

Kent County, MI **Recovery Plan**

State and Local Fiscal Recovery Funds

2022 Performance Report

Kent County
2022 Recovery Plan

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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 CARES Act (Coronavirus Relief Fund dollars to contain COVID-19 and protect the community). That same commitment to thoughtful, responsible planning will guide Kent County through the recovery from COVID-19 using the 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 their progress at the time of submission. The planning underway will continue as Kent County leadership reviews community input and approves proposals in light of LFRF guidelines.

At this point, the County has outlined their five core expenditure categories (outlined further below) and implemented an extensive community engagement model aimed at soliciting feedback from Kent County community members. Particular attention has been paid to equity and disproportionately impacted community members.

Some reimbursement grants have been authorized in response to emergency needs directly related to COVID-19 and the County is now moving into the primary project allocation phase. Community feedback has been received and a full report is being produced in partnership with Kent County's hired consulting firm. This report will be delivered to the Board of Commissioners at the end of August for consideration to assist their allocation process which will continue through the calendar year.

Uses of Funds

Based on collaboration with elected officials, County departments, stakeholders, and their selected consulting firm, Kent County identified five priority categories for use of LFRF dollars. The pandemic enhanced our understanding of existing needs and brought to light new needs across the County. A clearer understanding of community needs, and other lessons learned since March 2020 contributed to selecting the categories outlined below.

Decisions about specific uses of funds will continue to evolve and adjust as more information about other potential revenue sources becomes available. That includes opportunities to use State of Michigan funds following the Legislature's 2023 budget allocation. Kent County is continuing to engage with our state lawmakers and to understand the most strategic uses of State dollars and how various funding streams can best support our COVID recovery. This is also true at the federal level. One such example is the recent announcement with Secretary Buttigieg that the Gerald R. Ford International airport will be receiving both Federal and State funds to assist in its expansion. Kent County will also be receiving a \$5 million contribution from the State for the Greenway parks project and \$5 million from the State for a mental health crisis center to be used in conjunction with County and others funds.

Kent County is also monitoring future opportunities to use funds from the Bipartisan Infrastructure Law to support the COVID recovery and address a variety of infrastructure improvements that enhance health, safety, and sustainability.

The five core Priority LFRF Spending Categories identified by Kent County are:

1. Community Health - investing in new and existing mental and physical health programs for the community such as mental health crisis support and removing lead from homes.

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.

In general, this largely includes expenditures in category one, "Public Health". Thus far, money has been allocated to administer COVID-19 testing, support for isolation shelters for homeless populations, support for expanding shelters to allow for social distancing, and promotion strategy of a Mental Health crisis support line.

2. Quality of Life - long-term quality of life improvements for our community such as parks and riverfront enhancements, and family and visitor entertainment attractions.

Residents' need for quality-of-life investments was exacerbated by the pandemic. As a direct result of COVID-19, the County's revenue was dramatically reduced and the 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.

In general, this priority group includes expenditure categories three (Public Health-Negative Economic Impact: Public Sector Capacity) and six (Revenue Replacement). No projects have yet been allocated, but the County expects to approve several projects, potentially including parks and community facilities in qualified census tracts.

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 showed us 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.

This broadly overlaps with expenditure category five (water, sewer, and broadband infrastructure) and includes the Knapp Corner Drain Project.

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. The longer-term effect of new work patterns and practices on

commercial real estate is yet to be fully understood. The opportunities to strategically invest in economic stabilization and recovery is wide ranging and will be carefully examined to identify programming that supports long term recovery and equitable outcomes.

This broad category overlaps with expenditure categories two (Negative Economic Impacts), four (Premium Pay), and six (Revenue Replacement). It so far includes food service licensing fee waivers and a reimbursement for Kent County Convention and Arena Authority Revenue Loss.

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.

Within each of these categories, the County is specifically interested in implementing transformational projects. These projects will be evaluated on their long-term impact beyond the immediate spending window. In other words, Kent County will be strategically implementing projects within the five priority spending categories that have demonstrable depth, breadth, and lasting impact.

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.

As mentioned, most programs have not yet begun. Programs will be designed with an equity lens to mirror the Treasury’s guidelines. 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 equitable service delivery and outcomes. The Chief Inclusion Officer is a member of the LFRF planning/implementation team, bringing community relationships and expertise in fair and health outcomes to the team. Community partners engaged in inclusion who have been engaged through the pandemic and the distribution of CARES dollars 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.

Kent County recognizes that the level of economic impact due to COVID disproportionately affected some parts of our community more than others. We will collaborate with community groups and use our data to help identify disparities that exist and work towards long-range solutions, and to ensure that residents and business are equally made aware of resources provided by the county.

A concern for an inclusionary approach has shaped 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.

While most projects have not yet been approved, the ones that have include substantial funds for projects directly targeting disproportionately impacted communities. They include two grants to maintain homeless shelter health and safety: one to maintain CDC distancing guidelines in emergency shelter and one to offer isolation sheltering for people experiencing homelessness. Projects that have not yet been started include the expansion of medical facilities in a Qualified Census tract ([Project FRF001: Fuller Campus Clinic Modification](#)) as well as a Diversity, Equity, and Inclusion Strategic plan for Kent County. Further proposals will all be considered with attention to equity.

Community Engagement

Kent County is deploying 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—our current phase—is focused on analyzing feedback and developing ultimate recommendations to be reviewed by the Board of Commissioners [Note: A Community Engagement Overview visual is available in the appendix.].

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 [“By the Numbers” Visual is available in the Appendix].

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.

Phase three has not concluded, but when it does, a final report will be presented to Board of Commissioners highlighting proposals and ideas aligned with the data collected about community preferences and targeted needs.

Please see the attached Interim Reports for June 23, 2022 and July 21, 2022 in Appendix A.

Labor Practices

At this time, Kent County has not approved any infrastructure projects. When a project is approved, Kent County will comply with all applicable state and federal labor requirements – including incorporation of required contract provisions.

Use of Evidence

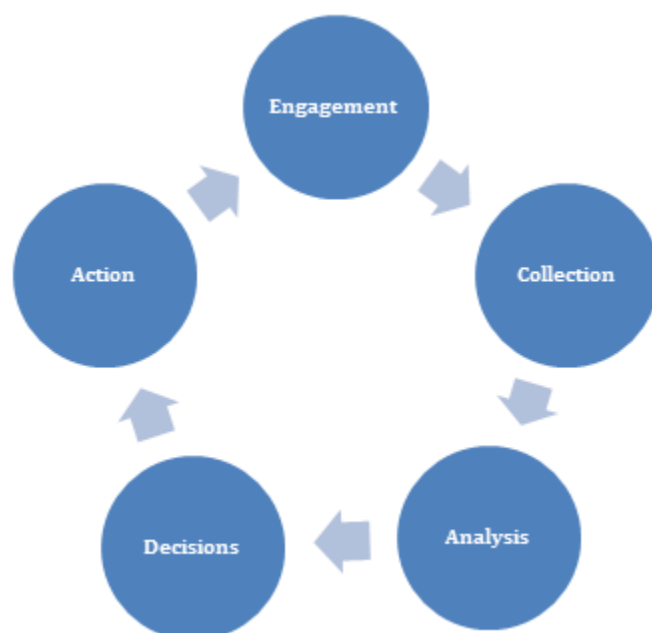
Kent County’s overall approach for using evidence and evaluation will be developed in conjunction with the next phase of decision making on allocation of LFRF dollars and the associated community engagement. The approach will be described in the next report to the Treasury. Upon development of a Project Inventory, evidence information for each project will be reported with a focus on public health, negative economic impacts, and services to disproportionately impacted communities

Evidenced based intervention strategies are critical to the decision-making process for allocating the U.S. Department of Treasury funds. Kent County is positioned to align, implement, and assess evidence-based strategies to strengthen equitable outcomes. Through processes and community engagement activities Kent County will provide accurate, relevant, and real time data for common metrics across multiple years. Evidenced-based intervention strategies will allow Kent County to scale up existing strategies and programs at a departmental level to a county-wide level.

Kent County is prepared to evaluate evidenced-based intervention strategies to ensure necessary data are collected for the purpose of identifying the necessary data points that need collected. Evidence-based intervention strategies will require Kent County to plan for the collection, dissemination, and use of quality evidence through multiple methodology informed by a diversity of viewpoints.

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 Qualtrics, Microsoft Power BI, mySidewalk) 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 risk factors, assist households and communities based on risk 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

Started

Project FRF011: ARPA Consultant Support

Funding amount: \$397,000

Project Expenditure Category: 7.1-Administrative Expenses

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 and Kent County have successfully partnered thus far to conduct the extensive Community Engagement process detailed above as well as complete all reports thus far required. NOTE: On the report for Q2, the amount was originally \$500,000. This amount has been lowered to \$397,000 since then and will be reflected in Q3.

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

Funding amount: \$335,000

Project Expenditure Category: 1.4-Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, Child care facilities, etc.)

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. For more information on Mel Trotter Ministries' Mission, please see <https://www.meltrotter.org/themission>

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 in close proximity to 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: 7.1-Administrative Expenses

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 only \$3,000 of the total \$200,000 has been spent (reporting category to Treasury is less than 50% complete). The \$3,000 was the first billing from Rehmann Consulting. They provided training sessions and performed Q & A sessions on Federal Procurement.

Project FRF014: Winter Emergency Shelter to Accommodate Social Distancing

Funding amount: \$165,000

Project Expenditure Category: 1.4-Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, Child care facilities, etc.)

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. From November 1, this breaks down to 157 scans per day, including guests who come and go.

Project FRF018: ~~Health Department COVID Response Plan~~

Funding amount: ~~\$39,500~~

Project Expenditure Category: 3.4-Public Sector Capacity: Effective Service Delivery

Project Overview: Kent County approved the hiring of a Public Health Emergency Preparedness (PHEP) Reporting Manager to prepare and after-action report and improvement plan based on the County's COVID-19 response. This project is an impact evaluation that draws on data feedback to determine lessons learned, as well as identify areas of strength and opportunities for improvement across the response. The document will also serve as a historical record of the health department's response activities to guide responses to future events.

Use of Evidence: This project is explicitly aimed at gathering data and creating an informed, evidence-based approach to the Health Department's COVID response plan. This is seen in the structure of the County Health Response, including the request for proposals to select an outside consultant. The objective was to develop and create Kent County's After-Action Report and Improvement Plan specific to the COVID19 pandemic. The outreach included the development and implementation of a community partner survey, which will assist Kent County with assessing the reasonable and proportional impact of covid19 in Kent County.

Performance Report: **This project has been cancelled by the County and funds will be reallocated. It was still listed as an approved project at the time of the July 2022 financial report. However, as of July 27, 2022, the project was cancelled as the Health Department secured funding elsewhere that covered their needs for this project. It will be removed from Quarter 3 Financial reports.**

Project FRF003: 2022 Food Service Licensing Fee

Funding amount: 1,300,000

Project Expenditure Category: 6.1-Revenue Replacement

Project Overview: This project is intended to support food service establishments in the County that experienced negative economic impacts from COVID-19 by waiving the annual licensing fee. The funding is being paid directly to the Health Department to replace the lost revenue experienced by the department as a result of this project.

More information is available at: <https://kentcountyarpa.com/project/restaurant-license-fee-waiver/>

Use of Evidence: Amount allocated will ultimately directly correspond to the licensing fees waved by the County.

Performance Review: This distribution has concluded. In 2022, 2350 businesses have received inspection and licensing fee waivers resulting in a total of \$1,099,313 in SLFRF.

Project FRF004: Organizational Improvement and Employee Well-being

Funding amount: \$1,000,000

Project Expenditure Category: 6.1-Revenue Replacement

Project Overview: This is a five-year program of organizational improvement and employee well-being intended to enhance County operations, customer service, and employee retention. A wide range of organizational improvement topics would be included, such as communication, processes, policies, and culture. The new initiatives would support and expand on existing wellness and development offerings, including a focus on understanding brain chemistry to improve health, team building, and performance.

Use of Evidence: N/A

Performance Review: At this point, a small amount of these funds were invested in a community survey tool to collect data on resident experience of county services and engage residents in their county government. The survey results will serve as a baseline for service improvement, organizational improvement and communication. The first of two community surveys has been completed. 772 respondents were digitally recruited (e.g. over social media, mobile apps, local websites, and survey panels) between May – June, 2022. An additional 399 responses were collected through the county's distribution efforts, which were used to supplement the Zencity-recruited responses for free-text questions. Zencity built a representative sample by matching respondent data to the U.S. Census Bureau's race, ethnicity, age, and gender distributions in Kent County. Finally, rake-weighting was applied as a statistical safeguard to balance out any remaining discrepancies in distribution, so no demographic group is overrepresented or underrepresented in the final score. The second survey has started and will be completed in late August/early September.

Not Started

Project FRF008: COVID Testing

Funding amount: \$100,000

Project Expenditure Category: 1.2-COVID-19 Testing

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: Health Department has not yet used these funds. Data on this COVID-19 testing location is regularly updated and available here:

<https://www.accesskent.com/Health/covid-19-data.htm>. As a sample, as of 1/10/2022 Kent County had a total of 125,465 cases and 1,160 deaths. Since March 2022 this location has conducted 1,551,466 tests with a 12.5% positive rate.

Project FRF001: Fuller Campus Clinic Modification

Funding amount: \$3,100,000

Project Expenditure Category: 2.21-Medical Facilities for Disproportionately Impacted Communities

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: Not started

Project FRF002: Knapp Corner Drain Project

Funding amount: \$2,000,000

Project Expenditure Category: 5.6-Clean Water: Stormwater

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: Not Started

Project FRF005: Kent County Convention and Arena Authority Revenue Loss

Funding amount: \$533,000

Project Expenditure Category: 6.1-Revenue Replacement

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 off line for reservation space for 4 months.

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

Performance Report: This reimbursement has not yet occurred. The original allocation was for \$680,000 but after fiscal review, it was determined that only \$533,000 is eligible for reimbursement. The amount will be adjusted for Q3. 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: 3.4-Public Sector Capacity: Effective Service Delivery

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.

More information is available at: <https://kentcountyarpa.com/project/broadband-initiative-consultant-support/>

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 has selected consulting teams. Contracts have not been signed or executed. NOTE: This original amount was reported in Q2. However, the Board of Commissioners reallocated some of these funds from the aforementioned ARPA consultant project, which will be reflected in QC3.

Project FRF016: Diversity, Equity, and Inclusion Strategic Plan

Funding amount: \$55,000

Project Expenditure Category: 6.1-Revenue Replacement

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: Not Started. However, the consultant was selected. The scope of work has been identified. The contract is signed/executed.

Project FRF017: Mental Health Crisis System Data and Communications

Funding amount: \$40,000

Project Expenditure Category: 1.12-Mental Health Services

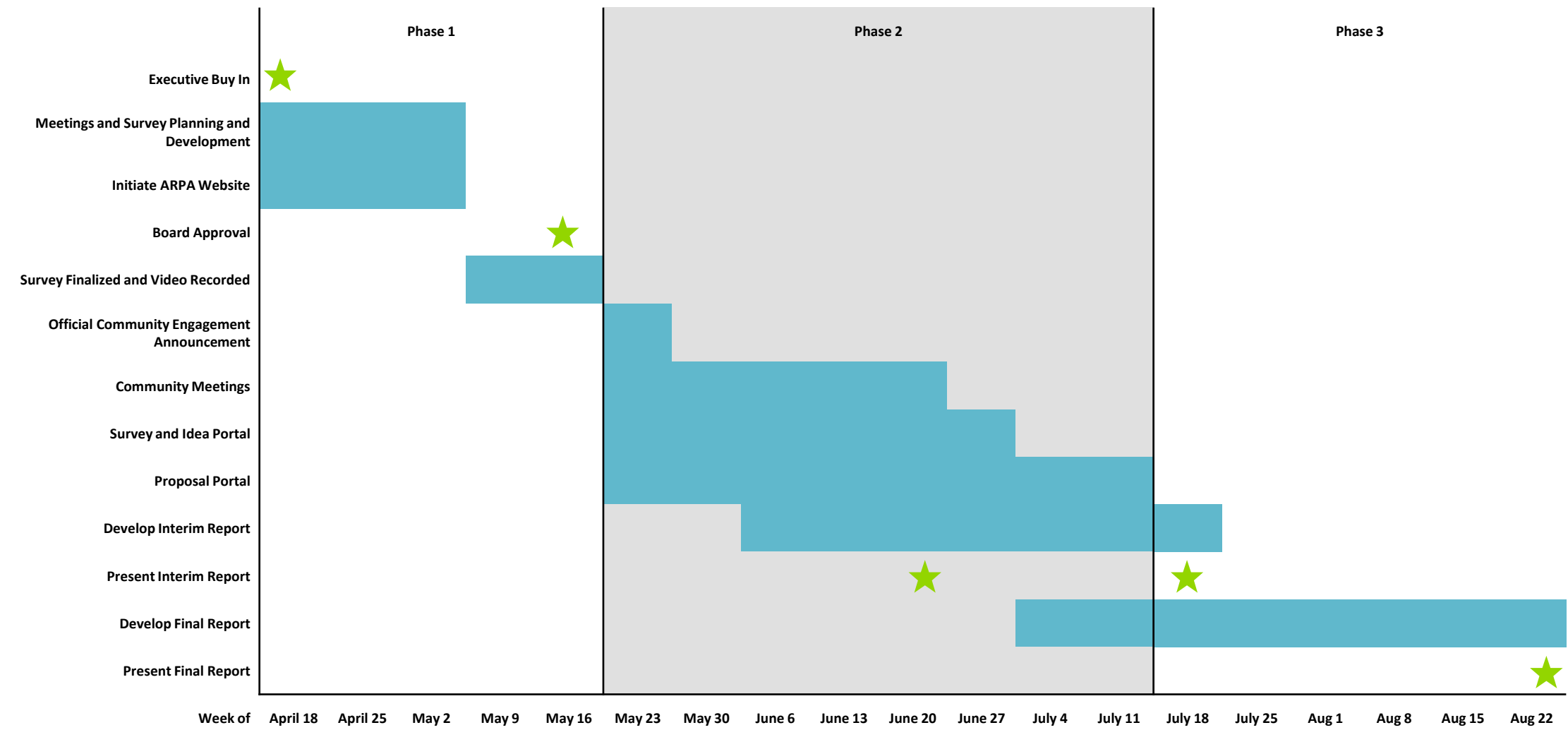
Project Overview: This project will support contract personnel to facilitate communication, data collection and reporting about the work to enhance the County's mental health crisis system. A successful project will result in a communication strategy, a web presence for educating the community about 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.

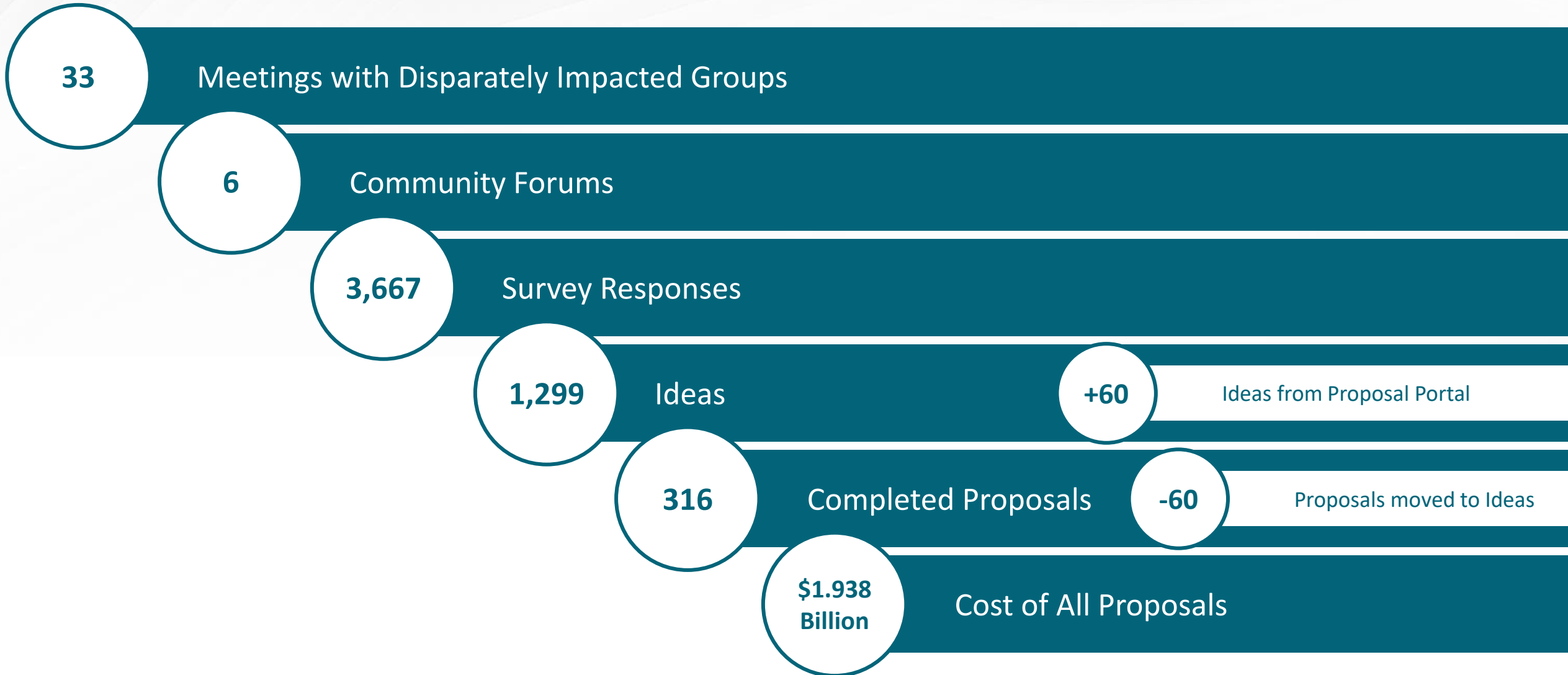
Performance Review: Not Started

Appendices: Engagement Visuals, Interim Reports, Kent County Community Engagement Deck

Community Engagement Overview



By the Numbers – Final Version





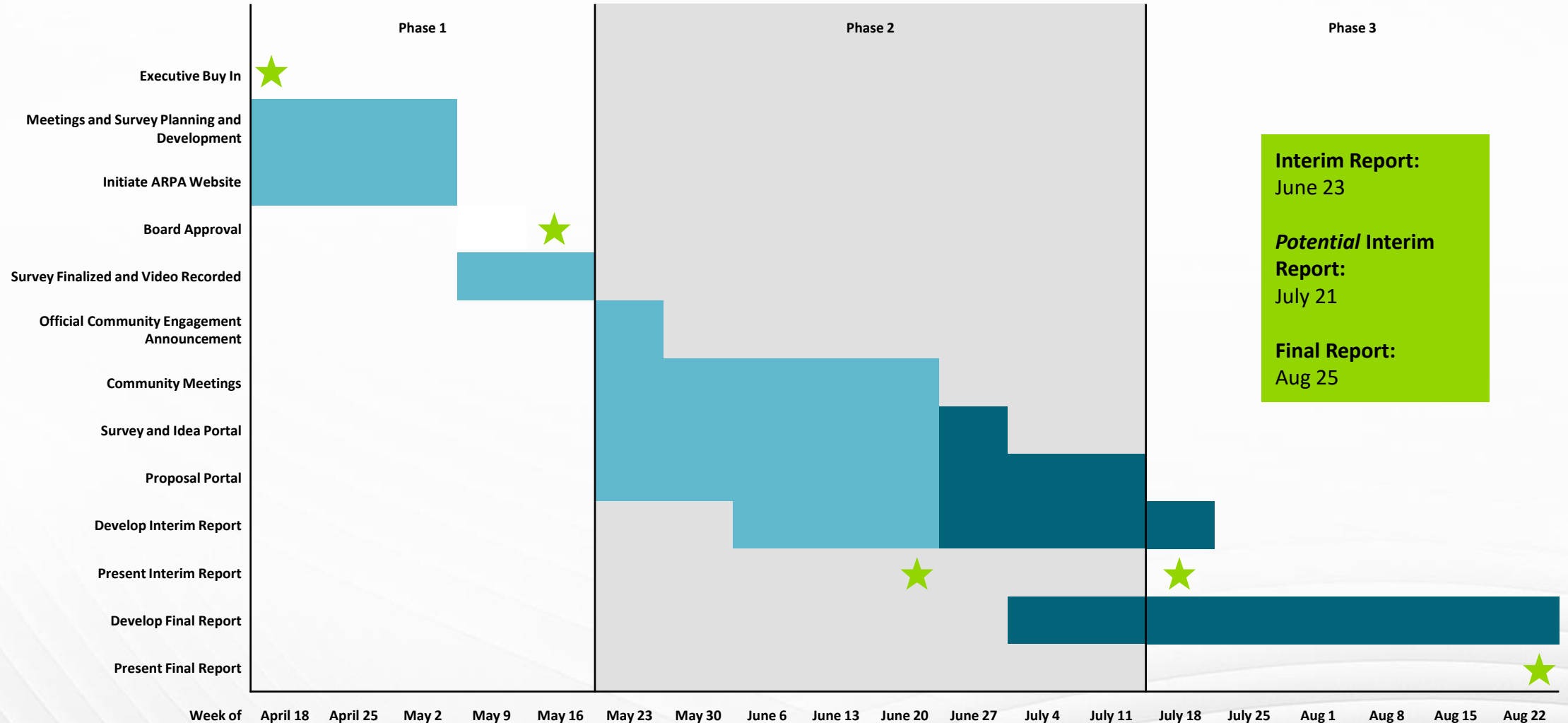
Kent County ARPA

Interim Board Report

June 23, 2022



Community Engagement Overview



Engagement Summary

Priority Groups

Community Health

Quality of Life

Infrastructure

Economic
Innovations and
Workforce
Development

Improving
Government
Operations

Data Collection

Survey

Ranking Priority Groups by Interest

Proposal

Grouping Proposals by Priority Group

Goals

This is a once-in-a-lifetime, wide-ranging investment in the future of Kent County.

These projects should **transform** our community.

Eligibility Framework

Impacted

Directly impacted by the pandemic and its negative economic consequences.

Defined:

- Low-income households and populations
- Households that qualify for certain federal programs
- Small businesses or non-profits experiencing a negative economic impact of the pandemic
- Travel, tourism, or hospitality sectors

Disproportionately Impacted

Groups and communities who experience disproportionate public health or economic outcomes from the pandemic.

Defined:

- Qualified Census Tracts
- Low-income households and populations
- Households that qualify for certain federal programs

Reasonable and Proportional

Must reasonably benefit the individual or class.

Must be related and reasonably proportional to the impact of the pandemic.

Note:

For disproportionately impacted communities, interventions may address broader pre-existing disparities which contributed to more severe health and economic outcomes during the pandemic

By the Numbers

30

Meetings with Disparately Impacted Groups

4

Community Forums

1,128

Survey Responses

804

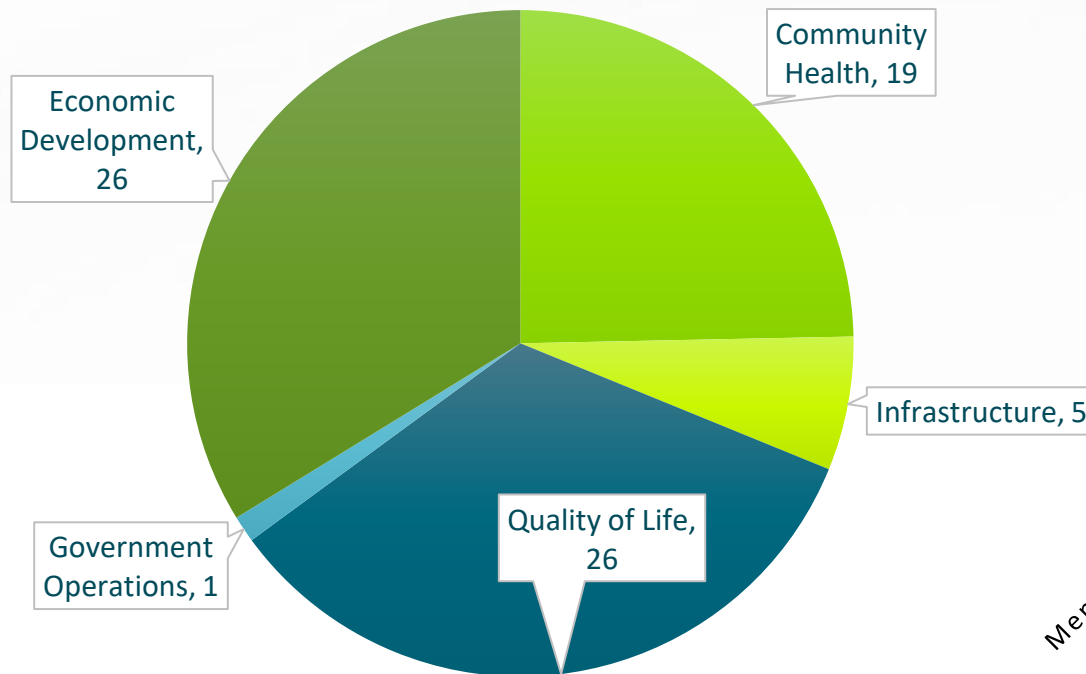
Ideas from Survey

77

Completed Proposals

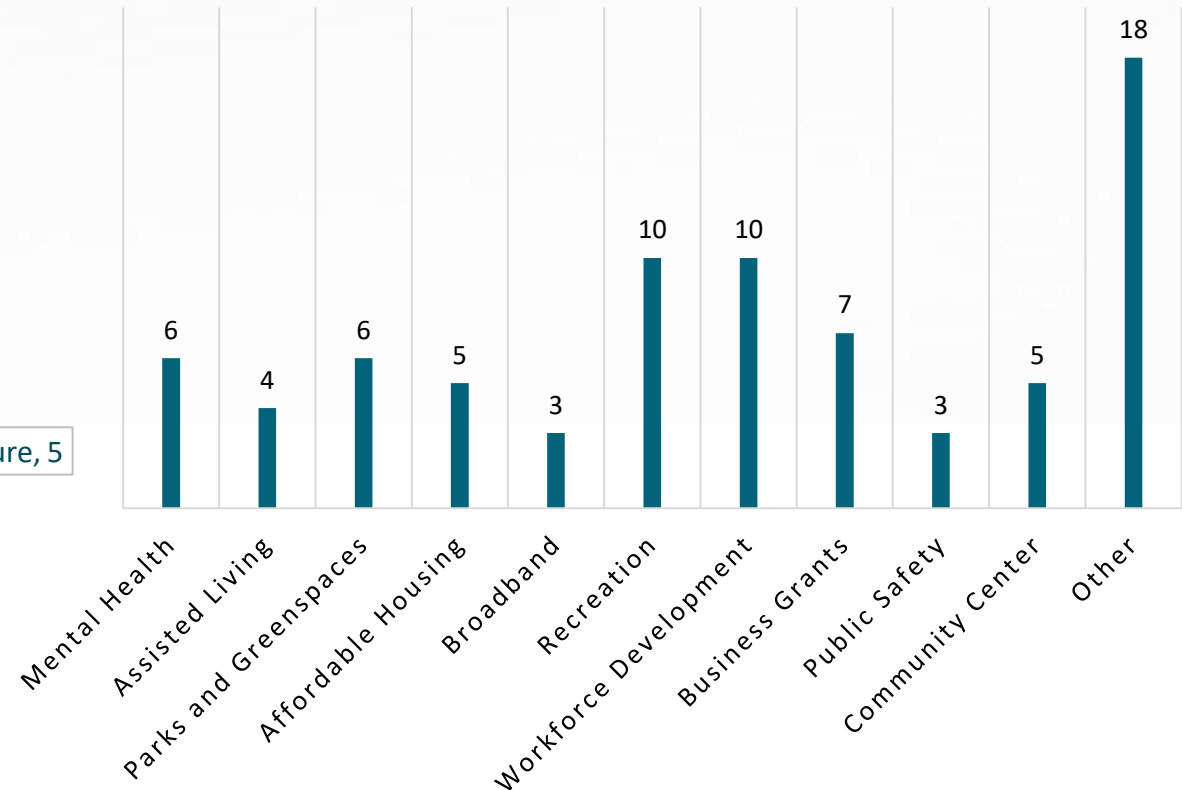
Proposal Summary

Proposals



Note: Priority Group was determined by submitter. Proposals could potentially align with more than one Priority Group.

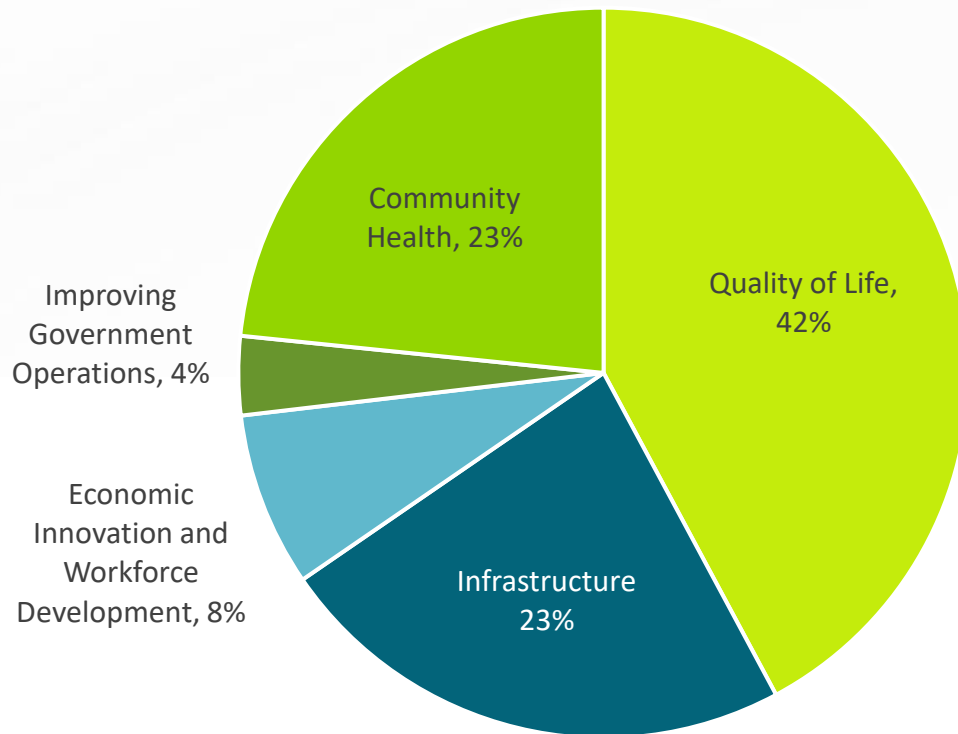
Proposals by Theme



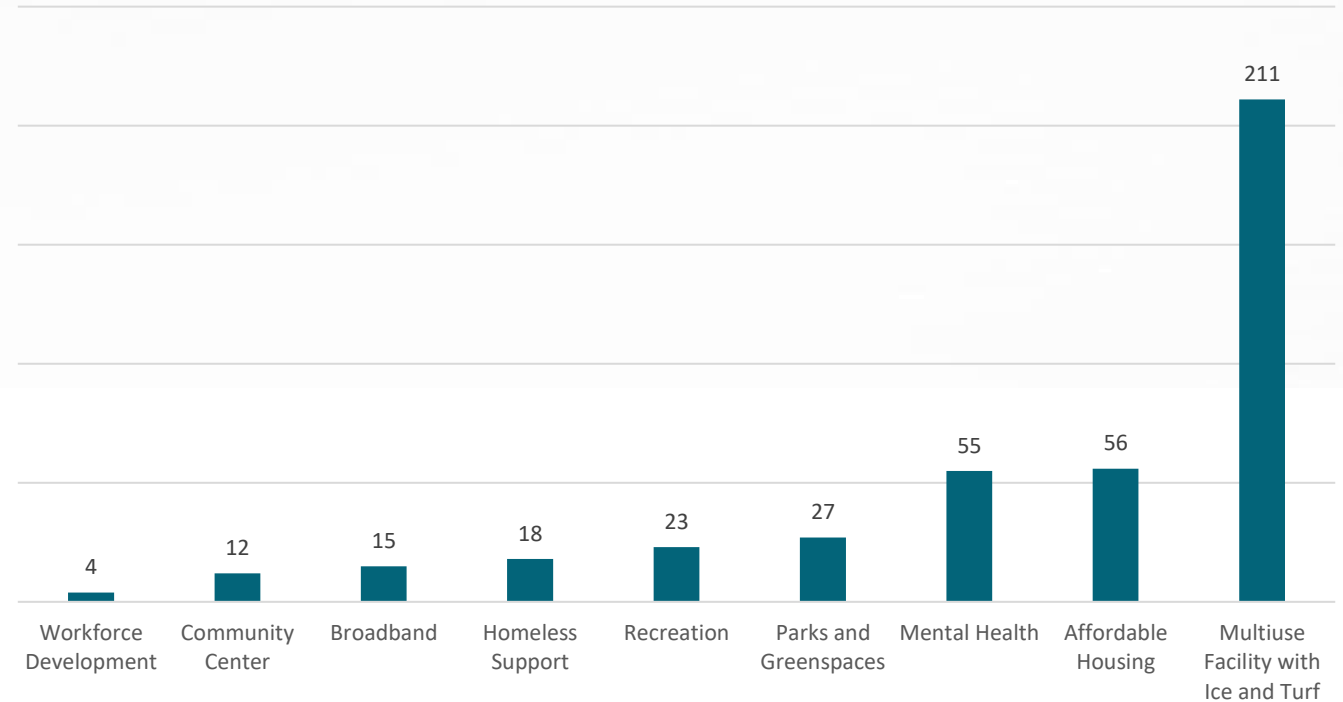
Note: 'Other' includes projects that have less than one other similar project.

Community Ideas Summary

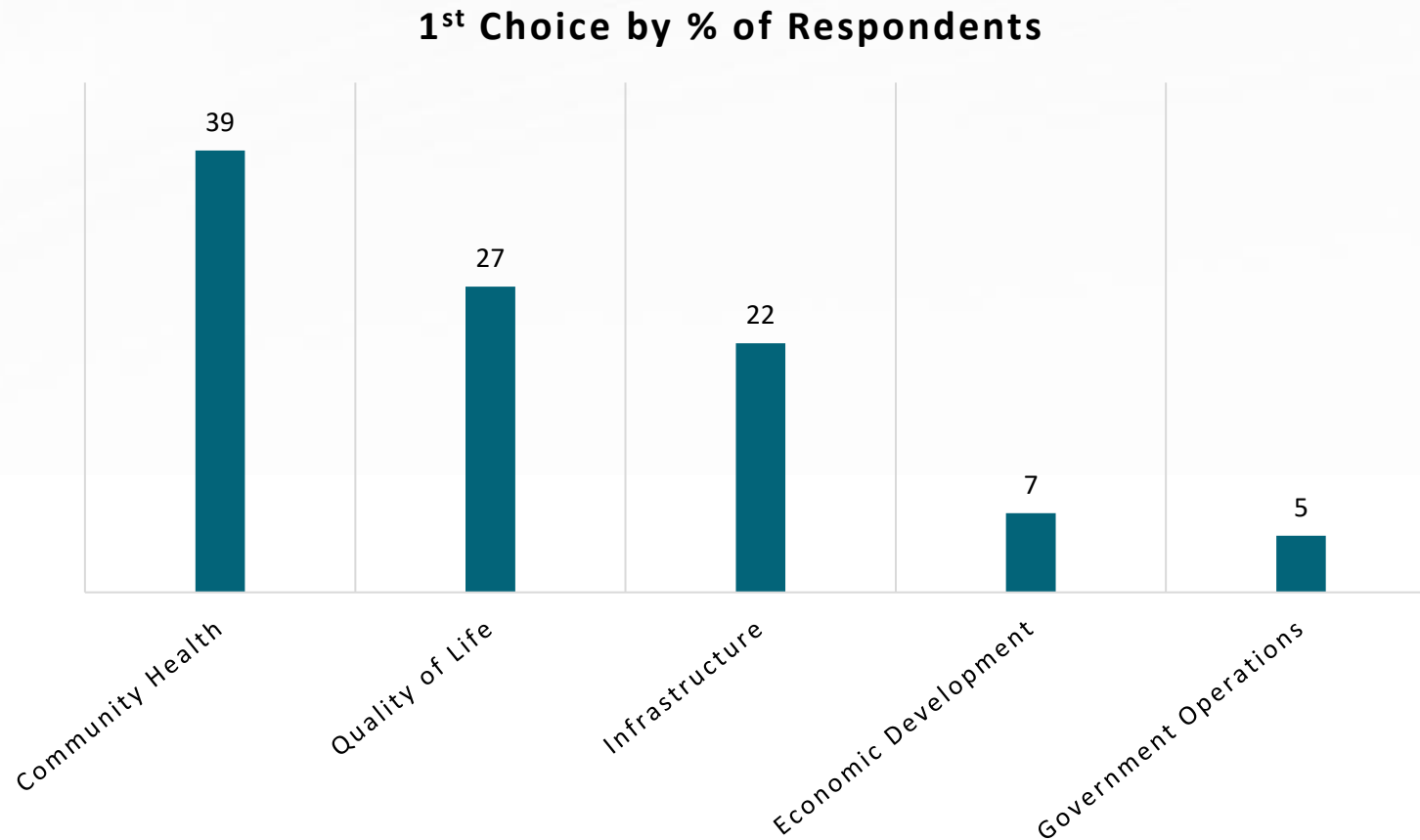
Priority Group



Ideas by Theme



Survey: Responses by Priority Groups



Respondents had very consistent preferences.

A combination of Community Health, Quality of Life, and Infrastructure projects would **achieve the #1 choice for 88% of respondents.**

Survey: Priority Group Cross Sections

Income

Tracks with overall trend.

Median of respondents self-selected \$100,000 to \$149,999 as their household income bracket.

Education

Highly educated respondents disproportionately prefer Community Health.

Respondents with less than a High School diploma disproportionately prefer Quality of Life and Infrastructure.

Race

Minority groups disproportionately prefer Community Health and Government Operations and do not prefer Infrastructure.

Data Improvements

Gap: Increase representation of LUGs around Greater Grand Rapids

Solution: The Kent admin team is planning a Wyoming/Kentwood Town Hall.

Gap: Increase Hispanic representation

Solution: Additional Spanish-language push

Gap: Increase representation of low-income groups

Solution: Outreach to Kent School Services Network, Emergency Needs Task Force, United Way

In-progress Priority Group Narrative

“Community Health” and “Quality of Life” would be the most generally popular priority groups to spend in.

Emphasizing these two would also be responsive to minority preferences.

Your Guides

David Sernick

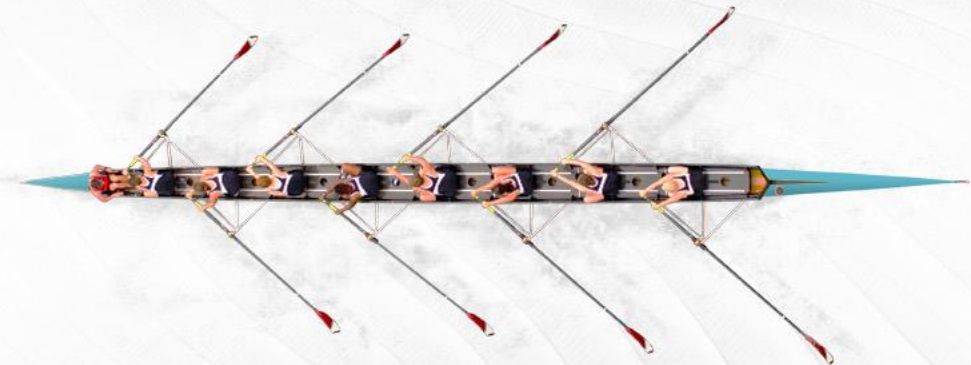
Project Manager
dsernick@guidehouse.com
(616) 644-0753

Niki Gates

Senior Consultant
ngates@guidehouse.com
(317) 937-4902

AJ Hawks

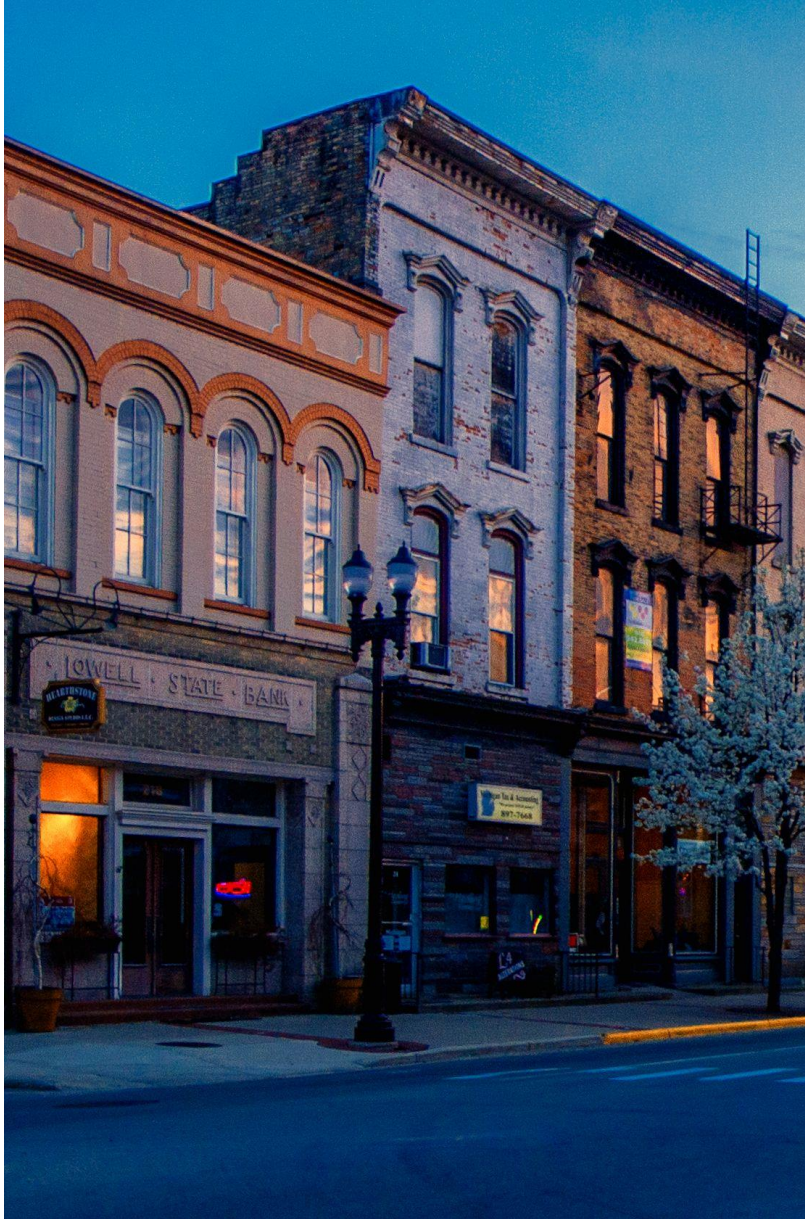
Senior Consultant
ahawks@guidehouse.com
(425) 830-1550



Kent County ARPA

Interim Board Report

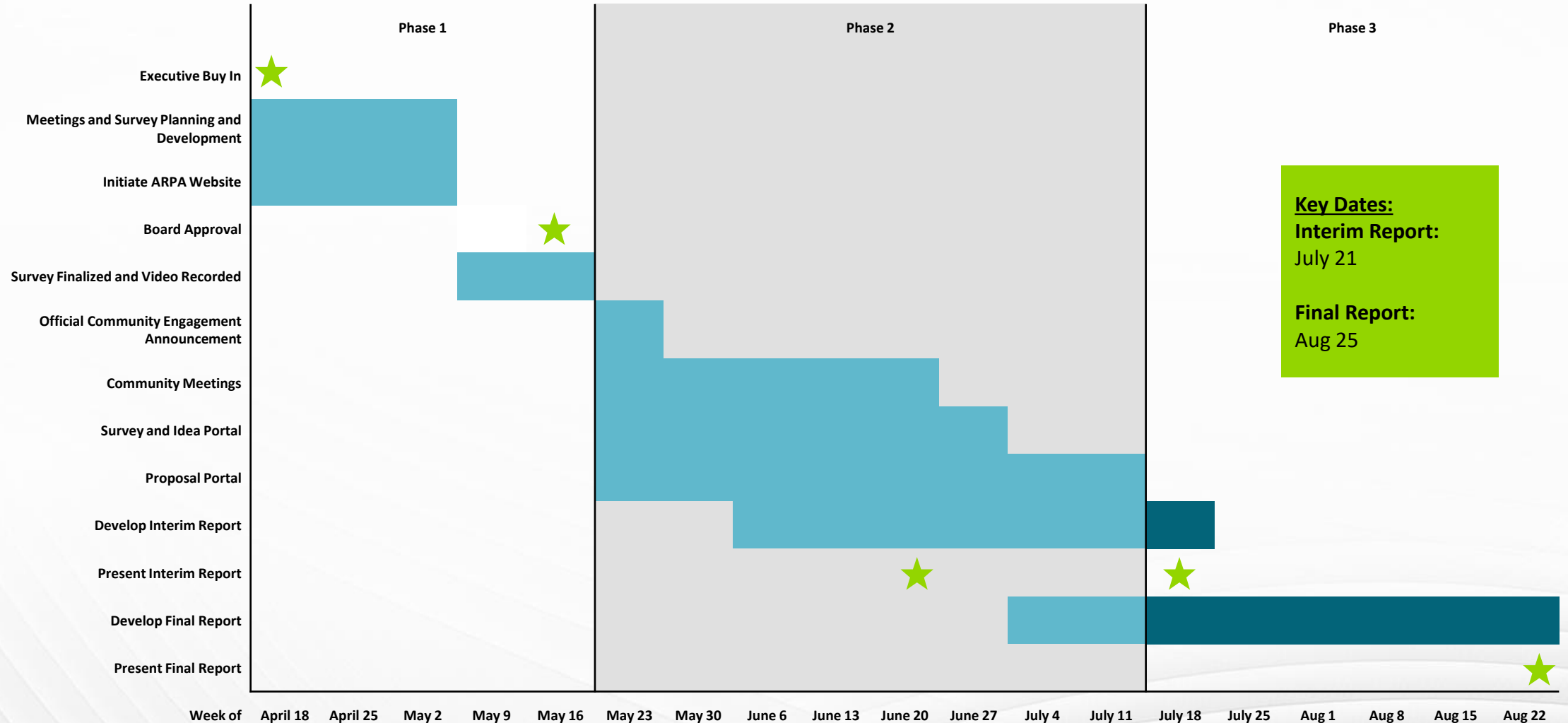
July 21, 2022



Interim Report Agenda

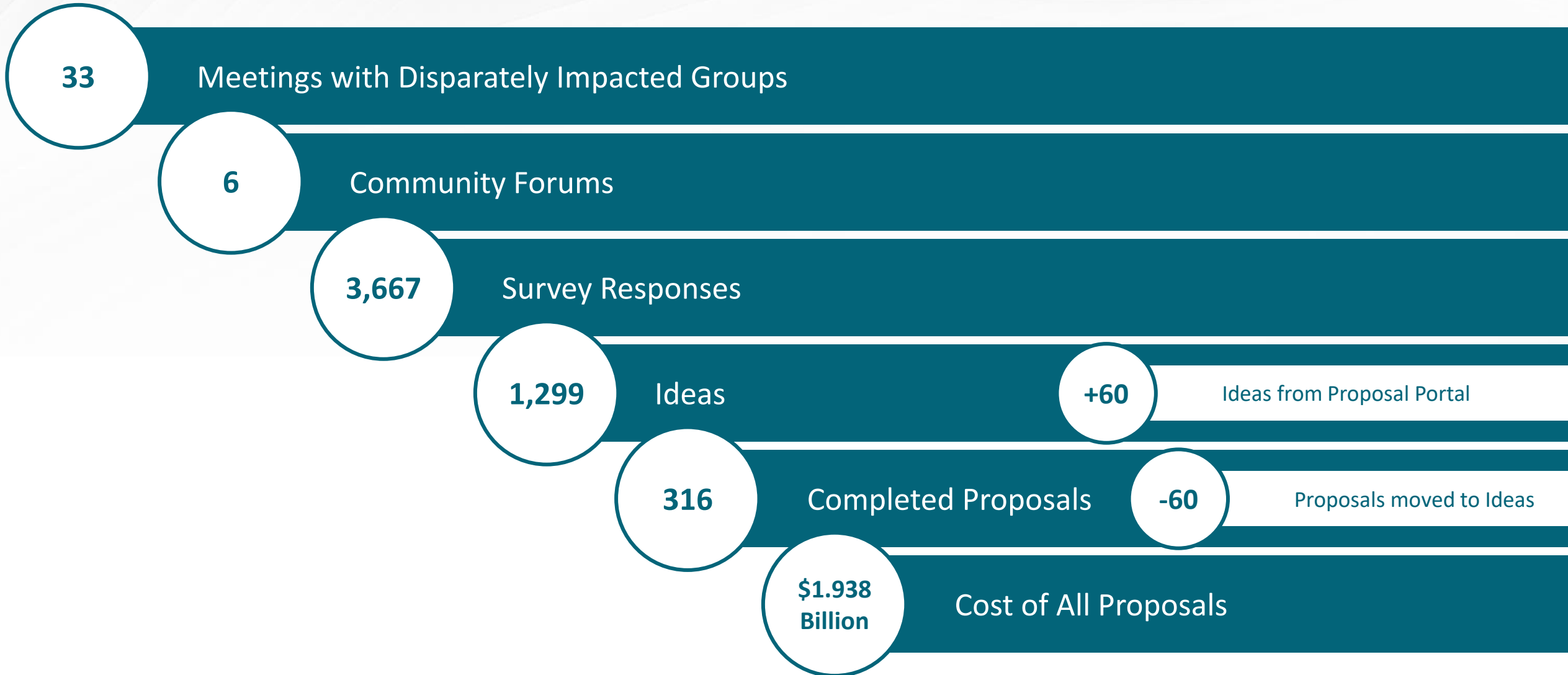
- Initial Findings
 - Survey
 - Ideas
 - Proposals
- Next Steps

Community Engagement Overview

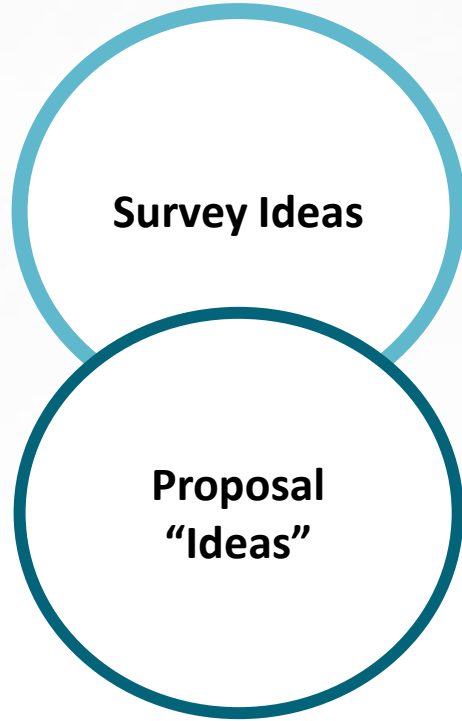


Initial Findings

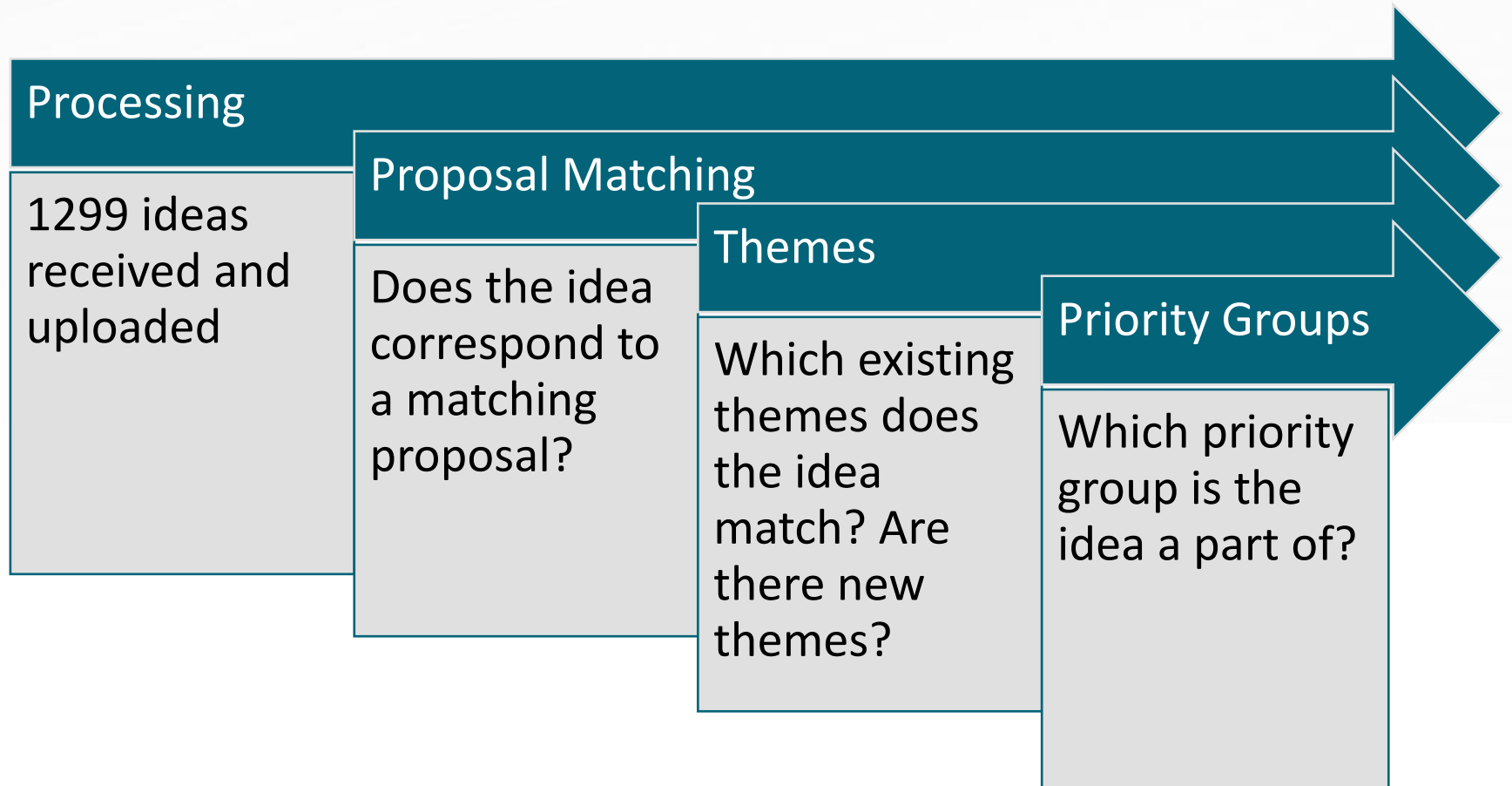
By the Numbers – Final Version



Processing Ideas

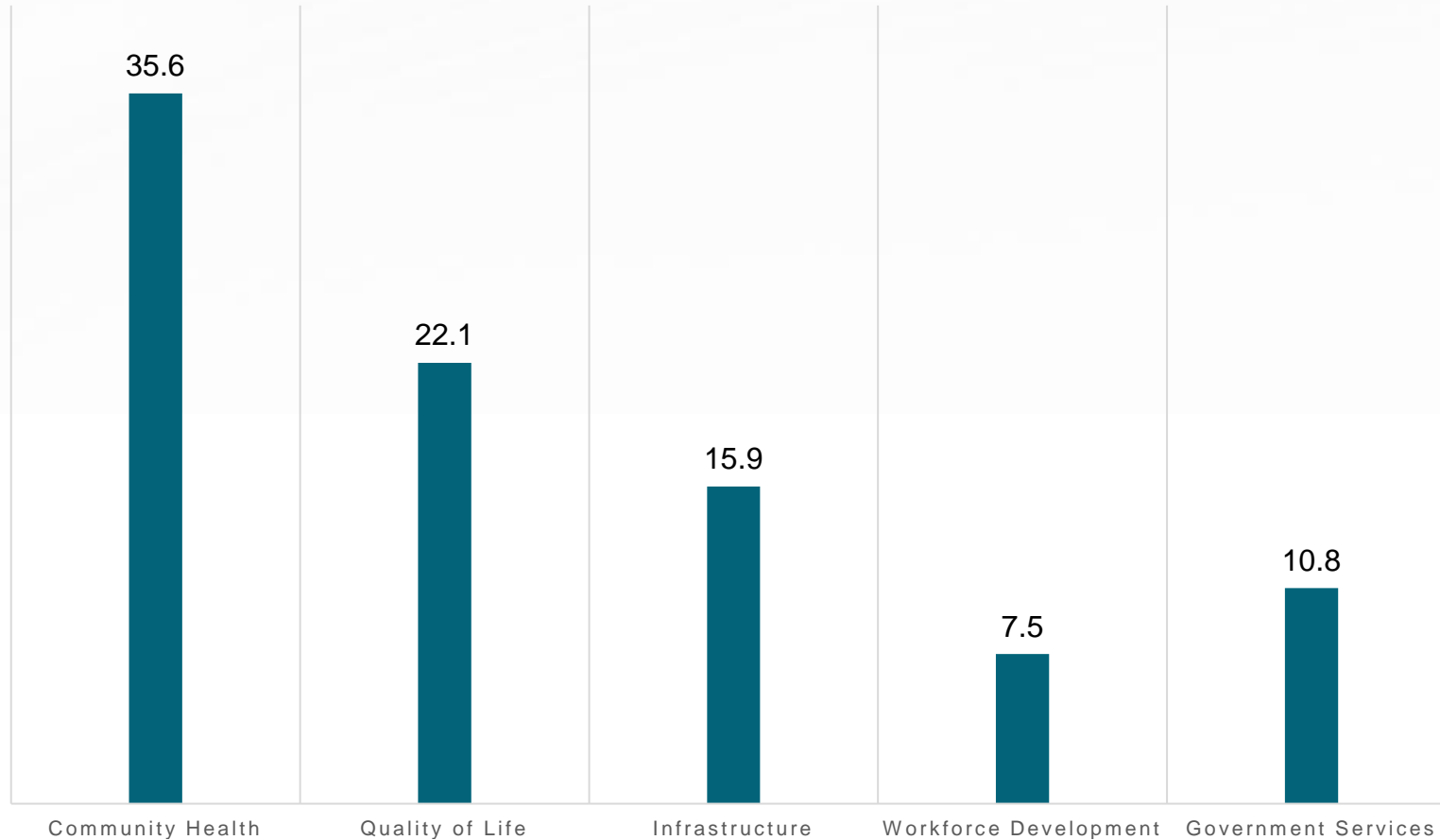


If a proposal does not request money for a specific purpose, it is being treated as an idea.



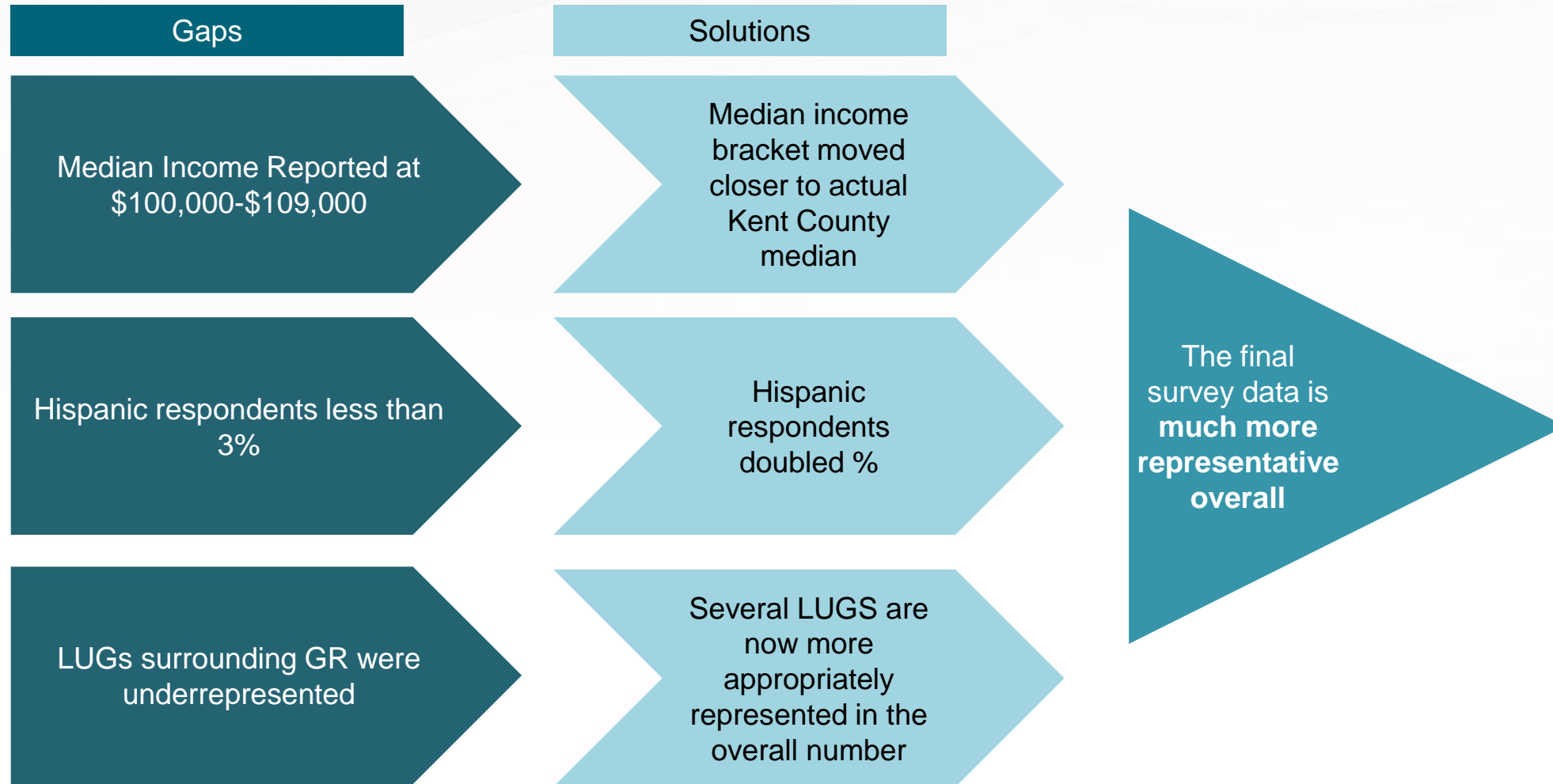
Survey: Responses by Priority Groups

Overall Percentage to Rank as #1



A combination of Community Health, Quality of Life, and Infrastructure projects would **achieve the #1 choice for 81% of respondents.**

Survey: Course Correction Updates



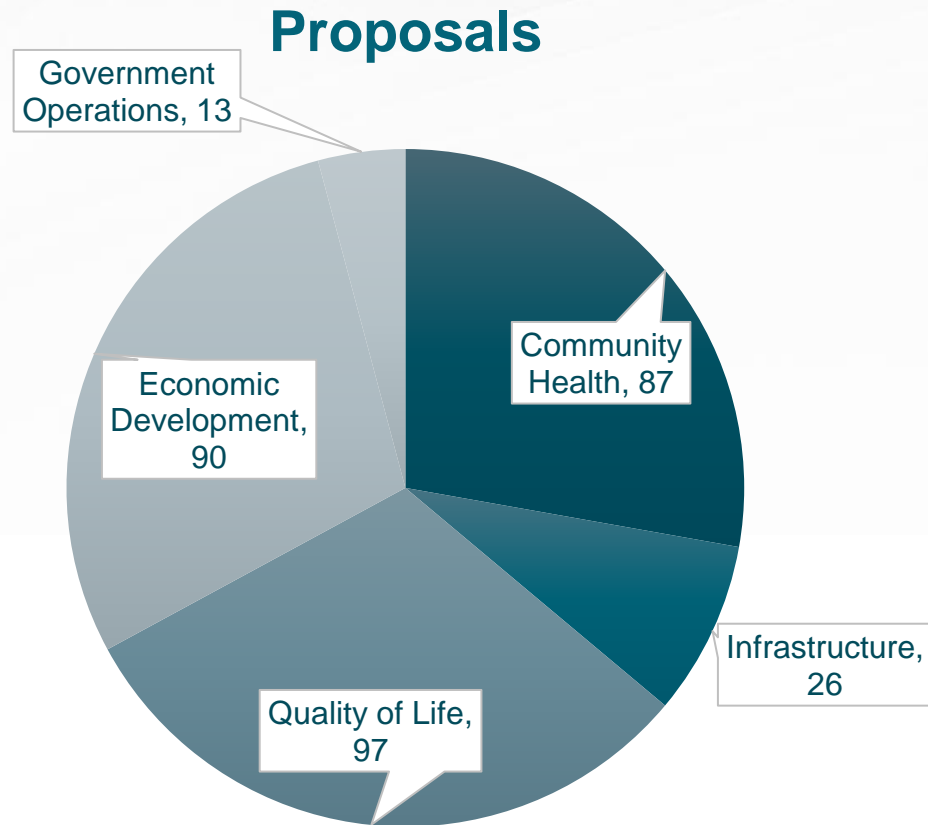
Survey: Priority Group Narrative



Spending in Community Health, Quality of Life, and Infrastructure would achieve the number one preference for 81% of respondents.

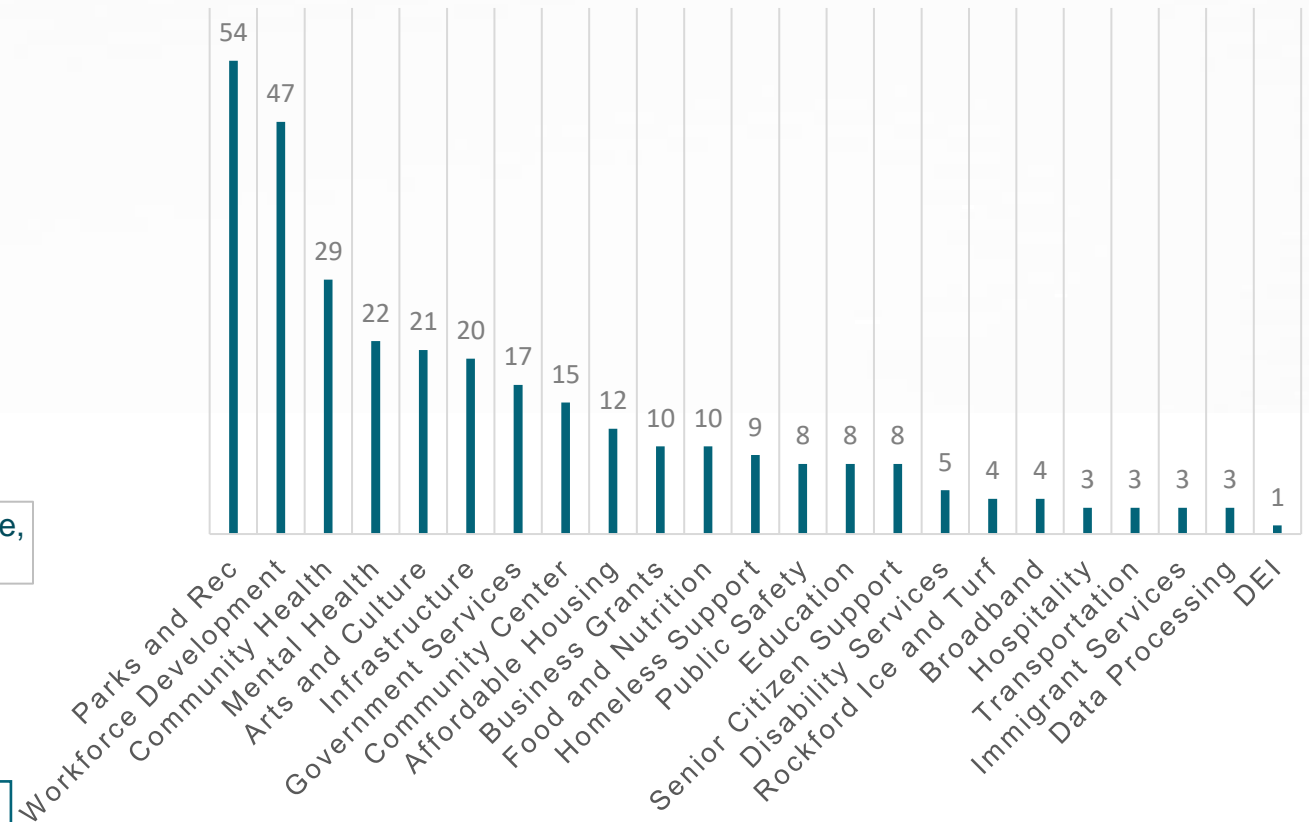
Community Health is the top vote across almost all cross-sectional analysis.

Proposal Summary



Note: Priority Group was determined by submitter. Proposals could potentially align with more than one Priority Group.

TENTATIVE PROPOSALS BY THEME



Next Steps

Community Engagement Final Report
To be presented on August 25, 2022

The purpose of the Community Engagement Report

- By grouping proposals by theme, you can focus on high level priorities
- Review will be limited to eligible proposals only
- The over 300 unique proposals submitted can overwhelm a decision-making process

Organizing the Process



- Guidehouse is assessing proposals to assist the Board in their process
- Everything submitted will be made available for consideration by the Board

Initial Assessment

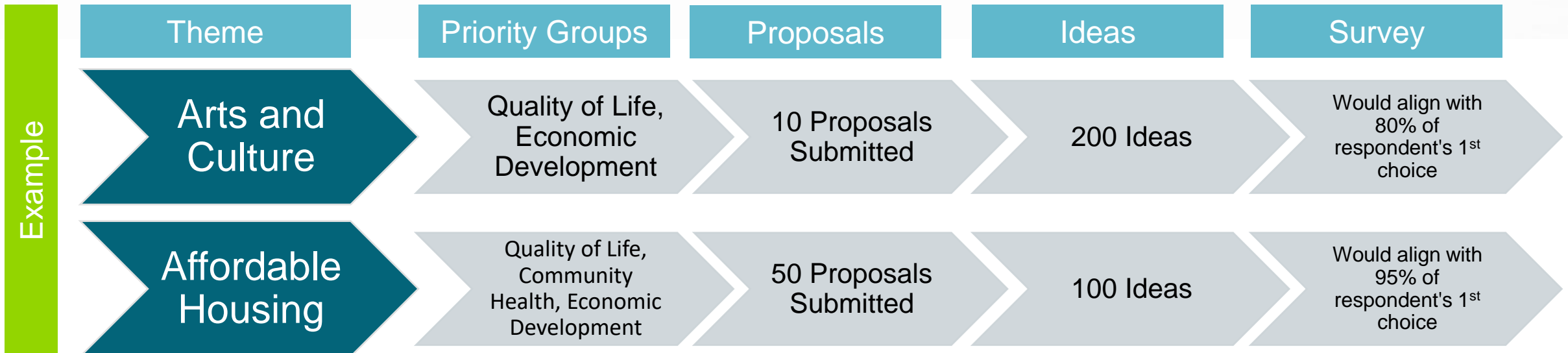
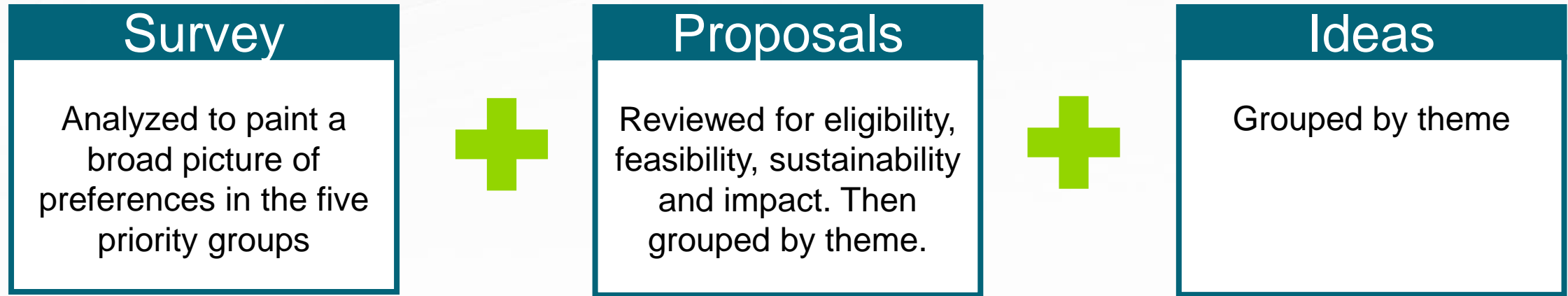


- Kent County and Guidehouse will continue to evaluate opportunities to identify collaboration between organizations and other governments
- Guidehouse will continue to track future funding opportunities that align with the proposals received

Collaboration and Expansion



Layers to the Community Engagement Report



Decision Making Thoughts

Focus on themes with highest agreement by the community



Establish Board priorities to focus proposal considerations



Act quickly on easy wins for the County



Funds cannot be reallocated after 2024

Your Guides

David Sernick

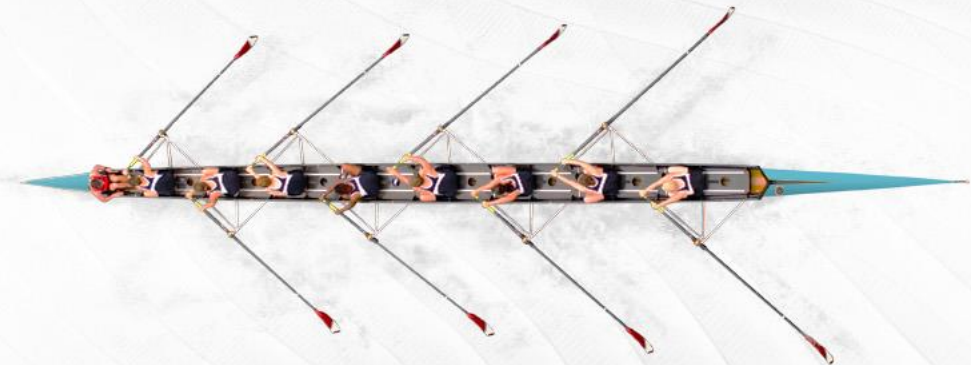
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Kent County ARPA



What is it?

American Rescue Plan Act – Local Fiscal Recovery Funds

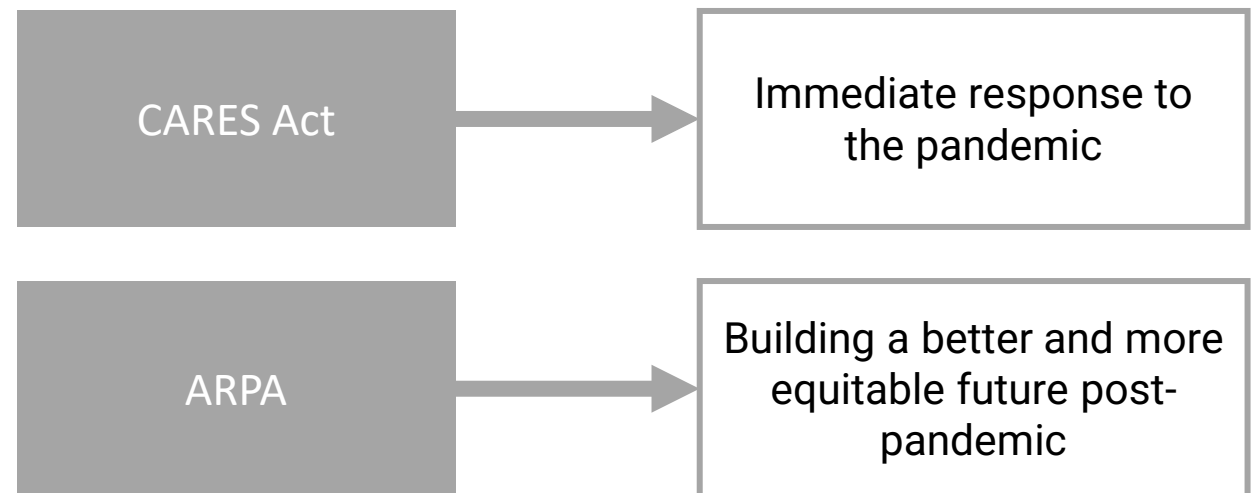
Kent County has received \$127.6 million in Federal funding.
The funds must be obligated by Dec 31, 2024 and spent by Dec 31, 2026.

Goals

This is a once-in-a-lifetime, wide-ranging investment in the future of Kent County.

These projects should **transform** our community.

CARES Act vs ARPA



The Framework

The County has identified 5 priority groups for these funds. These groups broadly align with the eligible funding categories, while being reframed to best serve Kent County.

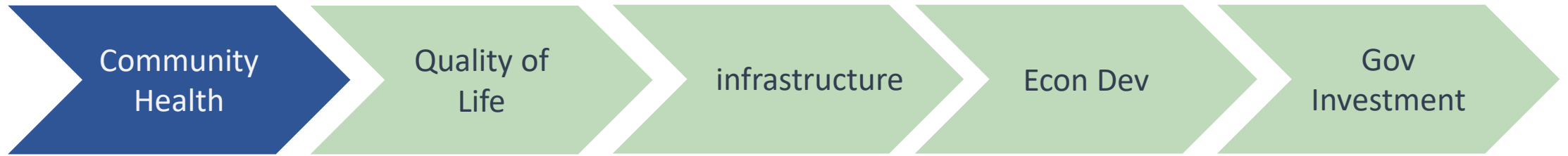
Community
Health

Quality of Life

Infrastructure

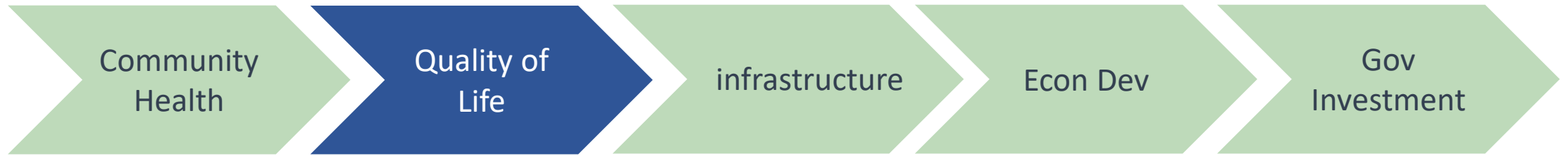
Economic
Innovations and
Workforce
Development

Improving
Government
Operations



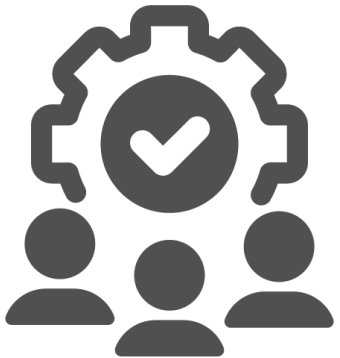
Community Health

Summary: Investing in new and existing mental and physical health programs for the community such as mental health crisis support and lead-safe homes.



Quality of life

Summary: *Long-term quality of life improvements for our community such as parks and riverfront enhancements, and family and visitor entertainment attractions.*



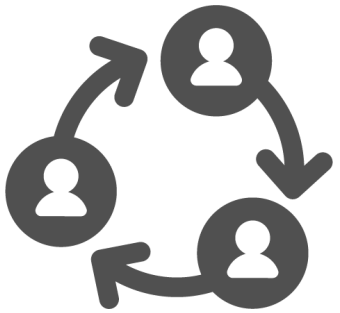
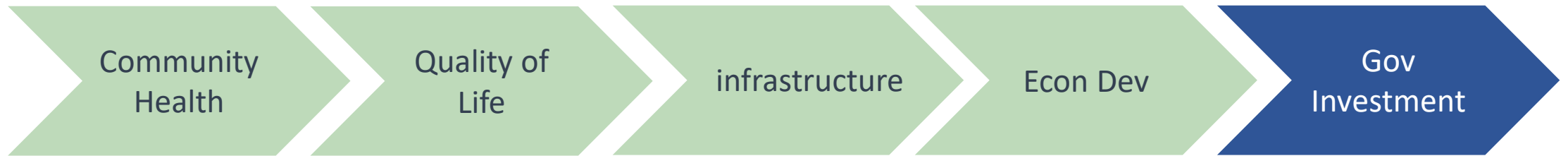
infrastructure

Summary: Investments in the infrastructure of Kent County and its future such as broadband internet, stormwater flooding mitigation (drains), and county-wide mobility.



Economic Innovations and Workforce Development

Summary: 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.



Improving Government Operations

Summary: 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.

The Engagement

Survey

A survey will ask residents to rank the 5 priority groups. It will also collect demographic information to ensure we account for different populations

Proposal Portal

A proposal portal will collect project ideas and proposals from the community. We developed this portal to ensure everyone can share their ideas, while also allowing organizations to submit detailed proposals for consideration.

Printed copies of the Survey and Proposal are available at the County Administrator's Office.

Additional one-on-one meetings will be held with disparately impacted communities within Kent County.

Open Community Forums

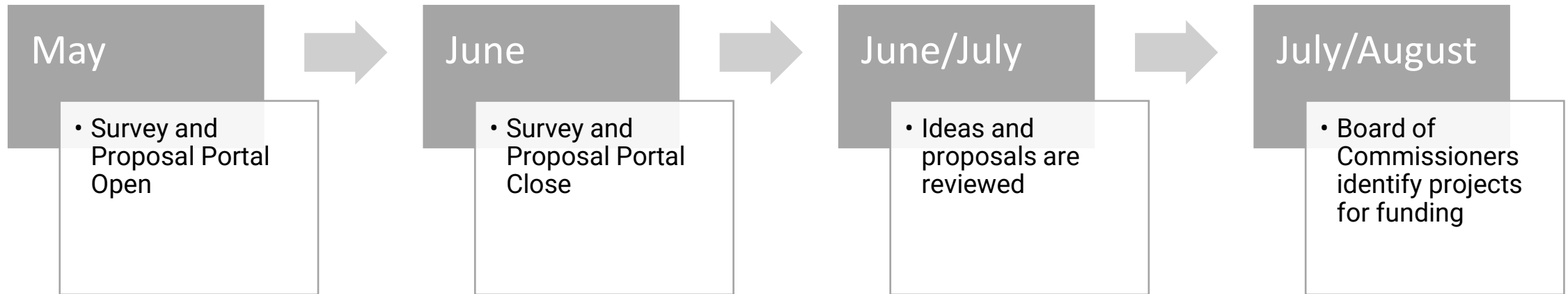
Monday, May 23
Gaines Charter Township
8555 Kalamazoo Ave SE
Caledonia, MI 49316

Tuesday, May 31
Rockford High School,
Creative Teaching and Learning Center
4100 Kroes St NE
Rockford, MI 49341

Thursday, June 2
Kent County Health Department
700 Fuller Ave. NE
Grand Rapids, MI 49503



Process & Timeline



The Board of Commissioners will identify the most **feasible** and **transformational** ideas for Kent County.