



COLLABORATIVE EFFORTS – 2016 UPDATE

SECTION I – New Collaborations in 2016

Airport Authority: Following Board adoption of the recommendations of a subcommittee that the governance of the Gerald R. Ford International Airport transfer from the County to an independent authority, Administration and Aeronautics staff initiated the process to design and execute the implementation of the recommendation. Throughout 2015 and 2016, the two staffs worked collaboratively to draft new legislation required to create and formally establish the Authority, evaluate and recommend administrative services delivery systems for the new entity, and produce 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, an 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 Equalization Director Matt Woolford also became the director of record for Allegan County's equalization department. Kent County now oversees the work of the existing Allegan County staff, with Deputy Equalization Director Brenda Dill spending 40 hours per week at Allegan County offices. This partnership will support efforts to move toward common equalization practices throughout the State.

Community Opioid Outreach: In response to the ongoing national epidemic of opioid overdose deaths, the Kent County Health Department (KCHD) has partnered with The Red Project to spread important prevention messages and resources. The Red Project has provided training and access to naloxone (an opioid reversal agent also known as Narcan) for many years. With KCHD support, The Red Project received a sizable grant that will fund distribution of 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 immediately contact 9-1-1. In late 2016, the KCHD 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 will be offered on a regular schedule at the Health Department's main campus at 700 Fuller NE in Grand Rapids.

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 begun work in 2016 to form a network for Diabetes Prevention called West Michigan DPP (Diabetes Prevention Program) Networking. This group is being created to collaborate and provide educational programming throughout Kent County for Diabetes Prevention for those adults qualifying as pre-diabetic.

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 progressed, the City decided it would enhance the project to have another government more closely involved rather than just as an advisory group participant. 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 2016, and the City of Grand Rapids and Genesee County in 2017.

Grand River Floodwall Bonding: The City of Grand Rapids filed a petition with the Drain Commissioner requesting improvements to the Grand River Floodwalls and Embankments Drain. The issuance of slightly over \$10 million in bonds, with the County's Limited Full Faith and Credit Pledge, resulted in the City of Grand Rapids saving approximately \$300,000 in interest and other payments over the life of the 20-year bond.

Horticulture and Natural Resources Education: In 2016, staff from Kent/MSU Extension worked in partnership with many local organizations to promote native plants and conservation, create place-based 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 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.

Imagine Trash Commercial Partner Program: The Department of Public Works partners with 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 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.

Kent County Food Policy Council: Michigan State University Extension has been working with several partners from across Kent County to develop a local food policy council to serve both Grand Rapids and Kent County. Partners include the Kent County Health Department, Access of West Michigan, local farmers, and Urban Roots. This group is continuing the development of this council and has received support from both the Mayor's office as well as the Emergency Needs Task Force. The group has yet to officially be created but has been working to develop the vision and mission as well as priority areas on which work will begin in 2017.

Mercury Device Collection: The Department of Public Works partnered with Covanta Energy to offer residents incentives to raise awareness about safe handling of mercury and provide free disposal of thermostats collected through the SafeChem program.

Parks Department: The Kent County Parks Department regularly seeks and develops collaborations with outside organizations and units of government. Significant new collaborative activities in 2016 include partnering 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; construction of two miles of the Pioneer Trail partnering with Michigan Department of Natural Resources (MDNR), Walker and Kent County Road Commission (KCRC); construction of 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 and the Meijer Foundation; replacement of a 900-foot-long floating boardwalk at Pickerel Lake Park with MDNR funding support; and rerouting 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.

Public Space Recycling: A public space recycling initiative is under development in partnership with the City of Grand Rapids, ArtPrize, West Michigan Environmental Action Council and Kent County Parks to provide a public space recycling and education program that can be replicated throughout Kent County.

Scrap Tire Collection: The Department of Public Works received an MDEQ scrap tire cleanup grant and provided tire collection in Courtland Township to help area residents remove scrap tires from rural properties.

Sharps Collection Program: The Department of Public Works is partnering with the Health Department to provide home-use medical sharps containers for residents to safely dispose of syringes to help prevent exposure to blood borne pathogens and ensure proper disposal. Containers are available at Kent County Department of Health locations.

School Resource Officers: For a number of years, the Sheriff Department has worked with local school districts to jointly fund school resource officers (SROs). Prior to this year, the two districts that have been involved in this program include Northview and Forest Hills. In 2014, SRO agreements were entered into with the Kenowa, Lowell, Byron, and Kent City School districts and in 2016, agreements were completed with Cedar Springs and Caledonia School districts. This brings the total to eight school districts with Sheriff Department SROs.

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 Law Enforcement Information Network (LEIN). 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 result in financial savings. County IT was approached by officials from the Grand Rapids Police Department early in the year about changing its connection, and after confirming that they understood the County's support structure, coordination of the changes with the City and the State proceeded. The changeover was complete before the middle of 2016.

Switch Renaissance Zone: Switch, Ltd. is a Nevada-based company that was interested in locating its eastern U.S. data center in the former Steelcase pyramid building in Gaines Township. The County established its first-ever Renaissance Zone to Switch, Ltd. This was a collaborative effort working with The Right Place, Inc., Michigan Department of Economic Development, and Gaines Township. This designation will entitle 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.

WMU/Cooley Externship Program: In 2016, Kent County renewed the relationship with WMU-Cooley Law School by offering a senior year law student an opportunity to complete an externship with the Corporate Counsel's Office over a five-month period. The program requires that the student be supervised by an attorney who has at least three years of experience and is 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, and introduce the student to the breadth of government law practice. The student 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 will be an asset in representing clients who have to deal with issues related to local control and regulation.

Wyoming Dispatch: Upon request of the City of Wyoming, the Sheriff Department began providing Police and Fire Dispatch Services to the City. As a result, the Sheriff Department now provides Police and Fire Dispatch services for all communities in the County with the exception of the City of Grand Rapids.

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. Grand Valley, 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. In order 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. See Accesskent.com for more information.

ACSET: 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’s 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. The CAA 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.

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, set to expire January 3, 2016, has been extended to December 31, 2021, with allowance for up to two additional one-year extensions if requested by Arbor Circle.

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 is 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. During the past year, the Animal Shelter (Animal Control) responded to approximately 300 calls from police agencies requesting assistance.

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. The Bureau is exploring several options to collaborate with local assessors seeking to achieve greater efficiency in their mapping and assessing-

related duties. 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. Additional efforts are underway to promote and establish a shared regional equalization server between counties. In 2015, 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. The Bureau continues to explore options to collaborate with other counties and local units of government seeking to achieve greater efficiencies in their mapping and assessing-related duties.

Body Art Facility Enforcement: In an effort to improve the enforcement component of the Michigan Body Art law, the Health Department (HD) has strengthened its relationship with the Community Policing unit of the Grand Rapids Police Department, the Kent County Sheriff Department, and the Prosecuting Attorney's Office. Through these relationships, the HD 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 works in collaboration with the City of Grand Rapids Code Compliance Division, Community Development Department and the Housing Rehabilitation Office, along with the Rental Property Owners Association, the local non-profit Healthy Homes Coalition and five City neighborhood associations on lead-based paint hazard control of homes in the City of Grand Rapids. This partnership started in 2001 through the community collaborative Get the Lead Out! and has succeeded in bringing 14 million dollars into the City of Grand Rapids, eliminating lead hazards in 1,350 homes, creating construction-related jobs and helping to reduce the number of lead poisoning cases by 87 percent. In September of 2016, the Board of Commissioners appointed a cross-disciplinary community-based task force to assess the current status of lead poisoning in Kent County and identify possible solutions.

Children's Assessment Center: A facility/program providing 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 deputies, Grand Rapids police officers, Department of Health and Human Services protective service workers, counselors and doctors/nurses. The County and cities of Grand Rapids, Wyoming, Grandville, and Walker provide financial support for operation of the Center. In addition, the Sheriff Department has an agreement with the CAC and contributes \$52,500 annually to the Center, and investigates situations occurring in cities that do not have 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 other illicit substances; these operations also leave toxic residues throughout a property which can be extremely harmful to subsequent residents. Michigan 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. The Kent County Health Department works closely with the Metropolitan Enforcement Task Force, the Kent Area Narcotics Enforcement Team, and local law enforcement agencies throughout Kent County in response to these clandestine drug labs.

Community Collaboration 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 County Administrator Daryl Delabbio, GVMC Executive Director John Weiss, and Chamber of Commerce President Rick Baker, have been meeting regularly to identify areas where more collaboration can happen and how the Chamber of Commerce can assist in facilitating dialogue. Dispatch, police and fire services, and property assessing have been discussed as potential areas where collaboration can move forward.

Community Development Block Grant (CDBG) Program: The Community Development and Housing Department works with 32 local units of government as well as 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- to moderate-income individuals for purchase or rent. Property has been rehabilitated in Wyoming, Kentwood and Grandville. 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, this collaboration is the first area in the country where a 'non-HUD Consortia' is working together to create a voluntary regional plan.

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 (HCD) Plan. The regional HCD Plan will provide a comprehensive blueprint 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.

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 CID), which was affirmed again in 2014; also in 2014, an agreement with Byron Township and its 84th Street CID was completed.

County 911 Dispatch: In 2005, the County, along with the cities of Grand Rapids, Wyoming, Walker, and Grandville, formed a Dispatch Authority comprised of representatives from police, fire, and the EMS agencies as well as managers and supervisors from participating communities. In July 2007, the Authority adopted a Strategic Plan that consolidates the call-taking function by reducing the number of Public Safety Answering Points (PSAPs) in Kent County from five to two. In December 2009, the Authority entered into a contract for a new \$2.8 million Computer Aided Dispatch system which will provide the technology to simultaneously dispatch police, fire, and EMS personnel. In 2010, the Authority began contracting for call-taking services with the Sheriff Department and the City of Grand Rapids; all 911 calls are now routed to one of the two PSAPs, which reduce the number of times a call may need to be transferred. Following passage of the 911 Public Safety Surcharge by voters in November 2016, most of the costs associated with 911 dispatch will be funded, and work is now beginning to improve radio communications capabilities. County address updating and ongoing maintenance, needed for accurate dispatching of emergency personnel, is being performed through an agreement with the Bureau of Equalization's Property Description and Mapping Division.

County Fire Dispatch Agreements: The Sheriff Department provides fire dispatch services for all local units of government in Kent County, except the City of Grand Rapids. While most local units of government did not have an agreement with the Sheriff Department and County to provide dispatch service, there were six local units that had formalized agreements (the cities of Grandville, Kentwood, and Walker, the townships of Byron, Caledonia, and Gaines). The County Administrator/Controller and the Sheriff Department worked with the local units to

develop a formal agreement that also included a methodology for reimbursement to the County/Sheriff Department for a portion of fire dispatch services. All local units are paying for fire dispatch services; all but one have formal signed agreements with the County. Following passage of the 911 Public Safety Surcharge by the voters in November 2016, most of the costs associated with fire dispatch services will be funded.

Cooperative Law Enforcement Programs: The Sheriff Department 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 Department. 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 Department 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 Department 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 Department 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 provides mobile command service to local units. The Sheriff Department 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 provides dispatch services for several local units of government. The Sheriff Department 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 has a service contract with the cities of Kentwood and Walker to provide crime scene forensic and evidence collection and processing service. The Sheriff, 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. The Sheriff joined with the FBI in a cooperative investigative team called Webchex, and 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.

Dog Licensing: State and local laws require dogs to have valid rabies vaccinations and annual licenses from the county in which they live. These requirements are in place in order to help ensure animal welfare and public safety. Animal control services, which are provided by the Kent County Animal Shelter, are funded in part by license revenues and benefit all citizens of Kent County. Twenty townships and/or nine cities/villages collaborate with Kent County by selling dog licenses during the annual licensing season. Vet clinics are now also participating with the dog licensing program. Approximately 30 clinics participated in 2016 and others are in the training process. In return, the County reimburses those local units and vet clinics \$0.80 per license sold and provides a service that the local units are not otherwise equipped to handle. This year, these local units and vet clinics sold over 10,000 dog licenses.

Elections: The County Clerk programs the school, primary and general elections for all locales, 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

lonia; 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, and the United Way as well as local and regional resources and agencies, to participate in preparedness exercises. In an effort to enhance citizen preparedness, involvement continues with the 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 complements 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. This year's SKYWARN event was a combined effort of the Kent County and Ottawa County Emergency Management programs. The emergency management office continues to be active in school safety and security. Kent County 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.

Equalization Collaboration: In March 2011, the Bureau of Equalization entered into a collaborative effort with Montcalm County. Through the agreement, Kent County's Director Matt Woolford also became the director of record for Montcalm County's equalization department. Kent County now oversees the work of the existing Montcalm County staff, with Matt Woolford or Deputy Director Steve Rickers spending one day a week, on average, at Montcalm County's offices in Stanton. The first years were viewed as a pilot and the agreement has been extended through December 2017. This collaboration has worked well thus far, with Kent County's general fund receiving additional revenue while Montcalm is saving money on Equalization Director services. In 2014 a shared oblique imagery flight was completed. In 2015, Montcalm County started the transition to a modern GIS mapping system with Kent County leading the transition.

Farmers Markets: Kent/MSU Extension educators provide information and support to community farmers markets within an eight-county area of West Michigan. Many of these markets are operated by or in partnership with local units of government. Kent/MSU Extension has an office at the Grand Rapids Downtown Market and works collaboratively with the Market and the more than 20 individual businesses located there to promote Michigan agriculture and food products. In 2016, over 1,000 people received information from Kent/MSU Extension at this location. Kent/MSU Extension is also an active partner with the Michigan Farmers Market Association and Fair Food Network, which administers the Double Up Food Bucks Program.

Fire Commission: The present Fire Commission was established 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, which is administrated by the Purchasing Division. Numerous local units participate with the County on joint purchasing of insurance, fire equipment, and fire emergency vehicles, taking 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 few other participating municipalities & organizations (the cities of Kentwood, Grandville, Rockford and Wyoming, the Village of Sparta, Nelson Township, 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, Network180, John Ball Zoo, Silent Observer, etc.). Approximately 350 print orders per year come from these outside agencies.

Fiscal Services – Purchasing: A) The Purchasing Division’s collaboration initiative utilizing County purchasing services was implemented in 2010. Membership of 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. B) Purchasing Division initiated a significant upgrade to the purchasing collaboration software suite. This initiative positions the County for future expansion of procurement collaboration with other West Michigan communities.

Friend of the Court (FOC): The 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 to 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 on South Division Avenue 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, it is 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 is periodically holding amnesty day events at different locations. One was held at Lifequest that resolved 157 warrants, another is planned at LINC, and there will be others held throughout the County. Responsible Parent Program (RPP): A new program was established at FOC to assist payers of support to find employment, “right-size” support orders, and address parenting time problems. So far, RPP has partnered with Aerotek, Michigan Works!, Arbor Circle, Cascade Engineering, Degagé Ministries, and Axios Staffing.

Food Pantries and Michigan Project Fresh: Kent/MSU Extension partnered 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. Diabetes self-management workshops were offered at two pantry sites, with 22 participants successfully completing the six-week workshops. Additionally, NOW pantries promoted the Michigan Project Fresh farmers market tours provided by Kent/MSU Extension at five farmers markets throughout Kent County. Kent/MSU Extension plans to work with ACCESS of West Michigan to offer workshops and promote farmers market tours in 2017 to NOW participants.

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. A Kent/MSU Extension educator provided technical assistance to the schools and assisted them to complete a pre/post assessment, implement 10 changes per school, and write a success story. Here's an example of one of the success stories:

<https://youtu.be/wCO9WYGV67o?list=PLaqD6X6pQgmlqenvcvECyfKE0xw72Pz1a>

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 (GVMC)). 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. Commissioners Carol Hennessy and Jim Saalfeld, and County Administrator/Controller Daryl Delabbio serve on the GVMC Board. In addition, Daryl Delabbio serves on its Executive Committee. The GVMC serves as 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 have been identified that meet the criteria for funding.

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 the one Adult Protective Services worker who performed the duties of 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 for the Guardianship Program caused various challenges for Spectrum Health and Mercy Health Saint Mary's including financial losses incurred if the hospital was unable to discharge certain patients because guardians weren't available. After discussions with the program partners, Spectrum Health and Mercy Health Saint Mary's each agreed to provide \$50,000 annually for a period of three years to Kent County to support the program.

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 GGRHMP's 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 Stormwater Permitting: To date, 25 local units of government within Kent County have adopted a stormwater control ordinance using the Model Stormwater 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 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, Network180 (Kent County's CMH Authority) was an integrated PIHP, Community Mental Health Service Provider (CMHSP) and Substance Use Coordinating Agency (CA). Network180'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 Network180, Kent County Sheriff, and Kent County became at risk of closing. In addition, it was learned that the funding mechanism in the LRP operating agreement caused Network180 to receive approximately \$3.5 million less in Medicaid funding than it received before the regional PIHP. With approximately 50 percent 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 Network180 to advocate with local legislators to reduce the impact of these changes and the inequities of the new formula. County staff was 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 had been adjusted positively from the prior year.

Local First and the West Michigan Growers Group: Kent/MSU Extension staff authored a USDA Farmers Market Promotion program grant application for \$94,000, which was awarded in 2014. The money was used for collaborative marketing of CSA's (Community Supported Agriculture) in 2015-16. Partners in this effort were Local First and the West Michigan Growers Group. While the grant funding ended in October 2016, Kent/MSU Extension staff continue to collaborate with the West Michigan Growers Group on several projects including development of the group as a non-profit. They are also collaborating with Local First to expand their "Eat Local" initiatives and will be looking for more funding opportunities for this overall effort in the future. During 2016, the second annual "Growers Fare: CSA Open House" was held and was attended by over 500 community members and representatives from 20 farms.

Local Units Law Enforcement In-Service Training System: The Sheriff Department, along with the police and fire departments of Grand Rapids, East Grand Rapids, Kentwood, Walker, Wyoming, and Grandville, now has the ability to log in 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 for 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 (MMRS): Over the past ten years, the County has worked with Grand Rapids, Wyoming, and Kentwood, and administrators from the three major medical facilities (Spectrum, Saint 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 2014.

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 Headstart 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, Headstart of Kent County, Pailalen and Pine Rest, among others.

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: Alpine Township (Wahlfield Park), Caledonia Township (Ruehs, Riverbend, Two Rivers), Cannon Township (Luton), Gaines Township (Creekside, Brewer Park), and Grand Rapids Township (Knapp Valley Forest). The Department has also assisted many local jurisdictions with master planning and design or development of a local jurisdiction's facilities: Ada (trail easement and layout assistance, Covered Bridge/riverfront design development), Algoma (design/development of Camp Lake and Fonger Park), Alpine (design assistance for Westgate and Alpine Sports Complex, master plan assistance), Cannon (trail easement and trail maintenance), Casnovia (design and development of ball field and parking), Grand Rapids Township (prepared Park Master Plans, provided design and development for park at Township Hall, grant writing assistance), Lowell Township (design assistance for Lowell Township Park), Nelson (trail development funds for Gordon Park/White Pine trail connection), Oakfield Township (design assistance for township hall ballfield), Plainfield Township (design assistance for township properties and 10 Mile landfill property, worked with township on Comstock Park library), and Sparta Village (design service for community park). In addition, the 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 Kentwood, Gaines Township and Caledonia Village and Township in developing the Paul Henry Thornapple Trail, and also with Gaines and Byron Townships as well as the Kent County Road Commission (KCRC) and the Michigan Department of Transportation (MDOT) 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. Significant collaborative activities in 2014 included working with Caledonia Township and private property owner for the construction of a parking lot at Leopard Park, securing local match funds from Gaines Township to match MDOT funds for the construction of one mile of the Paul Henry Trail over M-6, working with KCRC and MDOT to develop a very creative solution for the trail routing, securing \$75,000 each from both Cannon and Courtland townships for new parking at Luton Park, and working with Cannon Township on the layout and proposed construction of a trail connecting Townsend Park to the Village of Cannonsburg, securing \$200,000 from various sources for the local match to \$810,000 in DNR grant funds.

Planning Assistance: Kent/MSU Extension provides land use information and educational opportunities on land use issues to local officials from all units of government in Kent County. 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.

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

Preliminary Examination Subpoenas: As a result of collaboration between the Prosecutor and the various district courts, a new process has been implemented whereby only the investigating detective and victim are

subpoenaed for the preliminary examination since most of these hearings are waived and testimony is not needed. There are some exceptions, depending on the charges. The benefits are significant: civilian and police witnesses are not brought into court unnecessarily and the County and courts save on witness and parking fees. In addition, police agencies, including the Kent County Sheriff Department, benefit by 1) not having to pay off-duty officers for up to three hours of overtime for a court appearance, and 2) freeing on-duty officers to remain “on the job” in lieu of having to sit in a courtroom.

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 (REACH) project: In 2014, the Kent County Health Department was awarded a three-year \$2.1M grant to address chronic illness in Grand Rapids’ Hope Zones. 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 have been improved, hydration stations have been installed, Veggie Van routes have been expanded, fresh foods have been made available in convenience stores, and focused health education is occurring.

Residential Recycling: The Department of Public Works has a number of collaborative efforts in the area of residential recycling services, including the following: A) Kentwood Recycling Drop-Off Center: The County collaborates with the City of Kentwood to provide a drop-off center for recycling —Kentwood provides property and the County’s DPW provides funding and operates the facility; B) Community Events: The DPW provides recycling drop-off collection stations that are loaned for municipal events (e.g., Festival of the Arts); C) Residential Recycling Operations: The DPW owns and operates a single stream recycling facility accepting residential recyclable material from locations within and outside of the County. The Recycling and Education Center opened in July 2010, contracts with the City of Grand Rapids and numerous private waste hauling companies, and will surpass 40,000 tons processed for 2016.

SafeChem Programs: The Department of Public Works purchased and placed a hazardous waste containment facility at the City of Wyoming Clean Water Plant. The City of Wyoming and DPW jointly carry out the collection of household hazardous waste from the community. The DPW manages three other household hazardous waste service centers for County residents located in the cities of Grand Rapids, Kentwood and Plainfield Charter Township.

Secure Evidence and Contraband Destruction: The Department of Public Works provides special burns at the Waste-to-Energy facility for law enforcement agencies including the Drug Enforcement Administration, Homeland Security, Michigan State Police as well as County Sheriff and local police departments throughout the region to destroy seized illegal drugs and other materials that require witnessed destruction.

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. In 2016, Michigan State University Extension staff provided the following programs to residents in Kent County: Stress Less with Mindfulness, RELAX: Alternatives to Anger, Nurturing Parenting, and Be SAFE Bullying Prevention. Seven hundred fifty seven adults and 263 youth participants took part in these programs offered in various sites around Kent County. Sites included: Baxter Community Center, Hope Housing, Michigan Works!, Adams Park Apartments, Kent County Juvenile Detention, CBOT, Grandville Transitions School, Krause Library, Wyoming Library, Cascade Library, Kent District Library, Comprehensive Therapy Parent Group Staff, Freedom House, Alpha Women’s Center, Pilgrim Manor, Harbor House, Baileys Grove Retirement Community, River Grove Senior

Apartments, Herkimer Apartments, Station Creek Independent Senior Living Apartments, Oak Ridge Senior Living Apartments, Transitions School, MiAEYC Conference in Grand Rapids, Take Charge, Cedar View Elementary, The Source, Goodwill, Job Corps, Laughfest, Kent Social Services Network, and Mel Trotter Women's Rehab. In addition, Parenting and RELAX: Alternatives to Anger is provided in Spanish at the Pailalen site.

Sustainable Materials Management Initiatives: The Department of Public Works (DPW) is working collaboratively with the Michigan Manufacturers Technology Council - Zero Waste to Landfill User Group. They want to identify opportunities for the DPW to work with West Michigan's leading manufacturers. They especially want to work with manufacturers that have corporate initiatives seeking to divert industrial waste material from landfill disposal. The Initiative also seeks to 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.

Transitional Work Experience: The Department of Public Works partners with Goodwill Industries of Greater Grand Rapids to provide a transitional work experience program that works on the sorting lines at the Recycling and Education Center. This program provides assistance to participants with past employment challenges in gaining necessary skills to make them competitive in the workplace. Participants come from numerous nonprofit agencies and reentry programs. The program is reducing recidivism and graduates workers into fulltime permanent jobs in West Michigan.

West Michigan Economic Partnership: In April 2012, the County entered into an interlocal agreement with the cities of Grand Rapids, Wyoming and Kentwood, Cascade Township, 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.

West Michigan Take Back Meds Program: This program provides proper disposal of unwanted pharmaceuticals that impact surface water quality when put down the drain or, if stolen or misused, can lead to prescription drug abuse that threatens public health. The City of Wyoming Clean Water Plant, City of Grand Rapids Waste Water System, North Kent Sewer Authority, Sheriff Department 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 CDBG: The County's Community Development Department, working with City of Wyoming Community Development office, established a service sharing agreement for monitoring the City of Wyoming's Community Development Block Grant (CDBG) sub-recipients: the Fair Housing Center, Home Repair Services, and Compassion This Way. A Memorandum of Understanding has been created which includes a mutually acceptable fee arrangement that was approved in November 2012.

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 former site of the 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 shopping" setting. The County has 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, Kent School Services Network, Kids Food Basket, United Way, and Campfire 4Cs.

Downtown Grand Rapids, Inc.: Since late 2013, the County has held a seat on the Downtown Grand Rapids, Inc. (DGRI) Board of Advisors; this seat is currently held by Daryl Delabbio. In addition, Commissioner Jim Talen 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 SmartZone: A SmartZone has been established with medical, university and governmental partners to focus on medical research and biotech development. Partners include the City of Grand Rapids, Grand Valley State University (GVSU), Grand Rapids Community College, and the State of Michigan. It is centered on Michigan Hill where the SmartZone funds a wet laboratory incubator in the GVSU Health Sciences Building and also includes the Monroe North District, a satellite district for the Siemens' Grand Rapids campus, and a partnership with a newly created SmartZone in Ottawa County.

Joint Maintenance Agreement: The City and County share the same lobby and parking structure 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 a number of years; it was most recently reviewed and updated in 2007.

Money Management Education: In 2016, Kent/MSU Extension provided 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 Michigan 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; and Kent County Health Department (staff). Partnerships in 2016 included: Cedar Springs Public Schools, Grand Rapids Salvation Army Senior Center and the Dwelling Place (Bridge Street Place).

Remonumentation Surveyor: The Bureau of Equalization is responsible for administering the remonumentation program in Kent County. This program requires the services of a registered Land Surveyor. Upon the retirement of the long-time County Representative to the program, the Bureau of Equalization reached out to the City of Grand Rapids and contracted with the City Engineering department to perform this service. 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 Remonumentation Program. The agreement was extended in 2013, 2014, 2015, and 2016. This collaboration has worked very well and has been extended through 2017.

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. 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.

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.

The County and Others

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 City of Grand Rapids and Salvation Army 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.

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 (Steve Heacock and Rick Wynn), and several staff members of the County staff serve on the Finance Committee (Daryl Delabbio) and Operations Committee (Daryl Delabbio and Darius Quinn) of the Authority.

Davenport University Paralegal Interns: Since 2010, the County has collaborated with Davenport University to offer a paralegal internship program at the Corporate Counsel's Office. Paralegal students complete 150-hour internships earning 3 credit hours under the supervision and mentorship of the Corporate Counsel and his 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 six to eight 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 Sheriff Stelma 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. In 2015, 32 heroin dealers were arrested.

Essential Needs Task Force (ENTF): Since 1982, the County, City of Grand Rapids, other governmental agencies, and 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 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, which provides that the County pay 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 on 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 (probably because it was within the Park). 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 plus 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. As of December 2012, the County has "netted" approximately \$800,000 from the lease. The lease has an automatic renewal option for an additional 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, communities, 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. More information can be found at www.firststepskent.org.

Grand Rapids Association of Realtors: In 2013, the County implemented a new agreement with the Grand Rapids Association of Realtors (GRAR). This partnership will allow 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.

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/MSU Extension 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.

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 Department, 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 shares 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. Region 3 has also joined this project. Information Publication will allow for timely, centralized publication of investigative information. This project remains a top priority of the Regional Homeland Security Law Enforcement Committee.

Horticulture Education Partnership; The Grand Ideas Garden: Kent/MSU Extension horticulture educator Rebecca Finneran 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 Extension provides these planting materials for other County facilities. Kent/MSU Extension Master Gardeners provide continued care of the landscape at the 775 Ball location. 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 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.

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 paid an annual management fee to the non-profit, which is responsible for all aspects of the operation. In November 2016, voters approved a dedicated zoo/museum millage; this millage will cover the management fee through 2025.

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, with 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/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, MSU Extension 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 that 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 Health Department: In fall of 2015, Kent/MSU Extension contributed expertise and knowledge to the Kent County Health Department (KCHD) as they worked on developing a proposal for a Michigan Health and Wellness 4X4 Grant. The grant proposal was focused on increasing access to fresh, local produce by creating partnerships between local community supported agriculture farms and local food pantries. The KCHD was awarded the \$65,000 grant implemented in 2015. Kent/MSU Extension provided technical assistance along with the Grand Rapids YMCA, ACCESS of West Michigan and the South End Community Outreach Ministries.

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 LEPC: 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 LEPC 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 Department, 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 (KCTCC): The Kent County Tax Credit Coalition is a collaboration of the Heart of West Michigan United Way, the Internal Revenue Service, 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. There were over 3,500 individuals and families served and over \$5.5 million dollars returned to Kent County in 2016 for this effort.

Kent County Community Health Improving Planning: The Health Department is partnering 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 School Services Network (KSSN): After two years of research and discussion, the Kent School Services Network 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 ten years of implementing community school strategy in Kent County, KSSN continues to see positive outcomes, most notably a decrease in chronic absenteeism which affects the ability for students to learn. Currently, KSSN serves 39 schools and 8 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, Network180, 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 Keller Foundation. The Governor and the Michigan Department of Human Services is modeling the KSSN effort on the East side of the state (Detroit, Saginaw, Flint, Pontiac) through the Pathways to Potentials Initiative (<http://www.michigan.gov/snyder/0,4668,7-277-60279-284025--,00.html>). In 2016, KSSN also provided technical assistance and training on the community school strategy for Jackson County and Ottawa County. It also provided technical assistance and training for Mason County to launch three community schools in 2014 and 2015.

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 (\$42,500 in 2016).

Local Food Purchasing Assistance: Kent/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.

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, Kent/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.

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

Network180: Since the 1990s, the Sheriff Department and Network180 (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 Network180 from financially partnering with the County to provide these services and as a result, County staff has worked with State Legislators and Network180 to ensure that the County is 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 will end in 2021, and the County will receive \$1 million from Ellis Parking. The County will, however, have to find approximately 100 parking spaces to accommodate the needs of the Courthouse and comply with the City of Grand Rapids Parking Ordinance requirements. In 2008, the County entered into an agreement with the Gerald R. Ford Foundation to lease parking spaces for jurors, who are then shuttled close to the Courthouse.

Prevention Initiative: In 2000, Kent County made a long-term commitment to improve 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 Health and Human Services (DHHS), and Network180, 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 Department, 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.

The Right Place, Inc.: Kent County has been a major public partner in The Right Place, Inc. since its inception over 30 years ago. County Administrator/Controller Daryl Delabbio serves on the Board of Directors of The Right Place, Inc. and the County will be contributing \$107,500 in 2017 toward this regional economic development effort for West Michigan.

Saint Mary’s and Metro Health Residency Programs: The Health Department developed a public health rotation for Metro Health and the Saint 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.

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, and teaches positive communication, anger management, and conflict resolution.

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. Kent/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. There has been national and international exposure to this class, with almost 700 individuals completing the course in 2016. Topics included in this free online course are:

- ✓ Proper food handling and personal hygiene practices.

- ✓ Correct holding temperatures of potentially hazardous food.
- ✓ Correct cooking temperatures of food.
- ✓ Cleaning dirty or contaminated utensils and equipment.
- ✓ Proper ways to cool foods safely.

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 other chairs.

South Kent Landfill: The Department of Public Works (DPW) has a long-standing agreement with Allegan 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 County municipality. Trees have been relocated to County and city parks. In 2016, Gaines and Byron townships transplanted trees for their parks.

South Kent Landfill Gas-to-Energy: The County (through the Department of Public Works) and Granger Energy, LLC entered into a 20-year lease to use the gas produced by the landfill to generate 3.2MW of electricity or the equivalent of 3,000 homes. The facility began operation in April 2009.

West Michigan Cyber Security Consortium: This group was formed in 2012; it was 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.

SECTION III – Past Collaborations

Airports/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 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 The Rapid (under its former name, the Interurban Transit Partnership or ITP) at a cost of \$260,250. The shelter opened in November 2009.

Community Collaboration Work Group: In January 2012, the County created a new Committee (the Community Collaboration Work Group or CCWG) which included the following individuals: County Commissioners Jim Saalfeld (Chair), Carol Hennessy, Dan Koorndyk, and Michael Wawee Jr., City Commissioners Rosalynn Bliss and James White; Grand Rapids Township Supervisor Michael DeVries, Walker City Manager Cathy VanderMeulen, Grand Rapids Area Chamber of Commerce President/CEO Rick Baker, The Right Place, Inc., President/CEO Birgit Klohs, Hispanic Center of West Michigan CEO Martha Gonzolez-Cortez, municipal attorney James Brown, and GVSU Professor Dr. Paul Isley. 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 the Dr. George Erickcek, Upjohn Institute economist, related to collaboration activities and potential economic impact of consolidations, and heard from national expert Dr. Kurt Thurmaier. A final report was issued in March 2013 and adopted by the Board of Commissioners on June 13, 2013.

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 team up with Community Policing Officers in the communities 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 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. That facility now houses the Rockford Area Historical Museum.

Emergency Preparedness Coordinators Collaboration Committee (EPC3): In an effort to ensure consistent preparedness plans that will successfully meet the increasing demands of public health preparedness and to 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 examine the grant work plan each year and determine which activities should

be completed collaboratively. Each region is assigned tasks to complete and subsequently share with EPCs statewide. Tasks include plan development, exercise development and execution, and quality improvement activities. Additionally, the EPC3 serves as the communication body between local EPCs and the State. This ensures that information is shared and received uniformly. The Kent County Health Department EPC serves as the Region 6 representative to the EPC3.

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.

Fiber Optic Data Network: The County began working with a group of partners on two separate projects. The first involves 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 is 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 has partnered with Grand Rapids and KISD in extending our high-speed data network to the 63rd District Courthouse at Knapp and the East Beltline. These projects are now complete. In addition, an extension to the first project also provides high-speed data access to the Gerald R. Ford International Airport, allowing the County to support the airport much as we support other County departments.

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. Finally, mobile versions of the County's parcel viewer application are available at no cost on Apple iOS and Android devices.

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 (lower credit rating) with an interest savings (0.25% interest rate reduction) of over \$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.

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 would have transformed the river from a liability into a distinct asset, strengthened the region's resilience, and ultimately delivered 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 focused 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 Grand Strategy was not chosen to be a recipient of this grant.

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. Construction on the \$27 million, 137,000 square foot facility opened in June 2009 and continues to serve clients of all three agencies.

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 acquisition is scheduled to take place in early 2017.

Personal Property Tax: During 2012, representatives from County Administration, Fiscal Services, and Bureau of Equalization met with representatives from Ottawa County, the cities of Grand Rapids and Wyoming, and the Grand Valley Metropolitan Council to work with Lt. Governor Brian Calley to develop a methodology for eliminating the personal property tax and funding replacement for local units of government. West Michigan's work group and input were critical components to the resulting legislation adopted in December 2012. In 2013, the collaborative effort has continued with the focus shifting to working with local units and the State to pass legislation making the promised technical amendments to the legislation adopted at the end of 2012. In August 2014, voters approved a ballot question that eliminates the personal property tax and provides for the State to replace most of the funding through a designation of the "user tax."

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, and in addition, referred some clients to The Literacy Center and Network180.

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 acts 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). This project involved The Christman Capital Investment Group leasing the building from the City of Grand Rapids, renovating it, and subleasing it to Ferris State University for exclusive use of Ferris State and the Kendall College of Art and Design. An additional \$28.5 million in RZF bonds was allocated to the Michigan Economic Development Corporation for the Avatar Park re-use project for the acquisition, construction, and installation of a music and film studio. The facility is now open for use.

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.

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.

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 (approximately \$900 annually) from its existing budget.

Courthouse: The City of Grand Rapids and the County worked to jointly finance 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%).

415 Franklin Property Exchange: Following the move of the Department of 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 County-owned DHS location 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.

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.

Michigan Veterans’ Trust Fund: The Michigan Veterans’ Trust Fund central office requested that the County’s Department of Veterans’ Affairs (now Veteran’s Services) enter into a service agreement for administration of the trust fund. This arrangement enables a single point of access for veterans experiencing financial emergencies or those interested in receiving benefits for their military service.

Public Law Clinic: In collaboration with Cooley Law School, the County participated in its Public Sector Law Project (PSLP). Law school students completed internships, under the direction of a Cooley faculty member and the County’s Corporate Counsel, 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 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 took place at Cooley Law School, this program ended in June 2014.

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.

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 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.

West Michigan Sports Commission (WMSC): This 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, with Commissioners Dick VanderMolen, Harold Voorhees, and Diane Jones serving on its Board.

December 2016

