

Kent County, MI
Recovery Plan

**State and Local Fiscal Recovery
Funds**

2024 Report

Table of Contents

GENERAL OVERVIEW	2
Executive Summary	2
Uses of Funds	2
Promoting Equitable Outcomes	4
Community Engagement	5
Labor Practices	7
Use of Evidence	8
Performance Report	8
PROJECT INVENTORY	9

GENERAL OVERVIEW

Executive Summary

Kent County government is committed to promoting a high quality of life for the entire community through responsible budgeting and planning. This mission was at the forefront of planning and distribution of Coronavirus Local Fiscal Recovery Fund (LFRF) dollars. The U.S. Department of Treasury allocated \$127.6 million to Kent County from the Coronavirus State and Local Fiscal Recovery Fund (LFRF). This report provides an update of allocated and planned expenditures, as well as progress at the time of submission.

Through extensive community engagement (further described in this document), Kent County identified five areas of focus for investment of LFRF funds: Community Health, Quality of Life, Infrastructure, Economic Innovations and Workforce Development, and Improving Government Operations. The public engagement process was targeted to ensure all communities impacted by the COVID-19 pandemic had a voice and were able to impact Kent County's strategy.

All of Kent County's funds have been obligated in accordance with LFRF guidance and in alignment with the values and priorities of communities within the County. This report will be posted publicly on Kent County's APRA website (<https://kentcountyarpa.com/>) and delivered to the Kent County Board of Commissioners.

Uses of Funds

Based on collaboration with elected officials, County departments, stakeholders, and a consulting firm, Kent County identified five priority categories for use of LFRF dollars. A clearer understanding of community needs, and other lessons learned through an extensive community engagement process contributed to selecting the categories outlined below.

Kent County continues to consider how other federal and state funds could be leveraged with LFRF funds to impact the priority areas of focus. For instance, Kent County received two funding awards through the Congressionally Directed Spending process for two projects that have been allocated Kent County LFRF dollars: The Grand River Greenway and the Behavioral Health Crisis Center. Funding requests for these projects have also been submitted for this year's Congressionally Directed Spending process. These opportunities will continue to be pursued when possible.

All of Kent County's LFRF funds have been allocated through *Revenue Replacement* (EC 6). A detailed overview of the five priority LFRF spending categories identified by Kent County has been included below:

- 1. Community Health** – Kent County is investing in new and existing mental and physical health programs for the community such as mental health crisis support, supporting homeless youth through mental health services, removing lead hazards from homes, reducing negative impacts of sickle cell disease among African Americans, providing food for those who lack financial resources, and assisting residents who have been victims of domestic violence.

Protecting public health is the first step to longer term and equitable recovery for the community. The challenge to protect Kent County residents' physical health is ongoing. Addressing mental health needs has also been a high priority in Kent County. The need for mental health services, including for those in mental health crisis, was exacerbated by the pandemic and will continue to receive targeted attention in Kent County.

- 2. Quality of Life** - Long-term quality of life improvements for our community such as parks, riverfront enhancements, and family and visitor entertainment attractions are high priorities of our residents. Residents' need for quality-of-life investments was exacerbated by the pandemic. As a direct result of COVID-19, the County's revenue, and that of community partners, was dramatically reduced while community desire for outdoor recreation and safe entertainment options increased. Further, the necessary focus of existing County resources was redirected to coping with and mitigating the impact of COVID-19. There are extensive opportunities for new investments that have long-term impacts on the County's ability to grow by attracting new business developments, tourism, and residents. The needs and opportunities are especially pronounced in disproportionately impacted communities who had even less resources to mitigate losses from the pandemic privately. Investments in this category include the acquisition and development of new parks and outdoor spaces, construction of a new trail along the Grand River connecting, improvements to the regional zoo, and improvement of the regional youth fairgrounds.
- 3. Infrastructure** - Investments in the infrastructure of Kent County and its future such as broadband internet, stormwater flooding mitigation (drains), and county-wide mobility. Plans for spending LFRF dollars will give specific attention to expanding broadband services to fill current gaps in service. The pandemic demonstrated that access to quality internet service is a requirement for education, work, and health care. Leaving some in our community without or limited access to that service remains an ongoing challenge. Further, safe drinking water, operational septic systems, and effective drains support health and protects the environment for future generations. Kent County's water and drain systems are operated through a complex web of municipal agreements and authorities. Specific projects will be identified through collaboration across County departments, local partners, the county drain commissioner and experts in the health and environmental benefits of water infrastructure projects. Finally, infrastructure investments include road enhancements in Kent County's rural townships to improve mobility for those who lack access to public transportation and support business recovery and growth in our rural areas.
- 4. Economic Innovation and Workforce Development** - Investments in the future of Kent County's economy to provide a thriving, innovative and sustainable business climate and skilled workforce that addresses industry demands in the long-term, such as workforce training and food licensing fee waivers. The necessity to close businesses for an extended period and the resultant impact on resident employment instability had enormous impacts on the economy. Kent County's tourism, agritourism/agribusiness, health care and countless other industries were each impacted in unique ways. Finally,

access to affordable housing was negatively impacted by COVID-19. New housing construction halted abruptly in 2020 and it is still rebounding. A recent assessment found that Kent County will need to add almost 35,000 housing units by 2027 to meet the current need. This problem is exacerbated by the increasing costs of construction and a need for a construction workforce.

Investments in this category includes food service licensing fee waivers, a reimbursement for Kent County Convention and Arena Authority Revenue Loss, investment in small business services for those rebounding from the pandemic, expansion of a regional construction institute dedicated to developing a well-educated commercial construction workforce, investments in an affordable housing revolving loan fund, technical/financial assistance to local governments to innovate their zoning and land use policies to provide for more affordable housing, a community hub in one of the region's most underinvested areas, workforce development programs for communities of color, and revolving loan funds for entrepreneurs of color.

- 5. Improving Government Operations** - Investing in Kent County government operations, such as facility improvement and new technology, to address the growing needs of the community and to improve customer service. As Kent County grows and recovers from the pandemic, attention must be turned to enhancing essential County services and planning for the County's future. Key areas that could be addressed under this category and are consistent with the priorities in the Kent County Strategic Plan, include communication improvements, facilities expansions, and data and reporting investments. This broadly overlaps with expenditure category three (Public Health-Negative Economic Impact: Public Sector Capacity) and includes the County's allocation to develop the Fuller Campus Clinic Modification, construction of a new Medical Examiner facility, and instituting a County-wide school radio network to improve response time during crises.

Beginning in September 2021, a strategy to further define the County's goals and plan the spending within each category was developed. A community engagement strategy aligned with the Compliance and Reporting Guidelines of the Department of Treasury, was implemented and is detailed further below. Subsequent quarterly and annual Project & Expenditure Reports and Recovery Plans to the Treasury will reflect the detailed plans and implementation of Kent County's COVID recovery strategy and spending. They will be uploaded to <https://kentcountyarpa.com/>.

Promoting Equitable Outcomes

Treasury has released specific guidelines around the use of LFRF funds and the relationship to equity, with equity being defined by the Federal Government as "the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment" (Executive Order 13985 and H.R. 49) with further emphasis on economic and racial equity.

The disproportionate impact of the COVID-19 pandemic was a significant factor in investment decisions. Several projects that received investment focus on communities of color and reversing the negative impacts of COVID-19. These include removing lead hazards from

homes, a new initiative reducing negative impacts of sickle cell disease among African Americans, creating a community hub for health care and early childhood development in the Boston Square neighborhood of Grand Rapids (a neighborhood in which a majority of residents are people of color and a disproportionate number are living in poverty), two new revolving loan funds focused on entrepreneurs of color, a new workforce development program focused on communities of color, and mental health care for youth experiencing homelessness. Kent County worked with each organization to establish an evaluation plan to measure outputs and outcomes.

Output measures for funded programs are starting to be submitted to the county. These outcomes will be reported over the next few years. Reporting on programs and spending will address goals, awareness, access and distribution, and outcomes. Reports on LFRF spending will continue to describe constraints or challenges that impacted project success in terms of increasing equity and the geographic and demographic distribution of funding, including whether it is targeted toward traditionally marginalized communities. Kent County is positioned to enhance the utilization of public health and economic, and population data systems for the purpose of aligning critical data under the Treasury guidelines as necessary to operationalize county-wide decision-making. The goal is to leverage county level data sets with external sources to increase the vulnerable populations with access to and receiving quality county services.

The development of a plan for LFRF dollars coincides with the establishment of a Chief Inclusion Officer in the Kent County Administrator's Office. The position reflects the County's focus on inclusive service delivery and outcomes. The Chief Inclusion Officer is a member of the LFRF planning/implementation team, bringing community relationships and expertise in achieving outcomes to the team. Community partners engaged in inclusion who have been engaged will continue to be a valuable resource to Kent County. This has also been true in the development and implementation of Kent County's robust community engagement strategy, with each stage of engagement intentionally crafted with a lens toward disproportionately impacted groups.

An awareness for an inclusionary approach contributed to Kent County's community engagement process in a wide range of ways described in greater detail below. This included direct meetings with key leaders in disproportionately impacted communities, local community forums, material distribution in multiple languages, advertisements in local specialty newspapers, and more. Survey data is being analyzed with cross-sections attentive to race, ethnicity, income, and educational status.

Community Engagement

Throughout 2021 and 2022, Kent County deployed a three-phase community engagement plan intended to incorporate a wide range of feedback from a diverse cross-section of the community, with special attention paid to traditionally underserved communities that have historically faced significant barriers to services. Phase one focused on strategy and content development. Phase two initiated the community engagement roll-out, including a survey, proposal submission site, ARPA transparency site, community meetings, and more. Phase

three focused on analyzing feedback and developing ultimate recommendations to the Board of Commissioners after which investment decisions were made.

Phase One: Strategy and Development

In phase one, a County team developed the overall strategy for community engagement and created the required materials. The strategy was three-pronged, focusing on internet presence, survey and proposal submission form development, and in-person engagements. At each level, equity and engagement with disproportionately impacted groups and groups that have historically lacked equal access to Kent County officials and processes were considered. Aside from the ways described below, the County specifically identified groups that traditionally lack access and developed strategies to better reach these groups with each outreach approach. For example, many meetings were scheduled with identified community leaders representing traditionally marginalized communities with the Chair of the Board of Commissioners and the County Administrator. Further, all materials were translated into English, Spanish, French, Arabic, Vietnamese, and Mandarin.

Kent County's online ARPA website was developed in consultation with several groups, with a specific eye to simplicity, clarity, and accessibility. The site will include descriptions of major initiatives and ways community members can engage. All reports on ARPA spending will be uploaded for public access.

Phase Two: Engagement

The launch of the website coincided with the launch of Kent County's ARPA introduction video. In this video, the Chair of the County Board of Commissioners and County Administrator explained the essential parameters of the County's ARPA funding. It explained the five identified priority groups discussed above. The video also detailed how residents could engage to share feedback and propose uses.

The County developed a short online survey and provided printed copies upon request. This survey asked residents to prioritize the funding categories based on how they would like to see funds spent. Respondents were also invited to share ideas for how the funds could be spent as well as several demographic questions. All responses are currently being analyzed according to key disproportionately impacted groups. Specifically, data is being analyzed by race, ethnicity, income, and education.

Distribution was done in several ways. It was directly discussed in the ARPA video and the website. The survey was also advertised in several newspapers, including papers specifically serving traditionally marginalized communities and in non-English language papers. For example, it was distributed in the two Spanish-language newsletters *El Informador* and *El Vocero*. The County also conducted paid digital Spanish-language advertising in *El Informador* as well as over 30 community group meetings focused on Diversity, Equity, and Inclusion and led by the Chief Inclusion Officer. These surveys were further advertised in a wide range of in person meetings: one-on-one community group leader meetings, town halls, targeted engagements, etc. Three largescale email bulletins about ARPA were delivered to 75K+ people which included all media, the County sponsored paid social posts on Facebook for community forums, ARPA was mentioned in all County newsletters including the *Digest*, *Communicator* and

Health Dept., and ARPA information was displayed on all information screens in County facilities.

The community forums were strategically scheduled and arranged to offer convenient and welcoming in- person engagement opportunities. They were located throughout the County and included a presentation by the Board Chair and County Administrator, group dialogue and a question-and-answer period.

Individuals who could not attend in person had the opportunity to participate live online at two forums. Notes were kept on feedback and will be incorporated into the final report.

Finally, a proposal portal was developed and distributed simultaneously with the survey. This specific portal was opened for the submission of full requests for funds from the County. Proposals were invited at any dollar value, on any topic or need, and from any individual or organization. The information requested in the portal was specifically designed to not exclude any groups or individuals.

Phase Three: Analysis and Recommendations

Two interim reports provided initial analysis of community responses across engagement meetings, surveys, and proposals. The report examined overall trends in terms of (1) responsiveness and (2) preferences regarding priority spending groups. As a result, additional outreach measures were initiated.

- (1) The first interim report intentionally examined responsiveness trends, with special emphasis on disproportionately impacted communities. As a result of these trends, the County recommended further outreach to traditionally marginalized community members, implementing an outreach plan through specific community groups. The County further recommended additional Spanish- language outreach. Finally, the County added additional community forum meetings in communities that were less responsive.
- (2) The presentation also noted the overlaps and differences between overall group and minority group preferences, especially emphasizing the major divergences in polling. To that end, ultimate recommendations are being made to emphasize community priorities both in general and within the context of disproportionately impacted community preferences.

A final report was presented to Board of Commissioners highlighting proposals and ideas aligned with the data collected about community preferences and targeted needs. This report was accompanied by a proposed investment strategy by the County Administrator. After months of deliberation, the Board of Commissioners voted on a final investment strategy on December 1, 2022. The Administrator's office then worked with all internal departments and external organizations that received an investment to finalize a project scope, timeline, evaluation plan, and an agreement. Ongoing reports will be posted to the County's ARPA webpage.

Labor Practices

All infrastructure projects received investment under the Revenue Replacement expenditure category. As such, Kent County is following its internal purchasing and contracting policies

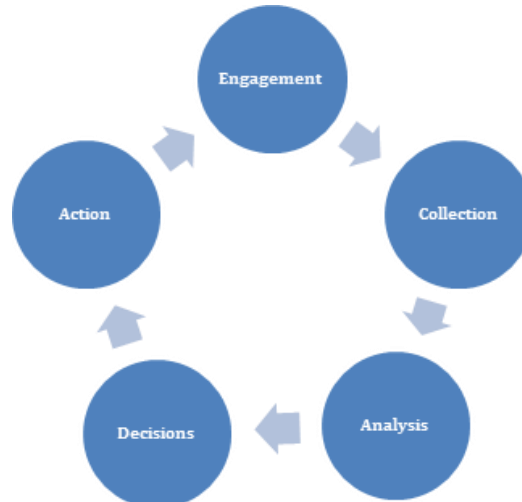
which provides open and competitive bidding to interested contractors. No labor standards outside of following state and federal law are being required. However, there are projects that received investment that are including their own labor standards. The Boston Square Community Hub has implemented community benefits agreements with its contractors and tenants to ensure neighborhood residents have exclusive opportunity for employment with good paying jobs.

Use of Evidence

Kent County has worked, and continues to work, with each department and external organization to develop an evaluation plan for the projects receiving investment. Use of evidence is detailed for each project/program (to the extent possible given the stage of development for each) in the Project Inventory. As outcomes become known for the five areas of focus, and for subcategories (e.g., affordable housing, parks and trails, etc.), Kent County will identify additional barriers that must be addressed to ensure long-term impact. The County will learn collectively with community partners to improve system-level responses to identified needs, many of which were exacerbated by the COVID-19 pandemic.

Performance Report

Kent County is dedicated to a Countywide effort that will leverage American Rescue Act funding and existing county resources to strengthen community outcomes resulting from COVID-19 and its disproportionate impact on equity through assessing and analysis of service delivery. This effort will include the intentional development of innovated solutions that will strengthen county efforts to disrupt the compounded impact of COVID19.



Kent County will utilize existing data tools (such as survey software, analytic software , and data visualization software) to expand and strengthen the capability of collecting, analyzing, and accessing community and service delivery data and provide critical information specific to the investment of American Rescue Plan funds.

Specifically, Kent County Administration has executed a contract agreement with mySidewalk (<https://www.mysidewalk.com>) which is a software solution that enables users to have direct access to over 4 billion data values and easy-to-use visualizations through Seek Beta library. The data library and guides include analytics focused on housing challenges, population

changes, and disparate health outcomes through methodology. This includes normalizing data to view both counts and percentage, what percentage of people are experiencing this condition, and how many people may need assistance or be affected. It will allow users to use descriptive statistics and summarize data and help identify relevant averages, ranges, modes, and to enable outliers and reveal areas that are substantially different. It also allows users to explore maps to discern patterns in data.

The mySidewalk Solution includes open access/community data sets ranging from prevent and mitigate COVID-19, to respond to increase behavioral health concerns based on risked factors, assist households and communities based on risked factors, targeted aid for impacted industries based on industry type. The data guides include factors specific to social determinants of health, mobility, vaccine hesitancy index, affordable housing, affordable housing preservation, housing supply and demand, housing challenges, workforce and labor market conditions, public engagement with community, digital inclusion, indicators of livability, racial equity.

Additionally, Kent County Administration has built a Community Engagement Dashboard for the LFRF. The Kent Community dashboard will identify, track, and report county wide data on community survey responses, proposal submissions, project awards. The owner of the Kent Community dashboard is Jessie Harris, Kent County, Management Analyst. The source data is from the Qualtrics Software.

PROJECT INVENTORY

Project FRF011: ARPA Consultant Support

Funding amount: \$397,000

Project Expenditure Category: 6-Revenue Replacement; 6.1-Provision of Government Services

Project Overview: The County has allocated funds to the administrative costs related to the use of ARPA LFRF funding. Ultimately, they hired Guidehouse Consulting (<https://guidehouse.com/capabilities/industries/state-local-government>) to support the County in community engagement efforts, eligibility considerations, project data collection and reporting, and audit preparation.

Use of Evidence: N/A

Performance Report: After reviewing experience and qualifications, and interviewing other companies, Kent County decided to hire Guidehouse Consulting. Guidehouse Consulting was selected to support the County in community engagement efforts, eligibility considerations, project data collection and reporting, and audit preparation. Guidehouse led Kent County through an extensive Community Engagement process as well as completed final recommendations to the Board of Commissioners, ultimately leading to a final investment strategy.

Project FRF012: Isolation Shelter for Un-housed COVID-positive People

Funding amount: \$254,704.77

Project Expenditure Category: 6-Revenue Replacement; 6.1-Provision of Government Services

Project Overview: This project was a reimbursement grant to support Mel Trotter Ministries' Isolation Shelter between January 1, 2022 and March 31, 2022. The isolation shelter was one component of a County-wide effort to reduce the spread of COVID-19 in the community while continuing to provide services to the County's most vulnerable residents. The increase in COVID positive cases associated with the Omicron variant during the winter of 2022 amplified the need for this investment. This project also reduced the burden on medical facilities by providing an alternative space for individuals who could safely isolate outside of a medical environment. The funding was provided as reimbursement to Mel Trotter Ministries for expenses incurred based on the number of individuals served and the cost to rent and operate the facility. This project was directly aimed at disproportionately impacted populations—specifically, it provided an isolation shelter for individuals experiencing housing insecurity.

Use of Evidence: Mel Trotter is a long-standing provider of shelter to Kent County's homeless population. The isolation Shelter was developed according to CDC's recommendations to address the public health pandemic.

Performance Report: This was a grant to Mel Trotter Ministries as a reimbursement for additional costs incurred because of providing increased services to the County's homeless population because of COVID. It was paid in full. The shelter housed 135 guests at a facility in downtown Grand Rapids near medical facilities and Mel Trotter Ministries from January 1 thru March 31. It had a capacity of 24 individuals at one time.

Project FRF013: Administrative, Contract Services, General Support

Funding amount: \$200,000

Project Expenditure Category: 6-Revenue Replacement; 6.1-Provision of Government Services

Project overview: This project allocated funds to support the administrative, contractual, and other general support associated with monitoring the LFRF spending and the individual projects and initiatives.

Use of Evidence: N/A

Performance Report: As of reporting 113,446.92 of the total \$200,000 has been spent (reporting to Treasury is less than 50% complete).

Project FRF014: Winter Emergency Shelter to Accommodate Social Distancing

Funding amount: \$165,000

Project Expenditure Category: 6-Revenue Replacement; 6.1-Provision of Government Services

Project overview: This project was a reimbursement grant to support an overflow space for Mel Trotter Ministries during the 2021-2022 winter months to increase shelter space for people

experiencing homelessness in compliance with CDC-recommended social distancing guidelines to reduce the spread of COVID-19. The City of Grand Rapids and Kent County each contributed \$165,000 to the winter overflow shelter expenses as partners with Mel Trotter Ministries in the effort to ensure safe sheltering during the season of highest shelter use. The shelter space directly benefits a disproportionately impacted group, specifically Kent County's residents experiencing housing insecurity.

Use of Evidence: The overflow space for Mel Trotter during the 2021-2022 was designed in compliance with CDC-recommended social distancing guidelines to reduce the spread of COVID- 19.

Performance Report: This was a reimbursement for additional costs incurred as a result of providing increased services to the County's homeless population as a result of COVID. Through this expansion, Mel Trotter was able to provide 75 socially distanced spaces, housing a total of 24,000 visits through the winter months.

Project FRF019: Provision of Government Services

Funding amount: \$116,638,238.97

Project Expenditure Category: 6-Revenue Replacement; 6.1-Provision of Government Services

Project overview: This project includes various investments related to the provisions of government services.

Use of Evidence: Each project was designed to meet a specific need aligning with Kent County's focus areas, taking into account guidance from the CDC, Department of Treasury, and other agencies.

Performance Report: As of reporting, \$76,782,502.86 of the \$116,638,238.97 allocated has been expended.

Project FRF008: COVID Testing

Funding amount: \$2,190.24

Project Expenditure Category: 6-Revenue Replacement; 6.1-Provision of Government Services

Project Overview: Funds have been allocated to support the County's COVID-19 testing location. The County used the funds specifically to support private testing sites and labs to best serve their residents.

Use of Evidence: The County's COVID-19 testing follows the CDC's recommendations to address the public health pandemic.

Performance Report: This funding was used by the Health Department along with other funding sources to provide COVID tests to residents.

Project FRF001: Fuller Campus Clinic Modification

Funding amount: \$3,900,000

Project Expenditure Category: 6-Revenue Replacement; 6.1-Provision of Government Services

Project Overview: This project is a capital expenditure to renovate a portion of the main health department clinic in Kent County, which was last renovated in 2005. It has significantly outgrown the current footprint and is no longer able to meet service delivery needs of the County's residents, especially with the increased demand due to COVID-19. This clinic is located within a Qualified Census Tract (according to HUD's 2022 QCT map). The funds will support a portion of the renovation, including increasing the size of the waiting room, biologics room used for vaccine storage and preparation, and clinic lab, and increasing the size and number of clinic rooms and client restrooms.

Use of Evidence: Funds will support the renovation of a health clinic to better meet the residents' needs. The County will use licensed contractors to complete the renovation. Renovations will be conducted as necessary in the most cost-effective and efficient method available.

Performance Review: Renovations are expected to start early October 2024 and be completed within four to five months.

Project FRF002: Knapp Corner Drain Project

Funding amount: \$2,000,000

Project Expenditure Category: 6-Revenue Replacement; 6.1-Provision of Government Services

Project Overview: The Knapp's Corner Drain is a stormwater retention facility with a primary purpose to hold the runoff from impervious areas and slowly infiltrate into the ground. The retention basin has failed in that it no longer infiltrates making it a hazard to the surrounding homes. The project will create a force main to pump the storm water runoff into a secondary detention basin that has an outlet. The water will then be slowly release into a waterway.

Secondarily, there was elevated chloride and sodium concentrations in the groundwater that impacted the surrounding drinking water wells to the adjacent homeowners. Hydrogeologic investigation linked the Knapp's Corner infiltration basin as an impact on these elevated levels.

With the design, we intend to capture the runoff a second time with another storm water detention facility and through a channel prior to its discharge into the Grand River. Successful completion of this project will reduce the risk of flooding to county residents and reduce the cost of maintenance. More information is available at: <https://kentcountyarpa.com/project/knapps-corner-drain-project/>.

Use of Evidence: Given the nature of the project, it has already been thoroughly researched by the County and local experts. In particular, the risk has been assessed through Hydrogeologic investigation. Improvements have been deemed necessary by field experts.

Performance Review: The Drain Commission is collecting topographic survey and geotechnical information to support the engineering design. Additionally, a grant proposal has been submitted

to the National Fish and Wildlife Foundation for a Sustain Our Great Lakes grant. The grant will provide for environmental and ecological improvements within the existing Knapp's Corner Drain detention basin.

Project FRF005: Kent County Convention and Arena Authority Revenue Loss

Funding amount: \$511,933.86

Project Expenditure Category: 6-Revenue Replacement; 6.1-Provision of Government Services

Project Overview: This project is to reimburse the Kent County Convention and Arena Authority for revenue losses in Spring 2021. The County Health Department and hospital partners utilized DeVos Hall as a vaccine clinic for COVID-19 response, which resulted in cancelling events that would have provided the revenues required to maintain the venue. This facility was offline for reservation space for 4 months.

Use of Evidence: The amount reimbursed directly corresponded to the estimated income of canceled events.

Performance Report: This reimbursement has been completely distributed. The clinic itself was successful. Thanks to an extensive network of community volunteers and dedicated healthcare workers, the clinic administered 231,000 doses of the COVID-19 vaccine in four months of operations. At its peak, more than 12,500 vaccine doses were administered at the clinic in a single day, setting a statewide record with roughly 1,000 doses being administered per hour. This large-scale efficient operation was able to clear up the backlog of residents waiting for a vaccine appointment and dramatically increase vaccination rates in Kent County.

Project FRF015: Broadband Initiative Consultant Support

Funding amount: \$375,000

Project Expenditure Category: 6-Revenue Replacement; 6.1-Provision of Government Services

Project Overview: Project to assess the status of broadband services in the County. Consultants will complete an analysis of access to broadband countywide and provide best practices and recommendations for broadband installation projects, models for partnering with local units and providers to fund projects and monitoring evolving broadband technology. A successful consultant engagement will provide data and recommendations that address gaps in service across Kent County. The plan will guide the remainder of the broadband initiative.

Use of Evidence: Kent County will award consulting contracts to firms to conduct research and data analysis to develop recommendations to increase access to quality broadband service across the entire county.

Performance Review: Kent County issued a Request for Proposals and selected Guidehouse Consulting and Merit Network to complete an analysis of access to broadband countywide and provide best practices and recommendations for broadband installation projects, models for partnering with local units and providers to fund projects and monitoring evolving broadband technology. Update: Merit developed and distributed a survey and completed an analysis of the 252,072 households that responded. The analysis examined access to broadband, speed of service, satisfaction with the internet service provider, affordability, and presence of children in

the household. Merit shared the data with Guidehouse to inform their work on a road map for Kent County's broadband initiative. Guidehouse completed stakeholder interviews and workshops, a review of the broadband market and infrastructure, information on funding sources, and identification of priority geographic areas to expand service. Staff is using Merit's data and the Guidehouse recommendations to develop action steps to improve broadband in Kent County.

Project FRF016: Diversity, Equity, and Inclusion Strategic Plan

Funding amount: \$55,000

Project Expenditure Category: 6-Revenue Replacement; 6.1-Provision of Government Services

Project Overview: Development of a strategic plan to establish goals, strategies, implementation steps, and key performance indicators to integrate and align DEI best practices across county departments. There will also be an external component to ensure equitable access to services, diversity and inclusion, and that Kent County is welcoming to all people and economically sustainable.

Use of Data: The strategic plan will be developed in conjunction with existing research and will also include practices for monitoring success.

Performance Review: The County's Office of Inclusion Strategic Plan and Framework Document is complete. The Inclusion Office administered an initial survey to engage County staff and leaders through the Cultural Insight Council (CIC) to serve on Strategic Plan Framework Priority Workgroups for 7 Key Performance Domains. The Office of Inclusion and Inclusive Performance Strategies have been planning for communication, roll-out of the plan, and engagement of the Kent County workforce.

Project FRF017: Mental Health Crisis System Data and Communications

Funding amount: \$40,000

Project Expenditure Category: 6-Revenue Replacement; 6.1-Provision of Government Services

Project Overview: This project will support contract personnel to facilitate communication, data collection and reporting about the work to enhance the County's mental health crisis system. A successful project will result in a communication strategy, a web presence for educating the community about the crisis mental health system, and initial metrics on system performance approved by the Executive Leadership Group. Measuring the performance of the system and expanding public awareness of existing county resources for mental health promotes transparency and recovery from the mental health impacts of the pandemic.

Use of Evidence: Project calls for development of materials and metrics to ensure evidence-based practices and demonstrable success.

Performance Review: Not Started

Project FRF020: School Safety Radio Network

Funding amount: \$2,837,500

Project Expenditure Category: 6-Revenue Replacement; 6.1-Provision of Government Services

Project Overview: The Kent County Sherriff's office will implement installation of an 800 MHz radio system to all K-12 school buildings in Kent County. This system will connect schools to the Sherriff central dispatch directly, increasing the speed and accuracy by which officers can gather information and respond to emergencies.

Use of Evidence: This system was developed using guidance from the National Sheriff's Association, National Tactical Officer's Association, and Major County Sheriff's Association.

Performance Review: Radios have been installed in 283 schools which accounts for 93% of all Kent County schools. Staff within those schools have also been trained in the operation of the equipment. The radios have been live in each school since installation and are being monitored by the Kent County Sherriff's Office 24/7. The Sherriff's Office has been working with the City of Grand Rapids to install radios in 20 more schools.

Project FRF006: COVID Vaccines

Funding amount: \$229,239.16

Project Expenditure Category: 6-Revenue Replacement; 6.1-Provision of Government Services

Project Overview: The County managed COVID-19 vaccination sites to ensure all residents have access to appropriate COVID-19 protective measures.

Use of Evidence: The County's COVID-19 vaccination efforts follow the CDC's recommendations to address the public health pandemic. Vaccination efforts were also supported by FEMA and State funds.

Performance Review: The Kent County Health Department provided COVID-19 vaccines for free to the community at four locations strategically positioned throughout the County.