In 2022, there were a total of 3,286 new felony appointments split between the non-profit Kent County Office of the Defender and a roster of approximately 50 private bar attorneys.
- The Indigent Defense Administration Office added a full-time attorney position in November of 2022.
- The Office will also request an additional 1.5 FTEs to handle increased workloads as MIDC standards continue to be implemented.
- A study by the National Association for Public Defense (NADP) has been commissioned to review how Kent County delivers indigent defense services. The study will lead to recommendations based on best practices and will span most of Q2 –Q4 of 2023.

Significant  
Accomplishments



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## **Administration Office Re-**

**Organization:** Prepared the team to implement the Board's Strategic Priorities, including established a second Deputy Administrator and a Director of Strategic Impact.

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**American Rescue Plan Act:** Engaged community, assessed proposals, and developed the first allocation of funds, including a new Affordable Housing Revolving Loan Fund.

Significant  
Accomplishments



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**2023 Budget:** Reset the County's fiscal year end to September 30 to gain internal efficiencies.

Total budget= \$ million

\$ million for operating expenditures

\$ million for capital improvements

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**Senior and Veteran Millage:** Obtained voter approval to continue millage-supported services for Kent County seniors and veterans following Board approval to include the two on the August 2022 ballot.

Significant  
Accomplishments



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**Animal Control and Shelter:** Shifted the Animal Control function to the Sheriff's Office and the Animal Shelter as a separate department to enhance the services provided.

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**Sustainable Business Park Stakeholder Advisory Group :**

Provided a forum for discussion, debate, and ongoing work toward consensus on a countywide waste solution.

Significant  
Accomplishments



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## **Grand River Voices/River for All :**

Participated on the advisory board to develop, activate and steward the Grand River as a place that enriches well-being through community-driven development and access to opportunity.

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**Welcome Plan:** Engaged nearly 60 organizations in forming 7 priority work groups to being implementing the recommendations in the Plan.

Significant  
Accomplishments



## **BOC Legislative Priorities successes include:**

Crisis Stabilization Unit \$



# A Look Ahead

## **Standing Rules Review:**

Support the Standing Rules Committee to update the Rules and consider a third standing committee of the Board.

## **Brand Implementation:**

Begin a multiyear implementation of the adopted brand and tagline, including policy on use of the logo and resources for departments.

# A Look Ahead

## **Budgeting and Finance:**

Execute the Board's American Rescue Plan Act funding allocations, tracking, monitoring, and reporting.

## **Broadband:**

Establish a strategy, funding plan and next steps to increase access to Broadband across the County.

# A Look Ahead

## **Kent County Parks:**

Hire a Parks Director, establish a Parks Commission, secure funds to enhance the Cannonsburg facility and continue the Grand River Greenway Project.

## **Organizational Improvement:**

Continue the Disney Way and other '6 Cs' strategies and begin a futuring effort with partner organizations countywide.

# A Look Ahead

## **Sustainable Business Park:**

Conclude the Stakeholder Advisory Group's work and engage the Board in conversation on a recommended countywide waste solution.

## **Opioid Settlement:**

Prepare a spending plan for Board approval and provide ongoing updates on plan implementation.

# A Look Ahead

## **Inclusion Strategic Plan:**

Complete a strategic plan to support our workplace recruitment, retention, customer service and culture.

## **Legislative Priorities:**

Support the LHR Committee's development of a recommended 2023 federal and state legislative strategy for Board adoption.



Thank you