



Washtenaw County Administration

Senior Leadership Team 2019 Year End Summary

December 4, 2019

To: Washtenaw County Board of Commissioners

**From: Gregory Dill
Washtenaw County Administrator**

Re: 2019 in Review

In addition to the Board's Priorities (Calendar of Deliverables) – County Administration and Staff are proud to share updates on the following 2019 projects/initiatives or committee meetings with you:

- **CMH MILLAGE**

Both CMH and the Sheriff's Office have been underway in planning and implementing the priorities as set forth in the millage language to address the needs identified prior to the millage. Specifically, CMH has implemented the [CARES](#) program for mental health, substance, and treatment services.

The CARES Team is an interdisciplinary team of mental health professionals that includes nurses, social workers, crisis services professionals, psychiatrists, addiction specialists, peer counselors, and medical assistants. It serves any person regardless of age in Washtenaw County who is experiencing, or is at risk of, a psychological crisis, and who requires mental health intervention and follow up support.

The team is activated by treatment groups, themselves, members of the community or other person(s) concerned about an individual, law enforcement or area emergency departments. It provides a range of services including assessment, crisis intervention, on-going case management, individual and group therapy, information and referrals, linkage with appropriate community based mental health services for long-term ongoing treatment and medication management.

Lisa Gentz, who is the Washtenaw County Community Mental Health Program Administrator Millage Initiatives, Jail Mental Health Services, and Mental Health Court, said there are various positive things coming from the millage, including providing crisis response and outpatient services for all residents across the county—regardless of their insurance status or ability to pay.

As of October 14, 50 percent of the clients were from Ypsilanti, 35 percent from Ann Arbor, and 15 percent from the county's rural communities, including Chelsea, Dexter, Milan, Saline, and Whitmore Lake

- **GELMAN PLUME**

In 2016, Washtenaw County, the City of Ann Arbor, Scio Township and the Huron River Watershed Council joined the ongoing lawsuit against Gelman Sciences, whereas previously the State of Michigan was solely responsible for negotiating with the company for the ongoing cleanup and monitoring of groundwater for 1,4 dioxane, a known carcinogen, and a chemical used by Gelman in their production of filtering media at their manufacturing facility on Zeeb Road. The addition of these parties to the talks has brought renewed attention to the conditions of the cleanup, and discussion of those conditions and whether or not they are in the best interests of the parties. In 2019, with work underway on a revised agreement, the newly added parties took the heretofore unprecedented step of meeting jointly to discuss and prepare for a future agreement with Gelman, on the assumption that the interests of these parties are aligned, and that a better outcome for the community is possible when these parties negotiate together. Talks are still ongoing, with the next joint meeting happening on Thursday, December 12.

- **CYBER SECURITY**

As 2019 concludes, we as a County find ourselves in a significantly increased state of cyber security and greatly reduced risk (overall) to the County network infrastructure. Several key initiatives have contributed to this increased security posture.

- We have formed a Security and Compliance Working Group which brings together all the key players throughout the County so we may discuss the issue universally.
- We are bound by four core compliance frameworks in key areas such as Criminal Justice, Protected Health information, Payment Card Industry transactions and Federal Tax information. Each of these core frameworks brings with it significant regulatory requirements which we strive each day to meet. Thanks to a tremendous effort by the County Treasurer's office we were able to make significant strides towards Payment Card Industry compliance on multiple levels.
- We have created a central repository for all our compliance documentation and artifacts on the County's SharePoint site so that any data owners in any compliance area can easily access this information should it be required for an audit.

In addition, we have made strides in security in other areas like email, mobile users, and remote access. Although the progress is evident, the work continues in order for Washtenaw County to meet all our regulatory compliance requirements. There is simply no easy fix for this, it will take time, human power and other resources in order to meet acceptable standards of cyber security.

- **WELLNESS INITIATIVE**

Our Wellness Committee continues to work toward improving overall employee health, including quality of life and work/life balance. Some of their achievements for 2019 include:

- Continued utilization of employee workout rooms
- Walking challenge:
 - 38 teams
 - 114 participants
 - 49,131,591 steps or 23,263 miles
- Weight Watchers
 - 122 participants at 2 locations
- Win by Losing challenge
 - Held twice yearly with more than 50 participants
 - Weight loss totals more than 2000 lbs per session
- Professional Development Educational Series
 - Energy Boosters Wellness Session
 - Managing Your Money in Today's Economy

The group already has outlined some goals for 2020, and those are:

- Continued sponsorship of Weight Watchers
- Continuation of Walking, Win by Losing challenges
- Additional workout equipment
- 5th Annual Wellness Fair – to be held in the summer at Meri Lou Murray
- Fitness classes are being considered/to be held at multiple locations

- **WEST WILLOW VERMIN**

In late Summer, the County became aware of an infestation of rats in the West Willow Neighborhood of Ypsilanti Township. Because of the extent of the infestation and the impact on the community, the County partnered with Ypsilanti Township and community members in the developing of a coordinated response plan. Initial work included the hiring of a firm to perform a comprehensive assessment of all residential parcels in the neighborhood as who had seen rats and when, and research into the best practices used by other communities to respond to vermin problems. In October, the Board of Commissioner's allocated \$50,000 towards these efforts – resources which were complemented by a \$75,000 appropriation by the Ypsilanti Board of Trustees. These actions, as well as increased ordinance enforcement, have significantly addressed the food and shelter needs of the rats, and have set the stage for a successful extermination effort to be carried out over the winter, although this matter is expected to need ongoing attention to be fully addressed.

- **PLATT ROAD UPDATE**

Both Avalon Housing and Thrive Collaborative have submitted site plans to the City of Ann Arbor. It's expected that the City of Ann Arbor Planning Commission will take up review likely in January/February 2020, with the potential for City Council to weigh in by March/April 2020. This keeps the project on time with the county purchase agreements as well as timelines for Low-income Housing tax credit applications for Avalon. Teresa Gillotti will provide a more detailed timeline of public meetings and approvals as it's available.

OCED staff will be reviewing the site plans in December 2019 for compliance with stipulations in both the purchase agreement and MOU. They will be providing formal feedback to both Thrive and Avalon at that time of any discrepancies, as well as sharing the information with Ann Arbor planning staff.

Additionally – there have been some developments with Thrive Collaborative around their planning and funding of the green elements of the project:

- [The Earth Institute at Columbia University and UN](#) selected Veridian at County Farm to be included in their Local Projects Challenge for the United Nations Sustainable Development Program. It was one of 90 projects selected (only 2 building projects in the U.S.) to highlight exemplary projects from around the globe that demonstrate how to meet the UN Sustainable Development Goals.
- Thrive Collaborative is also seeking local investors in the overall project through the Localstake investment platform. A recent [MLive story](#) has more information.

- **CONVENTION CENTER**

In December 2018, Washtenaw County partnered with Destination Ann Arbor (formerly the CVB – Convention & Visitor's Bureau) in hopes of hiring a vendor to conduct a feasibility study for a convention center within Washtenaw County.

- On January 17, 2019 RFP #7636 was posted to the Washtenaw County Open Bids Portal with a due date of February 8, 2019. The RFP afforded interested bidders the opportunity to submit proposals for a study assessing the feasibility of a convention center located in Washtenaw County. Eight proposals were received in response to the RFP.
- **Scoring**

The RFP stipulates that the contract will be awarded to the lowest responsive, responsible bidder, with the most relevant experience and best qualifications. However, the award may not be based solely on low bid alone. While the County retains full discretion over final selection, the criteria that evaluated included:

- **Professionalism**

- Did the bidder include all the required information in their proposal?

- Does the proposal include references to the County (versus just a standard template) and address the County’s wants and needs as specified in the RFP?
 - Are there limited grammatical and other errors in the proposal?
 - **Relevant Experience**
 - How relevant is the bidder’s work experience to the proposed scope of the feasibility analysis?
 - Has the bidder provided feasibility analyses for ground-up convention centers (not expansions)?
 - Has the bidder provided feasibility analyses for convention centers without an adjoining hotel component?
 - Has the bidder provided feasibility analyses for convention centers in Michigan or the Detroit metro area?
 - **Scope**
 - Does the bidder’s proposed scope encompass all of the elements requested in the RFP?
 - Does the proposal include optional in-person meetings, follow-up calls and other opportunities to provide feedback throughout the feasibility process?
 - Does the scope include phases or times at which the County will have the ability to eject from the analysis?
 - **Cost**
 - Cost is graded by subtracting the bidder’s cost index, calculated by dividing the proposed price by the average price, from 5. The lower the cost, the lower the cost index, the higher the grade.
 - If a bidder’s cost did not include out of pocket expenses, \$5,000 was added.
- Reference checks were made on four (4) of the eight (8) potential vendors, following which it was decided that conference call interviews would take place with ***Conventions, Sports & Leisure International*** and ***HVS Convention, Sports & Entertainment***. The interview team consisted of both Washtenaw County staff and representation from Destination Ann Arbor. Interviews occurred in August, 2019 with an award to ***Conventions, Sports & Leisure International (CSL)***.
- The initial site visit by CSL occurred on Wednesday, November 6, 2019. After a windshield tour through the County, CSL met with the Steering Committee to discuss the project and gather input from the team regarding next steps. CSL will be onsite December 17-18, 2019 to hold numerous meetings with key stake holders.

- **DEPARTMENT HEAD/CMLT CONSOLIDATION**

To streamline information sharing in the organization, we consolidated our monthly Department Head and County Management Leadership Team meetings. What was previously two separate meetings has been modified to one, joint meeting where

members receive an update from the Administrator, an educational/informative presentation and an opportunity to share information with one another. The groups then move to separate rooms to conduct business that is relevant to their membership. Feedback is that the efficiencies allow for more meaningful dialogue and a general appreciation for the time savings.

- **LEADERSHIP DEVELOPMENT GROUP**

The 2019 Leadership Development Team has been working hard since early March to help Washtenaw County find a path towards Environmental Sustainability. The group has worked closely with County Administration, the Board of Commissioners and OIM in their efforts and are coming down to the end of their time together. They will be presenting their findings to Greg's Administrative Cabinet, Department Heads and the Board of Commissioners Working Session in February 2020.

- **OVERALL COUNTYWIDE COMMUNICATION**

- A group of countywide communicators was convened in early 2019, with representatives from each department/elected official invited to sit at the table. The group meets monthly and focus their collective efforts on team building, external communication, crisis communication planning, training and professional development.
- A partnership between Washtenaw County/WEMU and the League of Women Voters, Ann Arbor was forged in the first quarter of 2019, with the goal of bringing public awareness to county operations and services. On-air interviews have been conducted with Greg Dill (County Operations), Ellen Rabinowitz (Health Department), Lisa Greco (Raise the Age/Children's Services), Ed Golembiewski (Elections), Jason Morgan (BOC), Ginny Trocchio (Natural Areas Preservation), Jason Maciejewski (Broadband Equity), Alize Asberry Payne (Equity).
- Utilization of the county's website and social media continue to trend upward – most recently, we've enhanced our job recruiting efforts by adding them to social media as they post each week.
- The website's alert system has proven an important means of timely communication. It has been utilized to convey important information – from weather and traffic issues to building closures.

- **'THE 1400'**

Washtenaw County has long had a reputation for world class service and employing only the best of the best – this year, we were able to capture the heartbeat of our organization, our employees, through a video that helped to showcase the unyielding public servants we employ. We paired the video with an employee-created logo, and proudly share both on our social media, county and employee websites.

- **KEY LEADERSHIP RETIREMENTS/REPLACEMENTS**

- Over the course of 2019, Washtenaw County has seen the retirement of numerous department heads and a significant amount of collective experience, with the majority occurring in Public Safety & Justice.

- **Judah Garber – Friend of the Court**

August 1987 – April 2019

Judah Garber began his employment with the Friend of the Court in August of 1987. After many years as a Attorney Referee, in 2001 he was promoted to the Administrator of the Friend of the Court and he served in that leadership capacity until his retirement in 2019. He is known as a very knowledgeable attorney in the domestic relations field and a very skilled mediator of high conflict cases. As a leader, Judah was most known as being the calm voice while his agency dealt with high conflict divorce and custody matters before the court. He was instrumental in many process improvements at the FOC and left a long last mark on that division of the court.

- **Bob Ciolek – District Court Administrator**

August 2011 – August 2019

Bob came to the 14A District Court as the recently retired Administrator of the 23rd District Court in Taylor. A visionary who is well versed in District Court operations, Bob helped the court successfully navigate through software upgrades and reductions in case filing. His legacy, however, will likely be his succession planning, as he identified the talent that existed within the 14A organization and then began to nurture and cultivate it in order to ensure a healthy department that maintained continuity of operations and quality of service upon his retirement.

Lisa Fusik was promoted to the Administrator of the 14A District Court in September.

- **Ellen Rabinowitz – Health Director**

February 1996 – August 2019

At the time of her retirement, Ellen served as both health officer and WHP Executive Director. She directed all aspects of the organization, ensuring that appropriate financial and human resources are devoted to advancing the organization's mission, including cultivating community partnerships, because so much of what creates health happens in the community. Ellen worked to communicate often with local and state legislative bodies, health and human services agencies, all in the service of improving health for all in our community. An accomplished public servant, Ellen

clearly understood the needs of her clients and worked tirelessly to ensure those needs were being met.

Jimena Loveluck was promoted to the County's Health Officer in September.

Jeremy Lapedis is serving as the Executive Director of the Washtenaw Health Plan, also effective in September.

- **The Honorable Richard E. Conlin – 14A District Court Judge**

January 1995- October 2019

A highly respected jurist for over 40 years, Judge Conlin was appointed to the 14A District Court Bench by Governor John Engler in 1995 and served the Court and Washtenaw County with purpose, humility, integrity and grace. There has been a Conlin on the bench in Washtenaw County since 1956 – including his father, brother, uncle and now, his nephew. A beloved member of the 14A and Washtenaw County family, Judge Conlin's legacy is one of high respect; his contributions, while being missed, have made an indelible impact on our organization and the greater Washtenaw County Community.

Governor Whitmer is evaluating/interviewing candidates to replace Judge Conlin, an announcement is expected after the first of the year.

- **Lisa Greco – Children Services Director**

January 1999 – November 2019

Lisa worked with Washtenaw County for over 20 years and retired in November 2019. Possessing a humble yet unyielding 'can-do' attitude, Lisa led Children's Services with integrity and professionalism. She has always been committed to positively impacting the lives of those she led, and those she served. Always quick with a smile and a kind word, she set the example for leadership in this organization.

Kevin Mitchell is serving in an interim role as the Director of Children's Services as County Administration and Human Resources evaluate the pool of applicants to determine next steps in the process.

- **Linda Edwards-Brown – Juvenile Division Administrator**

March 1978 – December 2019

Linda Edwards-Brown began her career with the court in 1978 in the Detention Center, which at the time was operated by the Court. She and gradually worked her way up through the organization and become Administrator of the Juvenile Division in 1998. She has passionately served the youth and families of Washtenaw County

for over 40 years. For the last 20+ years of her public service she has been the leader of the juvenile Division, serving as the administrator. Her passion for children never wavered and she has been a tireless advocate for families in unfortunate circumstances. She has led with honesty and integrity with a constant focus on service to this community. She has positively touched the lives of many people over her decades of service and has left a long-lasting legacy in Washtenaw County

Katheryne O'Grady was hired in November as our new Juvenile Division Administrator.

Then, as you're aware, I focus a great deal of my time on relationship building, particularly with our internal and external partners or by serving on boards/committees and commissions. Following is a recap of some of these efforts in 2019:

- **TOWNSHIP VISITS**

Over the course of the year, I attended many of the Boards of Trustees meetings with our local townships, using the opportunity to meet their elected leaders and residents, as well as to learn more the work they're doing, their challenges, and to identify any partnership opportunities that may exist. Conversations ranged from Sheriff's Road Patrol to CMH/Public Safety millage to broadband connectivity. I will continue to meet with interested townships in 2020.

- **TOWN HALL MEETINGS W/EMPLOYEES**

- For the 4th consecutive year, over the course of the summer, I held a series of Town Hall meetings. These meetings were scheduled weekly in the months of June, July and August, at facilities throughout the county. Staff are encouraged to attend and share thoughts, ideas and/or concerns. While attendance in 2019 was lighter than in previous years, the conversations were just a meaningful. Community Mental Health budget challenges, parking, employee safety, overall infrastructure, environment, etc.

- **BOARDS/COMMITTEES/COMMISSIONS**

I sit as a member of 12 Community Boards or Committees – here are some updates on the County's contributions and/or the work accomplished in 2019:

- **WHA**

The Washtenaw Housing Alliance's mission is to end homelessness in our community.

- Annual Data Shows Reductions in Homelessness

- In 2019, WHA led the annual Point-In-Time (PIT) Count with Washtenaw County Office of Community & Economic Development (OCED), which showed from 2015-2019, Washtenaw County experienced the following positive outcomes:
 - 27% reduction in total persons who were homeless;
 - 85% reduction in unsheltered (street) homelessness;

- 36% reduction in the number of people experiencing chronic homelessness; and,
 - 61% reduction in Veteran homelessness.
- Built for Zero Initiative to End Veteran and Chronic Homelessness
 - In summer/fall of 2019, WHA developed, edited, and submitted Washtenaw County's community application to the [U.S. Interagency Council on Homelessness](#) (USICH) for certification that we have achieved the [criteria and benchmarks](#) for ending veteran homelessness. There is expected to be back-and-forth dialogue with members of the USICH (19 federal agencies) and, WHA and our partners have begun conversations with them about our application so that we can receive their certification.
- National Hunger and Homelessness Awareness Week, November 16th-24th
 - WHA organized two community events this year, a State of Homelessness event on Wednesday, November 13th, attended by 50-60 community members, including several elected officials; and a film screening at the Michigan Theater of the documentary film, [Owned: A Tale of Two Americas](#), which also had a great turnout.
 - The State of Homelessness event featured presentations on our County's Homeless System of Care, OCED's most recent annual homelessness data, information and a new video about the [Sister Yvonne Gellise Fund for Permanent Supportive Housing Services](#), and stories from three Washtenaw County residents about their personal experiences with homelessness.
- Advocacy Work
 - Over the past year, WHA worked to establish and grow an active mailing list that can easily be mobilized to support a variety of city and county sponsored initiatives around affordable housing.
 - Affordable Housing Pledge and Value Statement: Throughout 2019, WHA has collaborated with other local agencies to create an adoptable county-wide [Affordable Housing Pledge](#) and Value Statement. WHA's goal is to have local agencies sign-on to the pledge in early 2020, and for it to then be presented to elected bodies for their adoption as well.
- Washtenaw County Evictions Study
 - On October 30th, WHA facilitated a presentation by researchers from University of Michigan Taubman College of Architecture and Urban Planning and Michigan Advocacy Program (Legal Services) on findings from a study on Washtenaw County Evictions. At the meeting, the presenters shared that each year, over 6,000 Washtenaw County families have eviction court cases filed against them, and they shared detailed information on results of these court cases. Results from those discussions and report-outs will help

inform a final report by the researchers, to be completed in early 2020.

- Sister Yvonne Gellise Fund for Permanent Supportive Housing Services Updates
 - Established in 2011, the Sister Yvonne Gellise Fund for Permanent Supportive Housing Services (SYG Fund) was endowed to provide funding for [permanent supportive housing](#) services to eliminate homelessness for people with the greatest need. The Fund is intended to work in partnership with federal, county and community efforts to stabilize the funding of supportive services to keep people permanently housed.
 - The Sister Yvonne Gellise Fund for Permanent Supportive Housing Services (SYG Fund) Cabinet has grown to a fund value of approximately \$4.65M.
 - Last spring, WHA helped coordinate the making of a [video](#) about the SYG fund.
- CMH Millage Advisory Committee
 - WHA’s Executive Director, Amanda Carlisle, was asked to serve on the County’s new Community Mental Health Millage Advisory Committee (MAC) and has helped bring forward a Request for Proposals (RFP) for supportive housing services, which was recommended as part of the County’s initial strategic planning processes in 2018.
- **Spark**
 - A report from SPARK includes:
 - Our work on the eastern side of Washtenaw County has been robust this year, with Innovate Ypsi, as well as an expanded focus on Ypsilanti through our SmartZone work with early stage companies. In particular, we’ve deployed several “Innovate Ypsi” grants through the County’s assistance, which have generated 125 new jobs and leveraged \$11.2 million in private investment. In addition, we were able to leverage our SmartZone to support the Summer19 program, which helped several Ypsilanti High School students work at startups this summer.
 - Greg participated in a program held this year called “Unpacking the Deal”, which highlighted the process that KLA went through when deciding to locate their R&D center in Ann Arbor. This year, KLA expanded their commitment to Ann Arbor – the project now involves an intention to add 600 people and invest \$150 million into their new facility. KLA chose Ann Arbor over locations in Texas and Canada.
 - Our weeklong series of technology related events continued to expand this year through A2tech360, the region’s largest technology event that brought in over 6,000 registrants and had over 1 million views on social media. We also continued to expand our focus this year and held student-focused “treks” in March and October, which brought in

students from around UM, EMU and WCC, as well as schools outside of the area, as they explore career opportunities.

○ **Safe House Center**

- The Safe House Center Board helped to:
 - Secure federal funding for and begin a Transitional Supporting Housing Program
 - Secure funding for and grow sexual assault services
 - Began development of a 10-year agency vision that will be 95% complete in January
 - Conducted three trainings with staff on Unconscious Bias and Diversity, Equity and Inclusion
- The 2020 Goals for Safe House Center include:
 - Meeting financial/fundraising targets
 - Enhanced/Improved Board engagement
 - Managing Risk through development of metrics
 - Create more usable space in existing facility
 - Continued Diversity, Equity & Inclusion efforts
 - Board training

○ **Ann Arbor YMCA**

- Report from YMCA staff:
- “Greg has been a wonderful volunteer lead of our safety and security committee. He offers a wealth of knowledge and support while building lasting relationships with our staff and other volunteers. He is vital to the work we are doing to keep our organization safe for all.” Christina Carter – Training and Safety Director
- “Greg been a tremendous asset to the YMCA Board and we truly appreciate all his efforts. He has helped me to strengthen my relationship with County Commissioner Ricky Jefferson and introduced me to St. Joseph Mercy’s President Bill Manns. He has also been instrumental in helping me to secure funding from Parks & Recreation for research for our potential East Washtenaw County YMCA.” Toni Kayumi – President, CEO

○ **WHP**

- In 2019, the Washtenaw Health Plan (WHP) continued its efforts to ensure that everyone in the county has access to affordable healthcare. Throughout the year they assisted people access health care coverage, including Medicaid, Medicare, Marketplace, employer insurance, and more. In addition, staff supported clients with a variety of issues related directly or indirectly to health, from immigration to housing.
- This year and into the next, the WHP have been preparing our community and residents for the effect that work requirements and other Healthy Michigan

Plan changes will have. As of December 15th, the WHP will have completed its busy fall season, combining WHP healthcare coverage renewals and assisting clients with enrolling in the health insurance marketplace.

- The WHP has continued to focus on outreach and service to immigrant communities. The WHP partnered with School of Public Health researchers to understand “The Chilling Effect” that the current immigration climate has on healthcare utilization. They have worked to inform and educate residents about the effect of the public charge proposed rule changes—and though the rules have not gone into effect, the proposed rules have still created confusion about accessing public benefits in the immigrant community. In the coming year, the WHP is partnering with the Health Department to host a series of health conversations, “charlas”, with the Latinx community.
- This past year also brought a change in leadership to the WHP. The WHP welcomed a new executive director, Jeremy Lapedis in September, after long-time executive director, Ellen Rabinowitz retired. In the coming year, the WHP will continue to work with our health system partners, Michigan Medicine and St. Joseph Mercy Health System to ensure access to healthcare for all in the county, especially those who are isolated from mainstream medical services due to poverty, language barriers, and other structural barriers.

- **Aerotropolis**

- David Glaab- Director of the Detroit Region Aerotropolis Development Corporation shared the following about the County’s contributions:

“As a member of the board of the Detroit Region Aerotropolis Development Corporation, Mr. Dill has played a vital role in helping the Aerotropolis drive corporate expansion and new investment around Detroit Metro and Willow Run Airports. As a strong advocate for Washtenaw County and the surrounding region, Mr. Dill’s contributions and leadership on the governance board help ensure Aerotropolis remains poised to secure the economic growth that spurs the local economy and creates an array of employment opportunities.

Specifically, in 2019, and moving forward into 2020, the Aerotropolis team has placed a larger emphasis on preparing sites near Detroit Metro and Willow Run airports for development. This includes developing a transparent plan to address wetland and environmental considerations, in addition to aligning Aerotropolis’s marketing efforts with its targeted industries – transportation, distribution, logistics, advanced manufacturing, and next-generation mobility.

Mr. Dill assists Aerotropolis staff to build on the momentum created by the American Center for Mobility. Immediate next steps include identifying development ready sites that can complement this 500-acre state-of-the-art testing facility in Ypsilanti. Moreover, the Aerotropolis staff, under the direction of the board, has a renewed focus to support workforce development initiatives that support job ready skills in Aerotropolis’s targeted industries.

It is a pleasure to work with Mr. Dill on these efforts as he brings a strategic vision and practical expertise to Aerotropolis. The Aerotropolis board and staff will continue to

adapt and build on our momentum in order to provide value to our stakeholders for years to come.”

- **United Way**

- Pam Smith- Executive Director of the United Way of Washtenaw County shared:
- Finance Committee – Greg’s participation was instrumental in helping the Board of Directors to understand the benefits of multi-year budgeting. As a result, a 3-year budget was passed earlier this year.
- The group also worked on their agency investment policy, equity policy, a justice fund and approval of over \$2M in grants.

- **WMBK**

- [Strategic plan](#) was developed
- Hired a full-time Project Specialist in late September, Jamall Bufford
- Music and video media project titled *Formula 734* began
- [#50Strong Breakfasts](#)
 - Every second Saturday of the month in Ypsilanti at the former Willow Run High School
 - We begin alternating each month between Peace Neighborhood in Ann Arbor and Ypsilanti in February
 - Averaging about 45 attendees the last two months, about 1/3 high school age and younger
- Some “This Is Why I MBK” feedback remarks
 - “I enjoy the brotherhood.”
 - “I enjoy sharing and listening.”
 - “I enjoy talking and learning and being at the breakfasts because it’s spiritual.”
 - “I enjoy the pancakes, and the fellowship because I don’t eat much at home.”
- 100-day challenges (by December 12th, but continuing into 2020)
- Attend monthly community events
 - Lincoln vs. Ypsi Homecoming football game October 11th
 - Parkridge Community Center Thanksgiving dinner November 27th
 - Will attend Lincoln basketball games in December
- Established relationships with middle schools via speaker series
 - Ypsilanti Community Middle School
 - Scarlett Middle School
- Partnered with Black Men Read
 - 11 volunteers assigned to read at elementary schools
- Attended the National MBK convening
- In 2016 Washtenaw My Brother’s Keeper was the first county in America to register with President Obama’s MBK initiative
- Some goals being considered for 2020 include:
 - Voter registration campaign
 - Scholarship fund
 - Mentoring program

- Learning/training series
- **WHI**
 - The Washtenaw Health Initiative continued its mission of improving the health of low-income, uninsured and under-insured populations in Washtenaw County in 2019 by:
 - Strategic planning to determine priority areas for 2020-2022. Engaged key stakeholder organizations and sponsors, as well as all WHI members.
 - Coordinated a dozen organizations that conduct health insurance enrollment to share information and best practices, as well as to promote health insurance enrollment in the county. Coordinated four enrollment events on the campuses of WCC (2), EMU (1), and U-M (1). Over 50 students applied for health insurance coverage during these events. Nearly two dozen students were trained in community outreach and distributed 10,000 flyers to promote health insurance enrollment.
 - Over 400 residents received community-wide coordinated care for complex social and medical needs through the WHI's State Innovation Model intervention. Thirteen public and private health and social service organizations worked together on an online shared community-wide care coordination platform to connect residents to behavioral and physical health services, and social services.
 - Facilitated the three nonprofit hospitals to jointly conduct a community-wide health assessment and develop a joint plan to implement programs and services targeting key health issues and social needs in the community, including behavioral health, obesity and related illnesses, preconceptual and perinatal health, and social isolation.
 - Facilitated a systems change process to improve the local public substance use disorder system, including identifying an ideal future system; determining policy, practice, and system barriers for why this ideal system does not yet exist; analyzing root causes of these barriers; and facilitating action teams to conduct key activities toward overcoming these barriers.
 - Coordinated and hosted the second county-wide opioid summit in Washtenaw County, which focused on reducing stigma around addiction as a disease. More than 250 people attended, including community residents and people in recovery, behavioral and physical health providers, law enforcement, public health, community mental health, elected officials, and social service providers. Over a dozen local organizations shared resources and information at display tables.
- **Coordinated Funding**
 - Teresa Gillotti – Director of the Office of Community and Economic Development, shared:

qualitative data. In 2020, we will be analyzing the data and developing a strategy to address a root cause of this problem.

- Implemented a grant received from Michigan Medicine Community Health Services to increase the reach of Mom Power, an evidence-based program to mitigate the effects of trauma in mothers with young children. Held a conference of 125 professionals to share the impact of ACE's (adverse childhood experiences) in adults and how to build resilience in families with young children. Trained 24 local professionals to lead Mom Power groups and organized the first 10-family group that met weekly for 11 weeks.
- Worked to address the need for early literacy based on the data that shows that only 52% of children in Washtenaw County are reading proficiently at the end of the third grade. Alarming, only 12% of children at Ypsilanti Community Schools (6% of black students) are proficient readers at the end of third grade. A group of parents planned, built and installed Little Free Libraries in two low income neighborhoods in Ypsilanti. They will ensure the libraries stay stocked with books and provided a Love of Reading event on the day the libraries were installed.
- Worked in partnership with Children's Literacy Network to support their Family Literacy Nights in 3 elementary schools to support parents with skills and fun activities to support reading at home.
- Provided parent feedback through a focus group during the development of Children's Literacy Network's new Book Pal program. The program connects second graders in Ypsilanti and Dexter in reading and literacy activities. The parents gave positive feedback about the program and suggestions for how to directly address bringing together children and volunteers from districts with different racial and economic makeup.
- Expanded the Handle with Care project to additional jurisdictions in Washtenaw County. Handle with Care is a partnership between law enforcement and schools to address the impact of trauma children may experience at the scene of an incident involving law enforcement. When law enforcement is called to an incident where children may have been involved in or witnessed a traumatic event, such as violence, or traffic accident or a health crisis of a family member, they identify the child's school and then send a Handle with Care message through a webpage on the WISD website, to that child's school. The message does not contain information about the incident, it is only a message to school personnel to "handle that child with care" that day and be aware of possible need for mental health professionals. Since it started in February 2018, Washtenaw area school have received over 900 Handle with Care messages for students.
- WISD through Success by 6 Great Start Collaborative, and Washtenaw County provide funding for the Child Health Advocate position. This

position is housed in the Washtenaw Health Plan. This staff person provides benefits support to families with young children, serves a “hublet” in the State Innovation Model to reduce overuse of hospital emergency room. The Child Health Advocate also works with Trusted Parent Advisors to help connect families to needed community services. Kelly Stupple, the Child Health Advocate provides direct service to approximately 1000 families each year.

- Trusted Parent Advisor initiative started in 2017 to reach families with young children who have traditionally been marginalized from early childhood programs and community services. We recruited and trained parents who have a similar lived experience, (much like Community Health Workers) to canvass neighborhoods and reach-out to families with young children. The initial goal of our initiative was to inform parents of the importance of early learning, identify programs their child was eligible for, and help remove barriers to enrolling their child.
- To date they have knocked on 2567 doors, collected information from over 1020 families and followed up with; help 459 families to fill out online forms to apply for preschool, provide a “warm handoff” to a community resource, and/or returned multiple times to help an overwhelmed parent connect to a community resource or enroll in a program.
 - In 2019:
 - Identified 125 families with young children through door-to-door canvassing whose children were not enrolled in early learning programs they are eligible for. Trusted Parent Advisors supported parents in filling out online interest forms and/or connecting them to the person who could enroll their child.
 - Worked with partner organizations (Washtenaw Health Department, OCED, Ypsilanti District Library, and Legal Services of South Central Michigan) to help tenants form a tenants association in Sycamore Meadows, to push the landlord to make much needed repairs, and urge HUD to hold the landlord accountable.
 - Trusted Advisor Parent Leaders met with staff of 3 community organization with data from parents about how to make their service more family friendly.
 - They are reaching out to families with children with chronic absenteeism that the school has not been able to engage. They help the parent find community resources and support them during meetings at school.
- Goals for 2020:
 - Using an analysis of the most recent data on mothers and children in Washtenaw County, and a survey of parents and professionals working in early childhood families, a plan was developed for our work in 2020.
 - In addition to continuing the projects that were started in 2019, additional work will address the increasing racial disparity in the infant

mortality statistics. Black babies are now 4 times more likely to die before their first birthday than white babies in Washtenaw County. Success by 6 Great Start Collaborative is one of the charter members of the Region 9 Perinatal Quality Collaborative. We have brought the voice of parents to the table through our Trusted Parent Advisors. The Collaborative will be identifying strategies to impact infant mortality.

- The Trusted Parent Advisors will be reaching out to families with a young child who has been identified as having a possible developmental delay to build a relationship and help families feel comfortable with an evaluation for their child and possible needed services. The goal is to help reduce any development delays by the time a child starts school.
- Additional partnerships are being explored with Children's Literacy Network to support continued focus on early literacy.
- As a result of the parent and professional "system scan" for our annual plan, Success by 6 Great Start Collaborative will be increasing the focus on racial equity in our work and during the bimonthly Collaborative meetings. As a first step Success by 6 Great Start Collaborative has signed on, and urged our 40 member organizations to sign on to United Way's 21 Day Equity Challenge that starts January 2020

Finally, the team has worked to identify some goals and considerations for 2020- those include:

- Animal Control (alternatives to current contract possible)
- Outside agency evaluation (establish metrics)
- BOC Community Engagement
- Solar Energy
- Regional Transit
- Immigrant Rights
- Capital Needs
- Presidential election considerations/plans
 - Should we think about protests?
 - Other civil unrest
 - What about the debate on October 15 @ UofM
- Continued succession planning
- Headlee considerations
- Website upgrade
- Downtown Ann Arbor parking
- Re-Implementation of CJCC
- Master Plan

On behalf of my team, and all the employees of Washtenaw County, I want to thank the Board of Commissioners for their vision and their leadership. Collectively, you have provided us the resources and the support to carry out your priorities, resulting in improved services and quality of life to the residents of this great county. 2019 has been an exceptional year, and I'm looking forward to working

with each of you to address the challenges that 2020 will provide – together we're making Washtenaw County even better.

Happy Holidays,

Greg