

**PUBLIC WORKS AND SAFETY
STANDING COMMITTEE MINUTES
Monday, July 23, 2018**

The meeting of the Public Works and Safety Standing Committee was held on Monday, July 23, 2018, at 5:00 p.m., in the 5th Floor Conference Room of the Municipal Office Building. The following members were present: Commissioner Bynum, Chairman; Commissioners Philbrook, Markley, Johnson, and Kane; and Tom Groneman, BPU Board Member. The following officials were also in attendance: Gordon Criswell, Joe Connor and Melissa Sieben, Assistant County Administrators; Susan Alig, Assistant Counsel; Brent Thompson, Director of Engineering/County Surveyor; Kathleen VonAchen, Chief Financial Officer; Police Chief Ziegler, Jeff Fisher, Executive Director of Public Works, Kirk Suther, Program Coordinator, Public Works; Tim Nick, Operation & Maintenance Superintendent, Buildings & Logistics; Public Works; and Mike Tobin, Deputy Director of Public Works.

Chairman Bynum called the meeting to order.

Chairman Bynum said after this meeting we usually have Administration & Human Services; however, there are no committee items for that so we will move directly into a budget workshop with the full Commission immediately after this meeting.

Roll call was taken and all members were present as shown above.

Chairman Bynum said we have one revision on tonight's agenda. Item 6 has been added. It's a resolution providing for a School Resource Officer for USD#204.

Approval of standing committee minutes from May 21, 2018. **On motion of Commissioner Philbrook, seconded by Commissioner Johnson, the minutes were approved.** Motion carried unanimously.

Committee Agenda:

Item No. 1 – 18316...GRANT: FY17 EDWARD BYRNE MEMORIAL JUSTICE ASSISTANCE GRANT

Synopsis: This funding will be used to send senior command staff within the Police Department to advanced leadership training through Senior Management Institute for Police (SMIP). Additionally, funding will be used to replace out of date software within the Internal Affairs Unit in order to adequately and efficiently monitor and manage data with respect to Internal Affairs' complaints. The grant will begin October 1, 2017 and end September 30, 2020. There is no match required for this grant, submitted by Susan Alig, Assistant Counsel. Application for this grant was approved by the Commission on August 31, 2017. The grant amount is \$106,511.

Terry Ziegler, Police Chief, said the Police Department applied for the Byrne Grant this year. We had requested \$113,000 and we were awarded \$110,000. I just wanted to come this evening and talk to you and give you an update on how that money is going to be spent. There are two programs that the Police Department is looking at using the money for. The first one is going to be \$50,000 of the \$110,000 will go to the Senior Management Institute for Police Management Training. It's a program that's held at the University of Boston, MA. There are professors from Boston, MA, MIT, Harvard, and law enforcement executives that have retired. It's a Senior Management Course preparing command staff for senior and executive level roles inside the organization.

We have never set-aside money to train the next generation of leaders coming up through the Police Department. The cost of that program is \$10,000 per person. It's a three-week program. The program is put on by PERF, which is the Police Executive Research Forum. They address a lot of the issues in law enforcement today. They're a think tank of issues that we're currently experiencing in law enforcement and how to handle those issues. It's a good organization to be connected to. We think that by training our command staff, sending them to this training, the next generation of leaders are going to come up through the organization. It's going to serve them well and it's going to serve the Unified Government well. That's where \$50,000 of that money will go to.

The next program we're going to use \$60,000 to buy a computer program called IA Pro and BlueTeam. What these programs are is that Internal Affairs currently uses an access program

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that was created about 18 years ago by Retired Major Dennis Ware. Because we have contractual obligations on timelines, it tracks the timelines for each case, let's us know where it's at in the system, makes sure that warnings are sent out in the event that we get close to a timeline, as well as a whole lot of information that we pull out for statistics like the number of complaints, the distribution of those complaints and those things. IA Pro is going to take care of that for us.

The BlueTeam Program speaks more to we have a Management Awareness Program which most of you might know it as an Early Learning Program. We don't currently have a very good program in that the criteria that we use is three complaints within 90 days. Well, a better standard is if you look at the number of complaints an officer receives based on the number of arrests he has. So, rather than going with a hard and fast three complaints, you want to look at a ratio of factors. One being the number of arrests the officer made and the number of complaints being, if a guy goes out and makes 50 arrests in 90 days and receives 2 complaints, you might be well like that's kind of bad. If you have an officer that goes out and makes 5 arrests in 90 days and has 3 complaints, that's much worse. This software is going to allow us to set the criteria for what would trigger the early warning system so we can address issues before they become a problem for the department. Inevitably, we think that a program like this is invaluable. It will also help us address issues thereby, hopefully, alleviating lawsuits and litigation against the Unified Government. That's what our \$110,000 will be paying for.

Commissioner Philbrook said I have a down in the weeds question for you. The SMIT, the Senior Management Institute. The folks that we send to that, are they signing off that they are going to stick around for a certain period of time or are we just assuming that? **Chief Ziegler** said well, currently, we sent all the majors on the Police Department. Some of them are getting close to retirement. Now we're looking at sending the captains. The captains typically have at least five years left before they're eligible to retire. It's one of the things we're looking at. We're looking at developing those young leaders in the organization with the funding. **Commissioner Philbrook** said I understand what you're saying. I'm just asking if we're getting a definite commitment from them because you know how sometimes people learn and run. **Chief Ziegler** said I wouldn't say it's a definite commitment, but I would say that we're looking at the amount of time people have. We're not going to send somebody to the training and spend \$10,000 and then them walk out the door in a year or two.

Chairman Bynum said so I take it you're going to have five officers to be able to go through the leadership training. **Chief Ziegler** said yes. **Chairman Bynum** said we have a technical question that we need to ask Legal or Admin because in August of 2017, we approved the application. In our request for action it says \$106,000. I just don't know if that's creating any sort of issue not for you, but for us, to have the dollar amount be different now. **Susan Alig, Assistant Counsel**, said the dollar amount, based on my understanding, is the same as what we received authority to apply for. I believe we applied for \$106,000 for both the software and the training together and that's what we received. **Chief Ziegler** asked it was \$106,000. **Ms. Alig** said I believe so. That was the number I got. **Chief Ziegler** said the shortfall then will be paid by the Police Department. **Chairman Bynum** said it's not a discrepancy in the dollar amount. **Ms. Alig** said it's the same.

Commissioner Johnson said now you're moving from the major to the captain level as participants. That's the only criteria that they have, that level of experience in terms of the title that they hold; the criteria that you use to decide who goes? **Chief Ziegler** said what had happened inside the department was originally, we were getting positions for the FBI National Academy. We haven't received a position or a slot from the FBI for almost five years. Two years ago, we found funding from our Trust Fund to be able to start sending the majors who had not gotten the National Academy Training. We went through and we paid for all the Majors to get trained if they had not received the National Academy. Now we're in a position that we can start sending the captains on the department who show potential of moving up and sticking around as the Commissioner pointed out. **Commissioner Johnson** asked is this an annual renewable award. You have to apply for it every year? **Chief Ziegler** said from my understanding, this award is good for three years. **Commissioner Johnson** said three years. **Chief Ziegler** said three years. **Commissioner Johnson** said \$106,000 per year. **Chief Ziegler** said no, one time.

Action: For information only.

Item No. 2 – 18324... FY18 VOCA GRANT FOR VICTIM SERVICES UNIT

Synopsis: Approval to apply and accept FY 2018 VOCA grant, including creation of an additional PFA Advocate, to be 100% grant funded. Match funds of \$75,274 will come from

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already existing sources. No additional dollars are being requested for FY 2019 application, submitted Kirsten Czugala, Program Supervisor, Police Department.



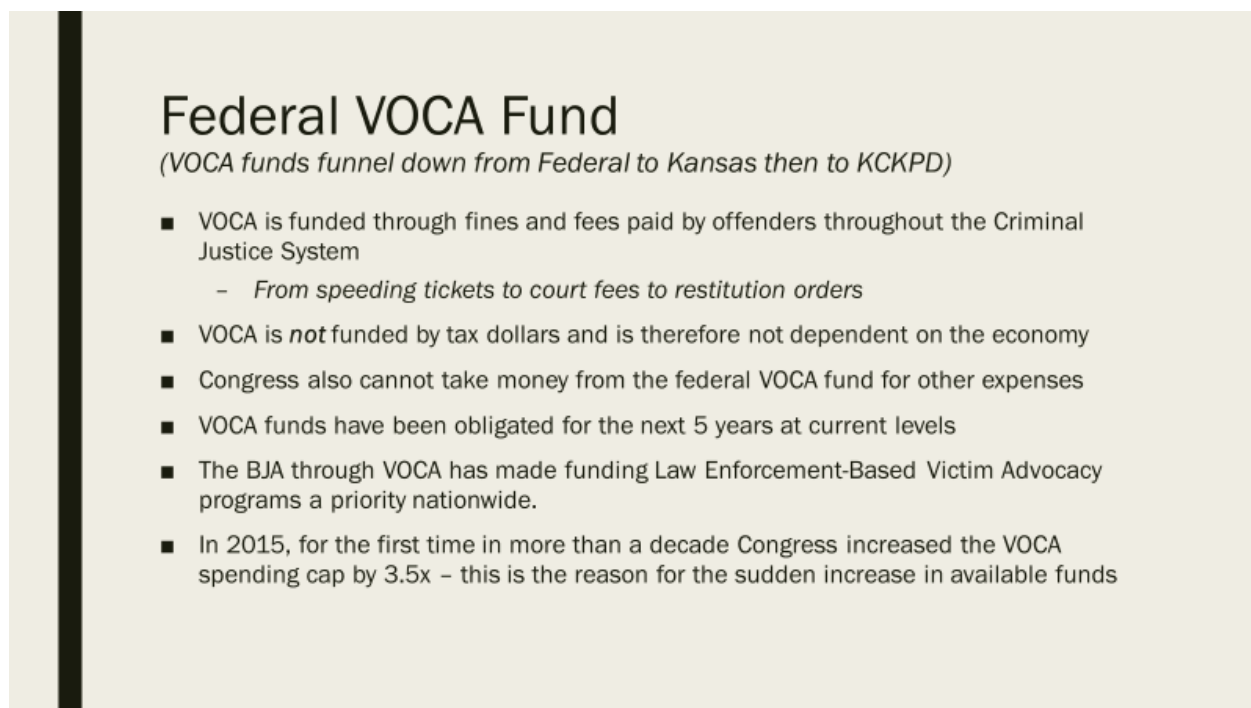
Kristin Czugala, Supervisor of Victim Services Unit, KCKPD, said we are requesting permission to apply for the Victims Of Crime Act Grant. We've been funded by this grant. This will be our 20th year. We have to apply every year for this grant. What we do is we provide information and support to victims of crime. We provide on-scene crisis response. We respond to all homicide scenes to provide support to the family members, and we follow-up with almost all of the police reports that we get where people are victims of crime in our city.

We also staff the Protection Order Office in the county courthouse. Anyone who applies for a protection from stalking or protection from abuse order goes through our office there at the courthouse with the victim advocate that we have there, that's why Judge Lynch is also joining me this evening.

In general, our request is pretty much the same as last year for most of our funded items. I am proposing a request to add a second protection order advocate to that satellite office. This means our federal request has increased approximately \$40,000 to a little over \$300,000 total. Our total match requirement; for that increase is about \$8,500. There is a 20% match requirement; however, I am not requesting any additional funds from the Unified Government. I

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am utilizing existing match resources from our rent space, parts of our salaries that are already paid for by the Unified Government, those things. I'm not asking for any additional money. I have a little bit of a PowerPoint presentation to just kind of go over the basics. I just want to make sure that I demonstrate that the funding is available, that it's sustainable, and that the position is needed.



Federal VOCA Fund

(VOCA funds funnel down from Federal to Kansas then to KCKPD)

- VOCA is funded through fines and fees paid by offenders throughout the Criminal Justice System
 - *From speeding tickets to court fees to restitution orders*
- VOCA is *not* funded by tax dollars and is therefore not dependent on the economy
- Congress also cannot take money from the federal VOCA fund for other expenses
- VOCA funds have been obligated for the next 5 years at current levels
- The BJA through VOCA has made funding Law Enforcement-Based Victim Advocacy programs a priority nationwide.
- In 2015, for the first time in more than a decade Congress increased the VOCA spending cap by 3.5x – this is the reason for the sudden increase in available funds

Federally, it's a federal fund and it funnels down from federal, to Kansas, to the Police Department. It's funded through fines and fees that are paid by offenders in the criminal justice system. It's not paid by tax dollars; it's not dependent on the economy. It's a really stable funding source. They're protected by federal law so they can't be utilized for anything else other than helping victims of crime. These funds are obligated at the current funded levels for the next five years. We don't expect them to decrease anytime in the near future.

In 2015, for the first time in more than a decade, Congress voted to increase the cap, the spending cap for VOCA nationwide. Those funds increased 3.5 times that year and that's why we have the sudden influx of funding that we never had before, and that Law Enforcement-based victims advocacy programs are a priority in funding as recently demonstrated by the BJA through some grants that they have to increase victim advocates and law enforcement.

Kansas VOCA Fund

- FY 2015 funding went from \$4 million to more than \$18 million in FY 2016
- Kansas thus far has been unable to spend all of the \$18 million
 - (there is a large buffer should funding decrease for the state after 5 years)
- If the budget ever has to be cut, the Kansas Governor's Grants Program **does not cut personnel** for programs in good standing, instead, they cut supplies (hotel vouchers, taxi vouchers, emergency repair funds, printing, etc.)
- The VOCA Auditor for our grant is very supportive of increasing staffing for the Victim Services Unit and confirmed this during our most recent Audit in late April 2018.
- The Kansas Governor's Grants Program issued a Strategic Plan for VOCA Grants
 - *Prioritized adding Law Enforcement-Based Victim Advocates across the state*
 - *Prioritized increasing staffing to provide better services to victims statewide*

At the Kansas level, we had about \$4M per year and that increased to more than \$18M per year for the whole state, so there's a huge influx of funding in Kansas. So far, the state has been unable to spend all of that money, so the money is there for us to utilize. We're likely to receive this funding. If the budget does ever have to be cut, the Kansas Governor's Grants Program that runs this grant, they generally do not cut personnel. They cut funding for supplies, printing, hotel vouchers, taxi vouchers that we provide, those things rather than cutting people who do the work.

Their office is very supportive of us adding more staff. There are no guarantees. It depends on my application, but they are supportive of the idea. Again, they also prioritize advocacy and law enforcement-based units across the state.

KCKPD VOCA Grant

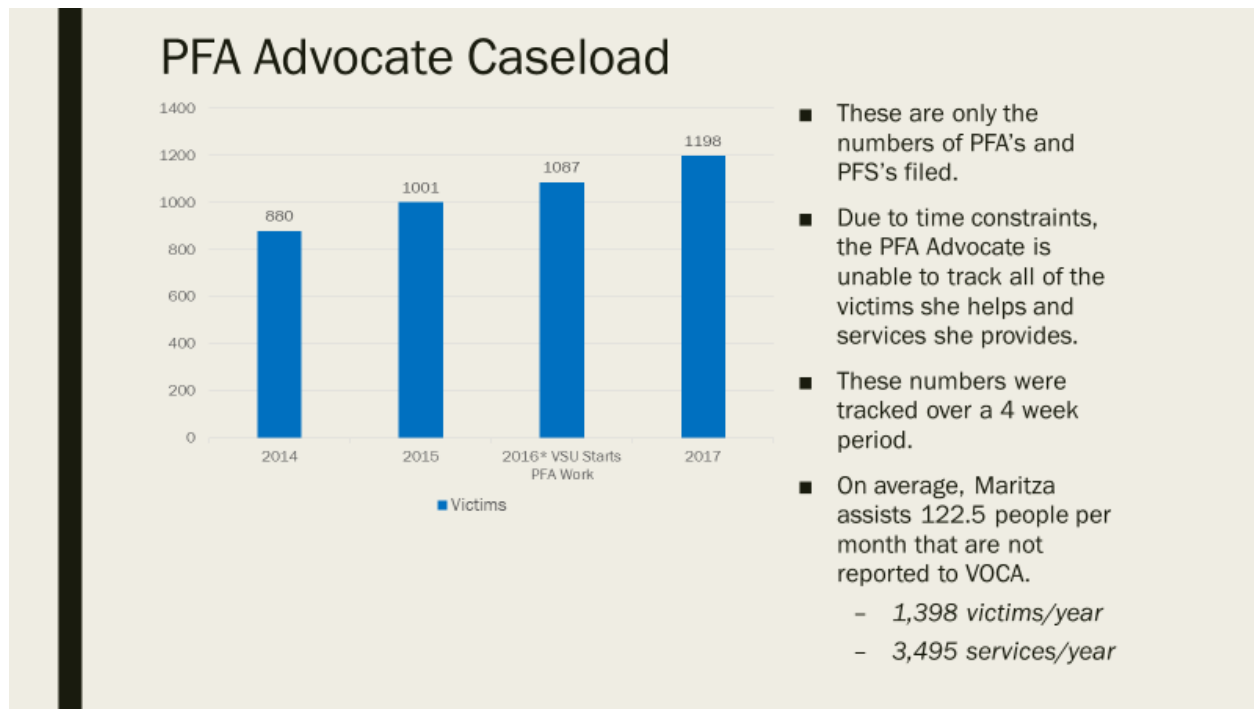
- The VSU has been funded by VOCA since FY 1999
 - *The VSU has **never** lost staffing due to VOCA budget cuts*
- The VSU's VOCA budget has increased every year since FY 2015 to enhance and improve the services we provide our community.
- All VOCA Audits going back to FY 2014 have been favorable and required minor adjustments to be in complete compliance.
- The VSU is in very good standing with the Kansas Governor's Grants Program due to superior grant management, responsible budgeting, submission of all requirements on time and a focus on trauma-informed services for all victims.
- The KCKPD VSU is considered the standard across Kansas for Law Enforcement-Based Victim Advocate programs.

Specifically, for our unit, we've been funded since 1999. We have never lost staffing due to VOCA budget cuts and we have been cut in the past. We haven't been cut lately. Our funding has increased every year since 2015. Our audits have all been favorable. We're in very good standing with the Kansas Governor's Grants Program due to our grant management, responsible budgeting by the unit of the Police Department and the Unified Government. We always submit everything on time. The services, of course, that we provide to the victims in the community. Our unit is considered the standard for victim advocacy and law enforcement across the state of Kansas. We're pretty proud of that.

■ New position will be 100% grant funded

- No additional cost to the Department/Unified Government
- VOCA funds will cover salary, benefits, office space/furniture, computer, etc. at 100%.
- NO additional funds will be requested of the KCKPD or UG to meet the increase in match requirement

Obviously, the biggest point is this position is 100% grant funded. We're not asking for any additional money from the Police Department or the Unified Government. Funds will cover salary, benefits, office space and furniture, computer, all equipment that is needed for that position. I found match in other places where I don't need to ask for more money from the Unified Government.



About the need for this position. This is the caseload for that office. We had 880 people file. These are filed petitions for protection orders in 2014. It's increased every year to almost 1,200 last year, so the need is increasing every year. These are only the number of petitions that are actually filed. There are far greater number of people who actually come to the office and ask for help that the advocate provides services for who don't end up filing a petition for various reasons. They don't qualify or maybe they decide not to or they choose to file in another county because they have that right also.

We had the advocate track her total numbers for everyone she talked to that week and estimated of the number of people that she spoke to who didn't file a petition, probably about 50% of those came in at a later date and did file a petition. These are conservative numbers and we estimated about 122 people are not filing petitions per month that she is providing services to. She just doesn't have time to do data entry for in our system. These are people that she is helping, that our unit is helping, that we're not able to report to our grant that we are helping. There are far more people than the 1,200 that the office is helping every year. That's 3,500 missing services that we are estimating. It's okay to under report to your grant. It just means we're not getting credit for all of the work that we're doing.

1 Additional PFA Advocate

- Implement Lethality Assessments at the Courthouse*
 - 50% of the victims seeking PFA's or PFS's do not already have a police report
- Conduct Safety Planning with every victim who needs this service*
- Conduct a quick History check in KCKPD Software to provide information to Judge*
 - Prevents abusers from obtaining a PFA against their victims
- Eliminates strain on Response Advocates having to staff the PFA Office
- Better Connections with City Prosecutor, Friends of Yates, and other agencies
- Long-term Goal – Emergency Orders
- \$0 cost to UG – personnel, benefits, supplies, furniture, etc. 100% VOCA funded
 - Current office at the courthouse has enough space to house two PFA Advocates

* VOCA activities not currently implemented due to significant time constraints

Having an additional advocate will allow us to spend more time with each client. It's very rushed. Sometimes there are 12 people waiting that have to fill out their paperwork in order to get before the judge. We have to get them registered and the paperwork done by 10:00 in order to get before Judge Lynch at 11:00.

Some of the things we told you we wanted to do and the grant is wanting us to do is implement lethality assessments at the courthouse. This is a screening tool that tells us if that person is at high-risk of being killed by their abuser. This is something we're wanting to do. It's a pretty simple screening tool, but we just don't have the time to implement it with everyone who should be getting that tool. That's something we would be able to do with a second person in the office because we'd have more time to spend with each client.

Conducting safety planning with every victim. She's able to do safety planning when she has time; if she's not rushed and has 12 people at one time. Sometimes she'll refer them down to our office or to Friends of Yates for safety planning with an advocate there.

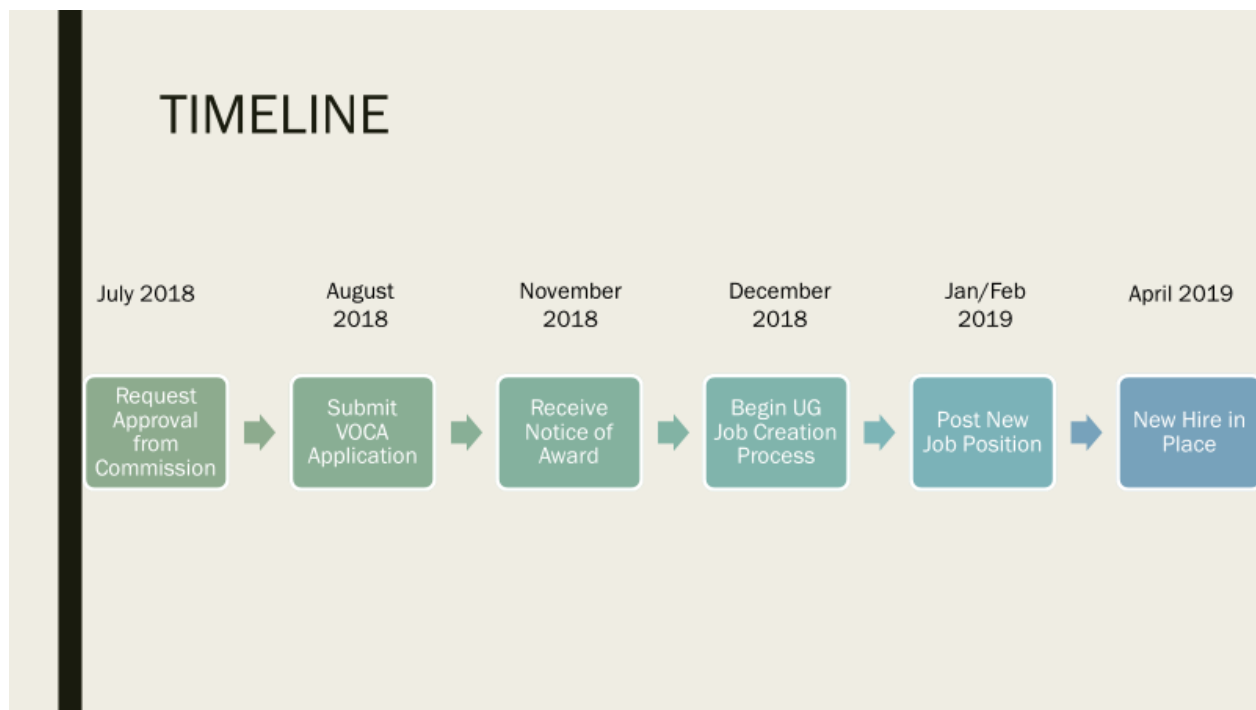
We'd also be able to do a quick history check in our Police Department's software. What this would do is we'd be able to see if there were recent reports and be able to see who's been the predominant aggressor in this situation. There have been times that abusers have gotten protection orders against their victims. Potentially being able to run a check for that in the

system, we can notify the judge who can then ask those kinds of questions and potentially prevent an abuser from using the system against the victim.

It also eliminates the strain on our response advocates. Our advocates down at Police Headquarters have to staff that office when she's off because we can't not have someone running protection orders. That's been very difficult for the staff down at headquarters.

It also allows us to have better connections with various agencies. Having two people in the office would allow one of them to be able to leave and attend a meeting, an networking meeting or a advocacy meeting to build better programs and policies that way.

Long-term, we discussed with Judge Lynch actually doing emergency orders at some point for people who need an order after hours who aren't able to get one. So that's a long-term goal for us having multiple people in the office to be able to help with that.



That's the general timeline when we expect this to happen. The grant application is due on August 15 and usually receive notice of the award around November or so. Giving the timeframe that it usually takes to advertise and hire an employee, we expect them to be in place about April. I also, long-term, have looked at the match that would be needed to fund this position for a full year. This grant application asks for six months for salary and benefits. I do also have enough

match once that is a full year with VOCA without having to ask the Unified Government for additional money.

Judge Kate Lynch said I've been given a lot of credit for what we've done with domestic violence, but I just want to make it clear that I couldn't do any of this without Kristin's office. They have really filled a need and not only educated the victims on the danger that they're in, but they've educated a lot of the Judges and a lot of the court personnel also. We plan on making some changes. I'm going to move the exparte docket, that's when they come in for the initial emergency hearing, to 1:00 to accommodate when we have to, to get that paperwork done. Eventually, now that we can do electronic warrants, we're hoping to get the paperwork and everything down to a science so that we can go ahead and do those emergency orders after court since I do have the ability to do electronic signatures now.

The other thing I wanted to point out was a lot of people go, what does the advocate do? This is the document that you're given. It's 14 pages. Put yourself in the shoes of a victim who may have ran out of her house in pajamas or shorts and a t-shirt and has to come to court to get an order and they hand her 14 pages of material and say, can you fill this out please? It's not state; it's law. Some of it's state law; some of it's federal law. It's not our document. I would have a very much shorter form. Those are the things that they do.

We've added to our protection from stalking, it used to be two incidents. Now, if you have been sexually assaulted, you can get a protection from stalking against the person who allegedly sexually assaulted you, but that's 12 pages. Again, these are what the victim advocates are dealing with. I think it shows the increase in the numbers probably from last year to this year, the change for the sexual assault probably makes up for some of that. Although, I will tell you, it's increasing every day.

Commissioner Markley said I really just want to commend you. You know, as a government, we often hear that we are not very good at helping our constituents. We're not very good at putting ourselves in other people's shoes and trying to do what's best for the other person. What I hear coming out of both of you, is that you're willing to bend over backwards to try to help these victims if they come to you. You're willing to change your docket times and working on this paperwork and trying to help them in every way. It's just commendable in so many levels so we appreciate it.

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Judge Lynch said Kristin mentioned the lethality assessment. I think with the two victims, we would be able to even more to serve constituents even more. That's about a 20-question yes or no developed. I use kind of a mini version of it if I see things that give me concern, red flags in the factual portion of the paperwork. If they had two people, they could follow-up, make those phone calls and spend a little more time with the victim when they're not so flooded with adrenaline so that they're able to absorb the information about the kind of danger that they're in. I didn't mean to interrupt, Commissioner Markley. I just wanted to make that clear.

Commissioner Philbrook said thank you very much for all the work you do. Back in 1995 or so when I had to file a protection, it was nothing like it is now. I had to have a lawyer to make sure that it happened. I want to thank you for that work.

I also want to ask you, is it possible for you guys—and I'm sure you have one—a presentation that's 30 minutes or so or less that you could bring before us sometime so the general public can actually see what's going on, what you do, and maybe a couple of folks might be willing to come in with you and say hey, this has saved my life or whatever. People do look at these televised sessions. I think this would be a perfect way for you to be able to let people know how you can help them. **Judge Lynch** said I'm sure that's something both of us would be interested in doing. I know Kristin goes out and educates the public and I try to do that from the standpoint of the Bar Association and different groups. It's something important that every victim, whether they know it or not, every citizen is affected by. If your neighbor is having problems and is being abused, she's not going to be jumping up out of bed to go mow the grass in the morning either. There's going to be some depression and those sorts of things that will set in and it will affect neighbors. **Commissioner Philbrook** said it affects all of us. I really applaud you. I do want to see you get this out on the airway. It might save some of those trips you have to make because people will be able to see what you can do for them.

Action: **Commissioner Markley made a motion, seconded by Commissioner Johnson, to approve.** Roll call was taken and there were six "Ayes," Groneman, Philbrook, Markley, Kane, Johnson, Bynum.

Item No. 3 – 18321...RESOLUTION: 42ND & ARGENTINE BLVD. STORM DRAINAGE PROJECT (CMIP 5303)

Synopsis: A resolution declaring the necessity and authorizing a survey and descriptions of lands necessary for the construction, maintenance, operation, use and repair of the 42nd and Argentine Storm Drainage Project (CMIP 5303), submitted by Kenneth Moore, Chief Legal Counsel.

Brent Thompson, Director of Engineering/County Surveyor, said it's going to be for the surveying and descriptions of lands for the construction of this project that's going on.

Action: Commissioner Markley made a motion, seconded by Commissioner Johnson, to approve. Roll call was taken and there were six "Ayes," Groneman, Philbrook, Markley, Kane, Johnson, Bynum.

Item No. 4 – 18323...ORDINANCE: AMENDING CODE OF ORDINANCE RELATED TO PRELIMINARY BREATH TEST

Synopsis: An ordinance amending Sec. 35-254 – Preliminary Breath Test to be consistent with Legislative amendments to State statute, submitted by Casey Meyer, Assistant Counsel.

Susan Alig, Assistant Counsel, said this ordinance change would just bring our code of Ordinances in line with state law. There was a change that went into effect on July 1.

Action: Commissioner Markley made a motion, seconded by Commissioner Philbrook, to approve. Roll call was taken and there were six "Ayes," Groneman, Philbrook, Markley, Kane, Johnson, Bynum.

Item No. 5 – 18320...UPDATE: WASTE MANAGEMENT OPERATIONS

Synopsis: Update of recent and on-going operational changes and performance indicators with Waste Management, submitted by Jeff Fisher, Executive Director of Public Works.

Refuse and Recycling Update -Waste Management-

Update 7-23-18

History of Recent Refuse and Recycling Discussions

April 23, 2018 at Standing
Committee: Pilot program
discussion.

May 10, 2018 at Full Commission:
Pilot program discussion. Commission
wanted service issues addressed

May 16, 2018 weekly meetings to
address service issue with WM
started.

The following updates are from
weekly meetings.

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Melissa Sieben, Assistant County Administrator, said we are back here tonight to do some follow-up. As you'll recall, I'm just kind of going to go through this next slide here. We came to you this last spring on the 23rd of April to discuss a pilot program. During that conversation and also in the weeks proceeding that, our service had sort of transitioned again and things still had never cleared up from when we started having more and more issues with our refuse and recycling pickup in around 2015, 2016. The conversation there really sent a message to staff again on the 10th of May that we needed to do more to work with Waste Management, who we contract with to provide service throughout Kansas City, Kansas. In doing so, since May 6, we've been having weekly meetings with Waste Management.

What we wanted to do tonight is not follow-up on the pilot program, rather discuss sort of where we're at on the status of working on our service issues with our contractor, Waste Management, and be here to answer any sort of questions about how we're headed forward on that.

Without further ado, I'm going to turn this over to Kirk Suther. He's going to run through some information. Then Paul Howell, who has been not only with Waste Management, but their transition company as well as Deffenbaugh, is going to also do a couple of slides to kind of give some background on where we're at and where we're headed.



Kirk Suther, Solid Waste Coordinator, said like Melissa said, we did start weekly meetings on Wednesdays with Waste Management at the beginning of May. We talked over the daily communications. We established daily communications at that time period. Since the first part of June, at the end of day, we get the number of trucks that they had running for trash and how many finished the day. Same thing with recycled trucks, how many finished the day. If they missed any areas of service and approximately where they're at, either trash or recycling, and then they also give us the end date for each day. We're keeping track of all that data so we can get a good database. Paul is going to talk here for a couple of slides.

Refuse and Recycling Service - What happened to the excellent service

- ▶ Transition from Deffenbaugh to Private Equity Company to WM - business model shift
 - ▶ The issue with providing consistent service was building under Deffenbaugh
 - ▶ hiring and retention
 - ▶ Safety culture change under WM to reduce workforce risk
 - ▶ Previous drivers did not want to adapt to work and safety expectations
 - ▶ DOT Hours of Service reduced to protect community and drivers
 - ▶ Work force moves to different position where automation is collection method - do not stay on WYCO routes

Paul Howell, Community Relations and Spokesperson for Waste Management here in Kansas City, said I appreciate the opportunity to visit with you today, although I wish it was under maybe some different circumstances, but that's okay.

I was in a meeting last week with some staff members and also some folks from Waste Management, and there were some comments and questions that were asked. As we looked around the room, fortunately/unfortunately, I was one of only two people that actually had experience from the Deffenbaugh days and also the Waste Management days. I started with the Deffenbaugh Company in 2008. I was with them through the entire transition, if you will, through private equity ownership and then through the acquisition. During that time in 2008, I was actually the Vice President of Operations. I ran the operations, the collection, the landfill, and also the recycling center.

When Waste Management acquired us, I spent the next two years as the District Manager so I still had full responsibility for the collection and operations, although I did not handle any of the landfill operations. In 2017, I basically transferred after 35 years in operations to the community relations role. Long story short, the reason that I was asked to speak today was because it was felt—and I believe I do have a little bit of a perspective of what was and what is, and hearing about what's taking place in the future.

One of the comments that was made in this meeting Friday was that the perception is and it sure seems like on March 15 of 2015 there was a switch that was set. What had been known as good, quality service really began to deteriorate. I made the comment that there was a series of building, if you will, that took place between 2008 and 2015. I was asked to come today and shed some light on that.

I want to let you know, and it's really important for me to—and I've had the opportunity to meet with some of the commissioners previously and I said the same thing. What I'm about to tell you is not an excuse. We own this challenge. We know that we own this challenge and we're committed to working to fix it. Please don't hear any of this as we're building a case for an excuse. We're sharing what the reality is, and we also want to share some things that we're doing to make it better.

Prior to the acquisition by Waste Management, one of the challenges that we've seen in the transition is just the hiring and the retention of people, frankly. That was building from 2009 to 2015. The reason it was building was two-fold. Number one, when you look at the industry as a whole, and when I say the industry, I'm not talking about just waste collection, I'm talking about transportation because that's what we are, we're a transportation company. The transportation industry, as a whole, really began to develop a challenge and replacing the workforce.

Back about 2010, 2011, we we're hearing figures that nationwide the transportation industry had a shortfall of between 20 and 25,000 drivers. That meant that there were 20 to 25,000 seats that were empty readied to be filled and they just couldn't find people that wanted to drive trucks. That number continued to increase over the years.

The other challenge that we faced, frankly, under the Deffenbaugh private equity ownership, was that when it was first acquired in 2008, we did a minor wage adjustment for the people; but that wage adjustment was only applicable to a certain population. That population was the commercial routes and also the industrial roll-off routes. We did not touch the other residential group. There were no wage adjustments for the next seven years. Unfortunately, during that time, though, the cost of insurance continued to increase. I'm not criticizing the past ownership and, again, I'm not using it as an excuse. I'm just sharing the reality. It was a different business model. It was what it was. We felt that impact of really having a hard time hiring people and retaining people for probably the last four years of the ownership prior to Deffenbaugh.

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In March of 2015 when Waste Management purchased the company, I sat down with the leadership of the company and they said what are we going to need to do now. I said this is not going to be popular. You're not going to want to hear this, but this is the reality. Our folks had no wage increase or adjustment for seven years. We've got to do something, and we've got to do something quick. We also have a challenge with our equipment. We need to start bringing some equipment in.

Over the next three years now, three years, Waste Management has done no less than seven wage adjustments for our employee base. It was the right thing to do. That's seven wage increases and adjustments over the last three years.

Why did we do it seven times? Well, we did it the first time because it was the right thing to do and we needed to get up to what we believed to be market standards and market specifications based on our industry and the transportation industry. It was somewhat of an interesting dynamic because we certainly are one of the larger waste haulers in the city. When we made a move, there were competitors and even other transportation companies that made that move also so we needed to do it again in order to keep pace. We did it a second time in a very, very short period of time between 2015 and early 2016.

In March/April 2016 and on a historic basis, Waste Management does cost-of-living increases sometime around March or April. That time period came. We didn't bypass it simply because we had just done a wage increase. We went ahead and exercised that one too. Again, over the next couple of years, we've done a total of seven increases. Again, we believe that's the right thing to do. We think that we offer a very, very competitive wage today for not only our industry but for our industry specially, waste, but for the transportation industry and the Kansas City market. It was very important that we adjust those.

Secondly, Waste Management brought an incredible benefit package to our folks, a package that our people at Deffenbaugh had just never had the opportunity to experience. We had always had good, quality health insurance and health and welfare. Waste Management was just able to leverage their buying power, quite frankly, because of their size. We have 40,000 employees across the nation. It became somewhat more cost effective and efficient for our employees which was a good thing. That took place immediately, day one, in 2015. We were able to provide and to offer matching 401K for our employees. Our employees had always had an opportunity to participate in a 401K Plan, never a matching from the company's perspective though. It wasn't offered. That was new. Additionally, we offered a stock purchase plan at a

discounted rate to our employees. Every employee, regardless of whether you were a helper on the back of a truck, you were an office person, a janitorial person, or a community relations person, you had the opportunity to purchase Waste Management stock at a discounted rate. It's fantastic. We think that we brought a lot to the table. The challenges are still there. The challenges are still there, and we want to talk about that.

Refuse and Recycling Service - What happened to the excellent service

- ▶ Current challenges impacting refuse and recycling industry that are impacting service
 - ▶ New workforce expectations
 - ▶ Despite competitive wages and benefits, the strenuous work condition drive workers away
 - ▶ Nation wide and local shortage of CDL drivers
 - ▶ Career path exist
 - ▶ Still 5th most dangerous job in 2018

Some of the challenges include—unfortunately the waste collection business nationwide, believe it or not, we're still the fifth most dangerous job that you can have; the fifth most dangerous. I watch that fishing show a lot and I never really considered myself—when I watch that, I think hauling trash is pretty easy. I've been doing it for 35 years. It's dangerous. Our employees are exposed to that, so that's one of the challenges that we have.

There was a transition of a culture from the Deffenbaugh days to the Waste Management days. Part of that is that Waste Management is the industry leader in safety and risk management. That's not by accident, and no punt intended. It's a challenge for us and it's one that we adopt and we grasp onto and we do it very, very well. We're the leader with regard to our accident and injury experiences and it's, again, because we work hard at it and we don't compromise. There are some things that we just won't compromise on, and the safety of our employees and the safety of the general public is one of those things we won't compromise.

We've developed what's called 10 Life Critical Rules. All of these were developed to prevent accidents and loss of life. Some of those rules are very fundamental: wear your seatbelt if you're in a truck and those tires are rolling. Don't talk on the phone if you're driving.

We have a rule that's relatively unique to this marketplace. We used to do it all the time and that was our trucks would crossover the centerline. They would cross from one side of the road to the other. That's what we call in this industry snaking, if you will. We don't do that. We don't do that because we find that, number one, it's a risk. It's a risk to the general public; it's a risk to our employees; and by the way, there's a legality problem with it also. That's something that we don't do anymore.

For our employees, we coach, we counsel, we try to work with our employees, but at the end of the day, we just won't compromise when it comes to safety. Certainly, there were a group of employees that unfortunately just could not or would not adapt to Waste Management safety policies or some of their operating procedures so there were some that certainly left us.

Admittedly, our hiring standards for candidates are somewhat higher than the previous owner, but that's what the communities that we work for expect. We believe offering a competitive wage process to compliment that.

The challenge that we've got, just to call it what it is, across the nation and locally what we found our industry, the waste industry, has moved away from the manual collection process. It's just a reality. The reason they've done that, and Olathe here in this metropolitan area did this probably 12 to 15 years ago, was several facets. Number one, the efficiency of the operation. Number two, it was becoming more difficult to attract people to our industry. People don't want to haul trash. They don't want to get on the back of the truck and they don't want to throw trash. Number three, the workers comp that we were experiencing. The automation certainly lends itself to fixing and correcting a lot of those deficiencies.

We still have markets, and this is one where we do that work. We do the very best that we can, but it's a challenge. We run probably, I believe, it's 50 to 60% automated collection at this point in the Kansas City market. When we hire people into our system, into the residential system, when we're fortunate enough to hire them, they try to stay there a very, very short period of time because we hire them into the manual labor, to the hauling of the trash on the back of the truck. They're pushing, pulling, lifting hundreds and hundreds of containers a day, tens of thousands of pounds a day. That doesn't create a long-term employee.

What we do is we provide them the opportunity to move into another automated system or a commercial system, and certainly most of those employees opt for that. We understand why they opt for that and that's progression for the employee. Again, we think it's the right thing to do. The challenge that creates is it's a continual revolving door. That doesn't serve the purpose and the needs of this community specifically and that's what we're working on. We're really trying to work on that longevity.

One of the other things that we've done—we understand nationwide because of the shortage in the transportation industry of drivers, people aren't graduating from high school like I did and ready to go into the workforce and do physical labor. I guess I just grew up at a time when I was ready for that. That was 35 years ago. People now have different aspirations and that's fine. My own children didn't want to necessarily be trash truck drives. I understand that.

What we're trying to do is we take that helper on the back of the truck, because we run helpers in Kansas City, Kansas, and we try to provide them a career path. These are people that generally haven't had any aspiration or had the desire or had the opportunity to become CDL holders and we create that path for them. We create that path for a helper to a driver program, and we also work with truck driving schools in the community.

Our own program what we do is if we've got a helper who wants to become a driver and he's spent some good time with us and he's operated and taking care of his business, we send him to Florida on our dime to our own school. We put them up for about three weeks. They learn how to become a truck driver, they come back with their CDL and they're ready to become a driver for us. We've created that career path and we think that's a great thing. You talk about building loyalty in employees, when you create a career path for them, and we find that's worked very well.

In addition to that, some of the other things that we've done is sign-on bonuses. This year, specifically, if you hire on today as a driver, you qualify for up to \$6,500 in bonuses. A \$4,500 sign-on bonus to become a driver with us and then we have another \$2,000 incentive package.

We have the challenges. We're owning them. We're working towards them. We're working with the county officials to make sure that we get back on track. I appreciate your time.

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Complaints & Complaint Resolution



New process is being developed



All complaints for trash & recycling are to be directed to 311



W.M. has been provided access to the UG's 311 data base.
W.M. training is being scheduled on use of information



W.M. will enter resolution for each complaint into 311 once training has been completed

Mr. Suther said getting more back to the information gathering process through the meetings that we have had. We've looked at complaints and how those complaints have been resolved. When we first started talking about that, we would have complaints coming to Public Works Department, coming to different other departments in the city, and then they would all be going to Waste Management. In the process, it was decided that all the complaints would go through the 311 system. Currently, everybody is encouraged to have their complaint go through 311.

As the process is working then, 311 will send over the complaints to Waste Management. The problem that we're having there is they're not always getting them in a timely basis. They might get one or two emails and they might not get them soon enough. As a result of the process that we're working on, we're getting Waste Management the access to the 311 system so they will be able to have someone at their office pull up the 311 complaints when they come in, then they can get dispatch a truck, let them know about it and get it picked up. The expectations are also that Waste Management will enter a resolution of what the problem was. If it was like a non-compliance where they're setting stuff out that was not supposed to be out, they should put that in the 311 system so we'll have that information available.

I might just make one point that looking at the number of houses that have been missed in recent times here and taking a look at the 311 complaints that we get, the percentage of people

that call in is very, very low. People haven't even responded that their service is not getting picked up.

Ms. Sieben said Kirk, you might just mention that because waste is reported to us and we are tracking, we know that the complaint calls don't tie to the actual misses or issues with non-pick-up. We know there's a delta. Say I call but no one else on my block calls because they know I always call. That's what's happening. We actually are verifying. Waste will tell us what they've missed and we're also double-checking neighborhoods, as UG staff, so we know there's the delta. It's verifiable and that's why we're saying, the percentage of people actually complaining to us isn't representative of what's actually happening out on the streets.



What is being done to improve service?

- ▶ UG staff is working with WM to address service issues
 - ▶ Routes
 - ▶ Collection process
 - ▶ Improving recycling participation
 - ▶ Notification of non-compliance with refuse rules, including construction and household hazardous waste

Mr. Suther said we're looking at this issue. We're looking at the routes and the collection process trying to come up with ideas for recycling participation. Also, an item as far as notification that if the individuals have something out like household hazardous waste or construction materials that they put a notification or a tag right on that so that they're aware, the residents are aware that this is not in compliance to be picked up. The expectations are that will be entered into the 311 system also so then we would have that information available to us.

Analysis of Current Trash Pickup Times

Day	UG Time Per Contract	WM Estimated Pickup Time	Actual Time For Pickup*	Houses Per Route	# of Routes
M.	10 hrs.	12.81 hrs.	13.14 hrs.	805	15
T.	10 hrs.	11.72 hrs.	13.03 hrs.	806	12
W.	10 hrs.	11.93 hrs.	12.81 hrs.	735	13
Th.	10 hrs.	12.98 hrs.	13.02 hrs.	829	13
F.	10 hrs.	11.99 hrs.	13.03 hrs.	751	14
Time	50 hrs.	61.43 hrs.	65.03 hrs.		

*Actual Pick up times taken from Daily Reports.

Recycling Routes: Estimates are that each truck picks up between 1,800 to 3,400 homes per day per route.

The numbers; I put the numbers down here. I've been keeping track of an Excel spreadsheet every day since the first of June. It kind of shows the problems that are very easy to be created just by looking at the time.

The second column is what typically the trash day should be from 7:00 in the morning to 5:00 in the afternoon or a ten-hour day.

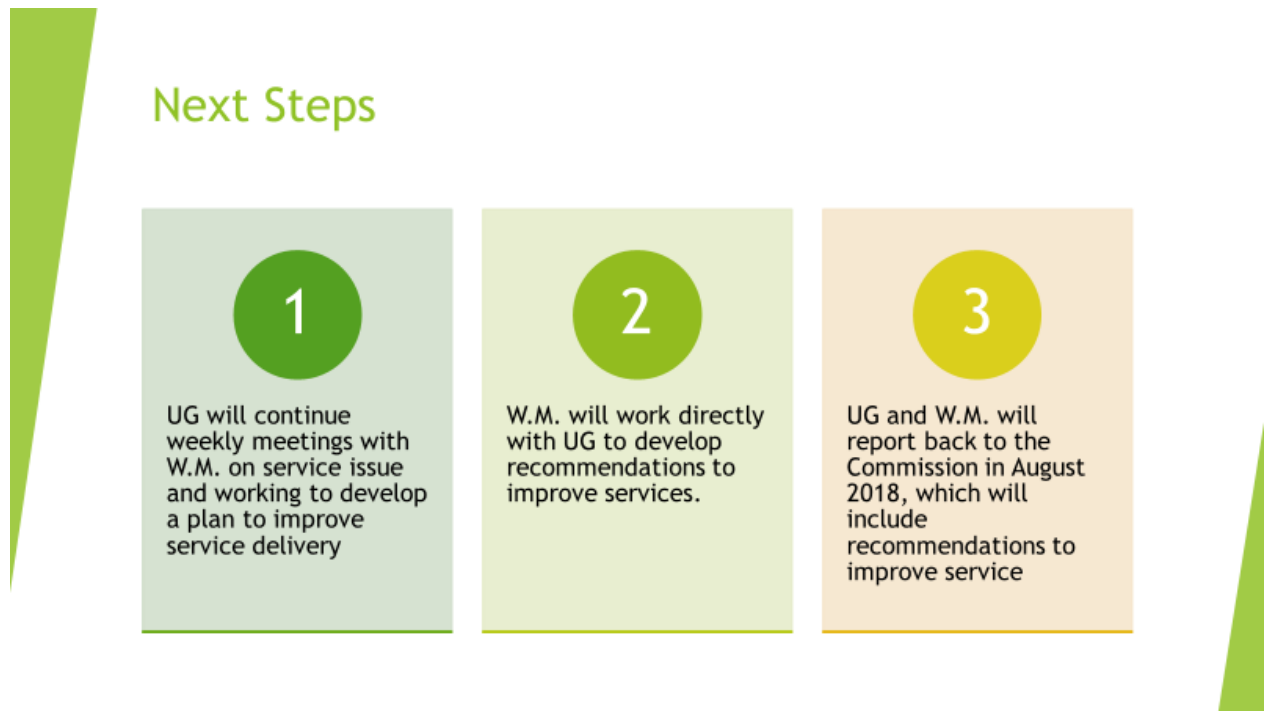
The third column is what Waste Management estimates for pick-up which is anywhere from an average of 12 to 13-hour days. The actual time is that 13 hours. For a week's time, we're looking at 65 hours versus a 50 hour. What happens then if you're planning on a 12 – 13-hour day, you get: heat, you get excessive heat, you get extra heavy trash, you get trucks that breakdown, then it just equates to houses getting missed and not getting picked up until the next day.

Ms. Sieben said there was a note on one of the slides that Paul covered, but they have DOT regulations they follow and that limits them a certain number of hours and so they're bumping up against that with their drivers having such an elongated day.

Mr. Suther said if you take a look at the last two columns, it shows the houses per route and then the number of routes for each day. From 12 to 15, it just doesn't give any consistency. Those are

a lot of houses for individuals to pick up. We don't have enough trucks on the streets it what it boils down to.

Then recycling, they estimate this is just for trash here, for recycling, they estimate between 1,800 to 3,400 homes currently that each truck has got to pick up each day.



The next steps. We will continue to meet on Wednesdays to work the service issue; to come back with ideas of how we feel that the service system can be improved.

Secondly, Waste Management is going to work directly with us and give us their suggestions of how it can improve. We'll be coming back and giving our recommendations for the committee.

Ms. Sieben said we're getting close to having some finalized recommendations. Waste is working through their systems and kind of making sure that what they're going to bring forward should help. That's why we're suggesting that we'll be back here in August with recommendations from them on what they can do to try to help get the delta down of what should be picked up in a day and what's not getting picked up, and to try and get to some more consistency in-service than what we've been seeing.

Commissioner Philbrook said thank you and I do appreciate it—the do tag, because I got a tag on mine saying make it closer to the road so I did. Although, where I’m at, I’m kind of afraid to because I’m afraid they’ll use it for batting practice. It’s okay. I’ll put it there. I’ve been getting good pick-up there so thank you very much.

I think part of the issue around it for me, of course I still get plenty of calls about non-pickup. I don’t mind that. I tell everybody to call 311 and then if you want to, you can still send me a message. I would really like to see people responded back to. I know that’s very time consuming, but when people have problems, they want to know they’ve been acknowledged that it’s really a problem and you heard them. So often, there’s a lot of people that have repeatedly had this issue. If you don’t call them back and let them know, yes, we heard you and we’re trying to work on it, they’re going to still be mad even if you show up and pick it up just because they don’t feel heard. You can understand that. You’ve been working with us long enough.

Commissioner Kane said I probably complain the most. Right after I complain exactly what I complained about what happened, you guys don’t pick up my trash on Monday and then you’re at my house at 6:45 in the morning. My neighbors are calling. I just want you to do what you get paid for. You’re not doing it. If I have performed my job function like that, I’m pretty sure I wouldn’t work there. I’m asking you guys to do your job. We pay you to do it. We want you to do it.

Chairman Bynum said I’m wanting to talk more internally about making sure that we communicate around driving people to 311. I think we’ve been saying that for a while now. I want to make sure that we are developing communication points around, even when we are called. Commissioner Kane is right. We are called or we are emailed. I want us and staff and everyone else involved in being told your trash isn’t being picked to say you must, must, turn that into 311. We could offer to do that for them, but we’d be pretty busy I think. I don’t mind being the conduit of the information; I truly do not.

In what ways can we utilize 311? The telephone, email, through the mywyco app? Is it any and all ways? I don’t know. I want a communication piece around telling our constituents and our taxpayers this is the mechanism we’re asking you to use when your trash is not picked up timely. Home Page of the website, etc., etc. That’s my request and this is a staff request. I think

we all agree with Commissioner Kane, ultimately, we just really want the problem to be resolved. I don't know if you're already working on the communication piece or whatever.

Ms. Sieben said what I can tell you is that when we did meet with Waste Management and the Mayor last week, Edwin Birch, our Communications Officer, was there. He was discussing this with them. I know they were discussing some different types of communication that we can do. One of the things that we don't want to do right now is try to confuse people on anything other than just call 311 so we get that reported. We have other things we'd like to work on such as what do you put out, what do you not put out, things of that nature. We feel like we need to figure out one part of it first and then we'll start working on those other things which are also critical so that folks don't have stuff that they think they are going to get rid of on Monday, Tuesday, Wednesday, Thursday, or Friday, and it turns out, oh, I actually needed to create a special pickup, call a different company or do something like that. We really want to help those folks.

Ultimately, in the end, we want to boost our recycling rates as well because it's good for a whole variety of things. I think we'll get to those in time, but for right now, please call 311 if you do have a miss so that we can log that and help Waste Management see where they're having troubles, not that I don't think they already know that. In fact, they've told us flat out they know where they're having their trouble. We'll continue to work with them every week until we get this back to the level of expectation that our residents expect as well as our staff and ultimately that Waste Management feels good about the service they're providing us.

Commissioner Markley said I was just going to say, I get at least daily emails and calls. It's a regular problem. I send them all to 311, post it all over the neighborhood Facebook pages. I tell them to call 311. I'm trying to drive them to the right place. There's a fatigue that comes with that where after they call 311 so many weeks in a row, they're not going to call. At some level, we have to make the changes quickly enough where they don't stop calling because then we're not going to have the data we need to know whether they got picked up or not.

Chairman Bynum said thank you for coming and bringing us the update and presentation. We will look forward to some potential recommendations in August.

Commissioner Philbrook said for all of the people out there that listen to this, I know it's frustrating, but I want you to make that 311 call. I don't care how many times you have to call, call. Don't be afraid to call. Not just one person in the neighborhood, all of you call, because then we have accurate data. We need to drive this so we get it taken care of.

Action: For information only.

Item No. 6 – 18336...RESOLUTION: SCHOOL RESOURCE OFFICER FOR USD #204

Synopsis: A resolution adopting a joint and cooperative agreement between the UG and the Board of Education Unified School District #204 to provide a School Resource Officer (SRO) to serve at the elementary schools for USD #204, Bonner Springs/Edwardsville, submitted by Jane Wilson, Assistant Counsel.

Jane Wilson, Assistant Counsel, said what I submitted is, I believe you all have an Interlocal Agreement for a School Resource Officer from the Sheriff's Office, so it will be a Deputy already with the Sheriff's office that will provide those services. One deputy for the three different schools that are located in three different cities in Wyandotte County.

Chairman Bynum said my understanding is it's completely reimbursed by the district. **Ms. Wilson** said out of the 52 weeks a year, 37 weeks is what it equates to of the actual salary.

Action: **Commissioner Kane made a motion, seconded by Commissioner Philbrook, to approve.** Roll call was taken and there were six "Ayes," Groneman, Philbrook, Markley, Kane, Johnson, Bynum.

Adjourn

Chairman Bynum adjourned the meeting at 6:05 p.m.

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