I. Call to Order / Roll Call

II. Approval of standing committee minutes from January 20, 2015.

III. Committee Agenda

Item No. 1 - GRANT: COMPREHENSIVE FOOD SYSTEM ASSESSMENT

Synopsis:
Request to submit a grant application to the Greater Kansas City Healthcare Foundation in the amount of $177,115 to fund a comprehensive food system assessment, submitted by Dr. Larry Franken, Public Health Director. No cash match required; in-kind staffing in the amount of $72,307.

Tracking #: 150039
Item No. 2 - GRANT: 20/20/20 CAMPAIGN

Synopsis:
Request to submit a grant application to the Greater Kansas City Healthcare Foundation in the amount of $56,095 to fund the 20/20/20 Campaign (20 miles of high priority sidewalks, 20 miles of trails, and 20 miles of bike lanes by the year 2020), submitted by Dr. Larry Franken, Public Health Director. Cash match required which will be achieved with funds already secured through CDC REACH grant and Slide for Health funds. In-kind staffing will be met with a percentage of current Healthy Communities Wyandotte Program supervisor salary.
Tracking #: 150047

Item No. 3 - ACCEPT FUNDS: SLIDE FOR HEALTH CONTEST

Synopsis:
Request to accept funds in the amount of $9,468.32, which were charitable funds raised by the Slide for Health contest sponsored by Healthy Communities Wyandotte (HCW), submitted by Dr. Larry Franken, Public Health Director. The funds will promote physical activity by improving levee trails in the county or help build new recreational trails. Schlitterbahn offered HCW to sponsor the Verrückt opening in the summer of 2014.
Tracking #: 150048

Item No. 4 - ACCEPT FUNDS FROM GM/UPDATE ON INFANT MORTALITY RATE

Synopsis:
Request to accept charitable funds on behalf of Healthy Communities Wyandotte in the amount of $5,000 from General Motors Fairfax Assembly Plant, submitted by Dr. Larry Franken, Public Health Director. The funds will support the work of the Infant Mortality Action Team. No match required.

Update on the infant mortality rate.
Tracking #: 150049

Item No. 5 - REQUEST: YMCA FUNDING

Synopsis:
Recommend that $65,000 from the 2015 and $10,000 from the 2016 Hollywood Casino grant funding directed to UG Parks & Recreation be allocated to fund the 8th Street Family YMCA operations from April 2015 - April 2016, submitted by Gordon Criswell, Assistant County Administrator.
Item No. 6 - PROPOSED CHANGES: HUMAN RESOURCES GUIDE

Synopsis:
Request proposed changes to the Human Resources Guide, submitted by Henry Couchman, Senior Attorney.

1.2 Definitions
2.1 Equal Opportunity in Employment
2.2 Harassment in the Workplace
5.6 Family and Medical Leave
7.1 Rules and Discipline
7.2 Grievance Procedure
7.5 Social Media

IV. Adjourn
The meeting of the Administration and Human Services Standing Committee was held on January 20, 2015, at 6:20 p.m., in the 5th Floor Conference Room of the Municipal Office Building. The following members were present: Commissioner Markley, Chairman; Commissioners Walker, Kane and Philbrook. Commissioner Maddox was absent. The following officials were also in attendance: Gordon Criswell, Assistant County Administrator; Joe Connor, Interim Assistant County Administrator; Rob Richardson, Director Urban Planning & Land Use; Renee Ramirez, Director of Human Resources; Shakeva Christian, Human Resources; Henry Couchman, Legal Risk Management; and Jody Boeding, Chief Legal Counsel.

Chairman Markley called the meeting to order. Roll call was taken and all members were present as shown above.

Approval of standing committee minutes from October 13, 2014 and November 17, 2014. On motion of Commissioner Kane, seconded by Commissioner Walker, the minutes were approved. Motion carried unanimously.

Committee Agenda:
Item No. 1 – 150009...COMMUNICATION: STUDY/RFP ACTIVITIES

Synopsis: The County Administrator’s Office will be providing a report on the status of Study/RFP Activities that are underway and planned, submitted by Joe Connor, Interim Assistant County Administrator.

Joe Connor, Interim Assistant County Administrator, said this was a report that was requested previously just from all the different activities from the budget from last year on different study activities that we are currently undertaking. I broke that down in three different ways. You’ve got completed, those that are in process and those that are in development. I’ll answer questions on each one individually if you would like, but I would just kind of like to hit the high points on the report.
The only one that is completed to date is the Multipurpose Event Center. That was one that we worked on during the summer. We got the final report out to you late October. I wanted to make sure on the Key Dates part that notice has been given to the Hollywood Casino for their hotel project to get that started. Based on the study results and based on that information they’ve got enough information to move forward. We started the clock ticking with them to break ground based on the previous agreement. **Commissioner Philbrook** asked that’s 90 days from now or that date. **Mr. Connor** said it was 100. That notice was given mid-December.

So the In Process, just going down that list we’ve got our Employee Compensation, the CVB/WYEDC/Chamber Consolidation, our Fire Service study, the County Fair which was asked for in the budget, the Employee Health Clinic/Occupational Health Services, that’s an active group that we’re working on through a contract negotiation as we speak, our Hotel Brokerage Services which has to do with the Hilton Garden Inn and the Reardon Convention Center, the Sheriff’s Office-Adult Detention Center, that RFP is nearly complete, and the Tri-City Multi-Modal Redevelopment Plan (K-32), the quiet zone around K-32 through Edwardsville and Bonner Springs and KCK. Those are all in development at certain phases. We expect almost all of those to be underway before the end of this calendar year and a lot sooner rather than later. Those are all the ones that are in process.

The only one that is planned at this point is on the Police services. We talked about that previously with you about starting later in 2015 as the new Police Chief was coming on the first of 2015. We didn’t want to hit that person with here’s a welcome to the job, now you’ve got to start a police study. We want to do that in the second half of 2015. That one is still being planned and is on the Police Chief’s radar screen.

**Commissioner Philbrook** said I have a question about when you mentioned the quiet zone. How far east does that extend? **Mr. Connor** said that’s a question I’ll have to get back to you on the specific details unless Rob’s here and he can answer. **Rob Richardson, Director Urban Planning and Land Use**, said the grant from MARC starts on the east side of the Turner Diagonal, I believe. **Commissioner Philbrook** asked on the east side of the Turner Diagonal. **Mr. Richardson** said at the east end of the project is the Turner Diagonal and then goes all the way into Bonner. **Commissioner Philbrook** said okay. That’s great. Of course I would have wanted to know that. **Mr. Richardson** said I’ll check to validate that, but I’m pretty sure.

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Chairman Markley said I think that’s correct from my discussions with Commissioner. Commissioner Philbrook said so from the east side west. Okay, that’s great.

Chairman Markley said this item does not require action. Are there any additional questions? Hearing none we’ll thank Mr. Connor for his presentation.

Action: No action required.

Item No. 2 – 150011...COMMUNICATION: PROPOSED CHANGES TO AMEND FMLA

Synopsis: Proposed changes to comply with Federal Regulations and Department of Labor Regulations for Family and Medical Leave Act as amended, submitted by Renee Ramirez, Director of Human Resources.

Henry Couchman, Senior Attorney, Legal Department, said what I’ve handed out to you is a Family and Medical Leave Act policy that has a few changes from the one that was attached to the RFA. I went back through the regulations and made a few changes to make sure that we were paralleling the language there. Most of them are not major, but there are a couple. They’re highlighted in yellow on the copy that I handed out to you there.

Commissioner Philbrook said before you go any further, the black is stuff that we already had that we’re either getting rid of or keeping. Mr. Couchman said that’s true. Commissioner Philbrook said the red is the new stuff. Mr. Couchman said yes. Commissioner Philbrook said I like that, a few changes. I was cracking up when I started looking at the red. The yellow is---Mr. Couchman said those are the changes that have been made to the copy that you had in the RFA. Commissioner Philbrook said stuff that you found that needed additional changes. Mr. Couchman said yes. Commissioner Philbrook and that means it’s either staying or leaving. Mr. Couchman said yes, depending on whether it’s crossed out or not. Commissioner Philbrook said not that I’d understand any of this anyway. Mr. Couchman said well, you’re not the only one.
The FMLA, there have been numerous changes passed by Congress since our original policy in 2005. There were changes in 2008. There have been several enactments of military leave by Congress and then new regulations in 2013 that incorporated all those enactments and then redid some other things. This has been a project that we’ve been working on for several years and finally have gotten it to the point where we’re able to bring it to you.

There’s 79 pages of regulations just on the FMLA. This policy is a lot longer than our old policy but it’s a lot shorter than the regulations which I kind of consider an extension of our policy. We tried to keep it relatively brief. A lot of the additional length is due to the military provisions which were not in our policy in 2005. They didn’t exist and they have since come down. They’re lengthy and there are a number of definitions that deal with military leave. We’ve tried to put those into the policy and at the same time keep it relatively short.

**Chairman Markley** asked are there a lot of operational changes that come with this or is this more just a matter of making our language match. **Renee Ramirez, Director of Human Resources**, said no, this is more of just making our language match. The entire time when the regulations were changing we continuously practiced what the regulations stated.

**Commissioner Philbrook** said do you mind if we just take a question about, like on page 13, Relationship and Paid Leave, on A, for instance. Reading that over, when it says paid leave that is classified as FMLA, leave constitutes part or all of the 12 or 26 weeks. Is there like certain things that allow for 12 weeks and certain things that allow for 26 weeks and they fall into those two categories. Do you really mean “or” or do you really mean somewhere in between there. **Mr. Couchman** said most FMLA is for 12 weeks. There’s one category of FMLA regarding military caregiver leave that is 26 weeks. **Commissioner Philbrook** said so it’s directly related to those two. That’s why I’m asking. **Mr. Couchman** said that’s all in the first part of the box. **Commissioner Philbrook** said I believe you. I just wanted to make sure that as I read this that that’s exactly what the case was. I appreciate that, thank you. I know I was nitpicking, but it was hey I might as well find something to ask you a question about.

**Mr. Couchman** said there are a couple of changes that I thought I would bring to your attention that I made to the copy that you had in the RFA. One is on page 7, there’s a subsection 9 there. One of the issues that we have is if we give someone FMLA can they go out and work
at some other job while they’re on FMLA. Our sick leave policy says if you’re on sick leave you can’t work somewhere else. We’ve incorporated that language from our sick leave policy into 9.

We initially went beyond that to cover some additional types of leaves. For example, for newborns, to adopt a child, we said well if you’re on that kind of leave you can’t work during your regular hours. I’m not comfortable that that provision is supported by the regulations, so at this point in time we’ve taken that out. If we do decide to go that direction I think we probably need to look at some of our other policies as well so that they’re all together on this. That’s why that change was made and that’s one of the main substantive changes.

The other change that I would point out is on page 13, 5A, which is the provision that you were just asking me about. Initially we had excluded compensatory time as leave that had to be taken before unpaid FMLA could be taken. That was based on the regulations as they existed before 2013, but looking at the 2013 regulations we can require compensatory time be taken as well before someone is eligible for unpaid FMLA. We went ahead and struck the language for compensatory time out of that. Commissioner Philbrook asked do you want to translate that real quick for me. Mr. Couchman said well, basically FMLA leave is unpaid, but the employer can require the employee to use their paid leave time before they take any unpaid FMLA leave. Under this provision before an employee can take unpaid FMLA they have to exhaust their vacation, their sick leave through FMLA. Basically, you’re on FMLA but you’re burning your sick leave, you’re burning your vacation, you’re burning your comp time. Only after all those things are exhausted can you just take unpaid FMLA.

The idea is we want them to use their leave, if possible, so that we can reduce their leave banks in conjunction with FMLA. Commissioner Philbrook said so, in other words, if they have 12 available and eight of it can be burned up, then there’s four left of unpaid. Mr. Couchman said right, but they have to take the paid first. Commissioner Philbrook said right.

Commissioner Walker said I’ve glanced through this, obviously I haven’t read the entire thing, but it does suggest that we’re required to grant, is a federal regulation that we’re required to grant leave for the placement of a foster child. Mr. Couchman said yes. Commissioner Walker said interesting.
Mr. Couchman said I don’t have anything further unless there are questions. This should bring our policy pretty much up-to-date with the regulations as they exist now.

Action: Commissioner Kane made a motion, seconded by Commissioner Philbrook, to approve with the changes the staff made. Roll call was taken and there were four “Ayes,” Philbrook, Kane, Walker, Markley.

Item No. 3 – 150001…GRANT: REACH

Synopsis: The Latino Health for All Coalition successfully applied for and received a grant from the CDC called Racial and Ethnic Approaches to Community Health (REACH), submitted by Terry Brecheisen, Interim Director of Public Health. Because the activities of the grant in the active living/infrastructure are so aligned with the work of our infrastructure team, Healthy Communities Wyandotte submitted a letter of involvement to participate and receive money from the grant.

Terry Brecheisen, Interim Director of Public Health, said the Latino Health for Coalition group has received a grant and Healthy Communities Wyandotte said that we would like to subcontract some of that work. It’s another one of those CDC grants for healthy lifestyle living and changing the environment for the community. What Healthy Communities Wyandotte wants to do is be involved in the bike trails and the walking lanes. It’s a $15,000 grant for three years for $45,000. Then we will do, yet to be named activities, which include enhancing the bike trails and the walking paths, publicizing them, making them more aesthetically pleasing, maybe put some park benches in there, maybe getting an advocate for some activities like a friend of the trail or something like that. So it’s yet to be determined activities that Healthy Communities Wyandotte feels like they would be good at and so subcontracting with them. They’re happy to have us do that.

Action: Commissioner Walker made a motion, seconded by Commissioner Kane, to approve. Roll call was taken and there were four “Ayes,” Philbrook, Kane, Walker, Markley.

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Item No. 4 – 140426…ORDINANCE: VENDING MACHINES

Synopsis: A review of the ordinances regulating vending machines has been requested by Commissioner Walker, submitted by Ken Moore, Legal.

Jody Boeding, Chief Legal Counsel, said he did not brief me on this. I think what he has done is attach the existing ordinances as they are. I think before staff will draft an ordinance we need direction about what you want in it. Rob Richardson, Director of Planning, is here and these are ordinances in Chapter 27, which is the Planning chapter, and he would be able to speak to these.

Commissioner Philbrook said Rob, can I have your opinion on some of this. Is there some of this you’d like to see changed or not or do you have any opinion on any of this. Mr. Richardson said I don’t really have an opinion on it. I think that this part of the Code helps to keep the community clean and the buildings looking nice and neat and clean up front. That was the intent when it was originally adopted. That’s probably all the commentary I would have.

Commissioner Walker said we have many machines that exist throughout the community in front of buildings that may or may not be in violation of these particular ordinances. We have many ordinances that look good on paper and make us feel good when we adopt them, but we don’t fund them and we don’t enforce them.

The Legends has, at last count that was given to me, seven or eight vending machines on their premises out in front of buildings. It’s not that I want vending machines in front of every building. I certainly think there are places such as liquor sales, perhaps in front of convenience stores, maybe filling stations, where there needs to be some limitation. This idea that they’re prohibited in front of grocery stores and every other use just carte blanche I am opposed to and want to change.

The reason that it’s up here tonight is because Legal wanted to have some discussion before they drafted an ordinance. I think that we have unequal enforcement. We have hammered the Walmart in Argentine for having a Coke machine out in front. At the same time we’ve done nothing about the Legends. Just drive, just drive through any business area and count the number of machines. Why, to Mr. Richardson’s stated thing, wants to keep the area clean. I don’t think a vending machine makes it look unclean. That’s my opinion.

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I think it's business unfriendly for us to deprive a businessman of an opportunity to increase his revenues. It’s just another ordinance that we are not going to fund the people required to enforce these ordinances. I could give you example after example. The biggest one is banner signs. This town is littered with banner signs, but I doubt seriously that any commissioner is going to take up the cause of going around and having every liquor store, grocery store, automobile store, any kind of business within their own districts, take down those banner signs that are up on an almost permanent basis because it’s business unfriendly. It will cause a great deal of angst among our business community because advertising sells product.

To me, I don’t believe this is, why the Walmart, a brand new store? It looks beautiful. It doesn’t face the street. It’s off the street. You’ll be able to see it when you go down 24th. You would be able to see it, perhaps, but you won’t be able to see it from Metropolitan, certainly not when the other outbuildings are completed. I think the definition of clean and beautiful is in the eye of the beholder. When it’s late at night and you don’t want to go into a store and you want something to drink and you don’t want to go to a fast food place, I don’t see the harm in a vending machine that’s maintained. Certainly there should be a requirement that it be maintained and in good working condition and so forth.

Again, these accessory uses, ancillary uses, have been out there at the Legends for years and there was never any discussion about it until one was put in front, I bet there has not been one ticket written for a vending machine in the last 10 years. Am I right or wrong? Mr. Richardson said you’re correct, but we have asked them to take them off of site plans on many occasions. The interior part of the Legends is treated like an enclosed mall based on the original agreement with the developer. So when they’re inside the enclosed area we don’t have them get signed permits. We don’t require them to do other planning related activities for the interior part of the Legends mall. Commissioner Walker said so we’ve adopted our ordinance to suit the Legends.

Chairman Markley said I feel like there are kind of two issues here. One is whether or not our ordinance should apply the same throughout the county. Currently it obviously has some differences related to the overlay of districts and other issues. That’s one issue. Do we want it to apply the same throughout the county? The second issue of how we feel about vending machines generally.
For my part, I think it should apply the same throughout the county. I just think it’s easier. It’s easier for us to enforce. It’s easier for the citizens to understand where the vending machines can be and can’t be if it’s the same for everyone. Also, for me, I don’t mind vending machines. I think particularly in our areas that have bus stops, especially bus stops that are well used, it’s actually an amenity because a lot of times if you’re waiting for the bus you don’t necessarily want to go back into the store. You’re afraid that you’re going to get stuck in a line or something’s going to happen and you’re not going to get back out to the stop in time. So it’s easier for someone to run up to the front of the store and grab a pop out of the machine or a water of the machine and run back to their stop. That may apply differently in different parts of the city because not all areas of our city use our buses equally. I think particularly in those areas it can be a big benefit. I would be supportive of an ordinance that is across the board in our county but with limitations. As Hal Walker expressed there are certain limitations that will keep our sidewalks from being too cluttered and from cutting off walkers and not allowing transit the way that we want it to be allowed.

Commissioner Philbrook said I believe it should be the same across the board. My reservations come with we’re already not funding things to be taken care of, looked at, code enforced and we want to put something else out there for Code Enforcement to have to go through and say you’re not maintaining this when it’s sitting out there. It’s getting torn up and broken into all the time, because it will be. I wish that in a perfect world that nobody’s going to come along and break into one of these machines, but I will tell you that they are definitely a big target the minute there’s a chance. You almost have to have it guarded. I think that’s probably one of the reasons why, and I’m not making excuse for them, because I don’t believe they should have them outside either, is that they are patrolled regularly and they have TV cameras all over the place. If you were to try to break into one of those machines out in the Legends your face would be easily seen or you’d be found quickly.

To just put them randomly outside, I think we’re asking for another source of police action on a regular basis, that there’s going to be a lot of calls on it. I hope I’m wrong, but I really see that as a big possibility. That’s all I have to say on that.
Chairman Markley said I would say two things just sort of piggybacking on that. One is that I think, assuming this moves on to the full commission in one form or another, I would ask Jody or someone in Legal to be prepared to talk about what our Code says because I’m guessing our Code as far as code enforcement already addresses dilapidated equipment in some form without us passing something new that says we can’t have dilapidated vending machines. I’m guessing it falls under existing law.

As far as enforcement issues, there are vending machines all over already so I guess, I don’t know if we keep statistics on vending machines being broken into, but I wouldn’t imagine it would change that much since we already have them all over already. They’re either being broken into or not already.

Commissioner Walker said let me make a comment about this kind of activity. Vending machines, I suppose, are susceptible to crime. You go to these various grocery stores that they vend if vending is used in the sense of to sell. My grocery store, apart from having two outdoor Coke machines that have been there more than 30 years and never been moved, they also vend wood, they vend garden plants during the summer, they vend propane and they vend piles of salt, dirt and various assorted and sundry gardening supplies. You’ll find that at Quik Trip. You’ll find that at almost every convenience store that they’re selling something out on the front of their business establishment. I don’t get how that is viewed as attractive, and a machine, a brightly colored lit Coke or Pepsi or whatever it might be is somehow viewed as deteriorating to the environment because the same places we won’t allow them to do this, they are allowed to sell those kind of products, to have propane exchanges. To me, we’re already letting them do vending from the front of their business establishments.

I don’t know if Walmart will sell plants at their particular market, but most grocery stores do. My CVS has plants out in front of it during the spring. I assume all CVS’s do, or most of them. They vend other things on a seasonal basis. I can tell you the plants are pretty unattractive after they’ve been out there for a couple of months and not taken care of. So the aesthetics of it are not all that are involved.

It makes no sense to me to ban a vending machine in front of Walmart when there are vending machines within a half mile of that business that have been in the Argentine area forever. I don’t see anybody going down there and saying get that out of here. I think it was set
one or the other. We’re either going to enforce this and make them take them all out. I don’t see why there’s some kind of enclosed mall consideration. Pedestrian traffic walks, is it only vehicular traffic we’re protecting from the hideous sight of a vending machine. When you go out to the Woodlands you’re walking around, you’re a tourist. You’re going to say oh my God, there’s a horrible vending machine up against that building. Come on.

This is one of those things where it feels good on paper, it looks good on paper, but in practical reality we don’t do anything about it. We’re not going to do anything about it. We’re not going to fund it. If they really became a problem, remember when we used to have all the telephones, pay phones everywhere. Everywhere in the right-of-way somebody was sticking a pay phone until cell phones put them out of business. How ugly were those pay phones on every street corner and we couldn’t do anything about that.

I’m wanting to move this forward directing Legal to prepare an ordinance that addresses what we’ve spoken about here tonight that permits it in front of grocery stores of 5,000 square feet. Pick a number. I’m not sure what number is fair. Commissioner Philbrook said why are we limiting? Commissioner Walker said well, I don’t know, because some people don’t want them everywhere. As far as I’m concerned if you can put a vending machine and it pays for itself and makes you a little money, it’d be alright for me to put them anywhere.

Commissioner Philbrook said I just want to understand what you’re saying. Commissioner Walker said well let’s just get something to the full commission. Commissioner Philbrook said no, I understand. Commissioner Walker said I am prepared to accept limitations or some kind; I don’t want a guy to come out of a liquor store with a bottle of whiskey and buy a bottle of pop to mix it with. I mean there’s just a certain bad karma with having a vending machine in front of a liquor store. Now, oddly, what we do allow is the liquor store to be here and then by just having a wall and a door you can go in….Commissioner Philbrook said they can go in and buy soda. Chairman Markley said Commissioners, is it safe to say that they could pull some of the limitations from the existing ordinance and make it a countywide ordinance utilizing some of those limitations that are in existence today? Ms. Boeding said our planning is only applicable in the City limits. Chairman Markley said technicalities.

Mr. Richardson said the ordinance does apply countywide. When the Legends was developed there were many, many exceptions given, Sign Code and other things. One of the
administrative things that they asked for was not to have to get sign permits and other things within the mall. So we kind of drew that boundary around it. There might be other exceptions but with that one primary exception it is uniform countywide.

They put machines in front of Target and the whole west side of the Legends. We worked through the developer to make them take, we didn’t have to write a ticket, we just said this is against our Code and they said okay we’ll take them out. They wanted to make sure they were within their limits in where they put them inside the Legends.

It was kind of the same issue with where we make them get sign permits or don’t get sign permits. For instance, where Outback was and Jose Peppers went in they had to get a sign permit because it’s on the outside, but if you’re inside where Eddie Bauer went in they don’t get sign permits. They follow their own design regulations because it’s interior to the mall. That’s the only real exception to it being countywide that I’m aware of. There might be something else but that one’s the most significant and noticeable to a large number of people.

Commissioner Walker said what I’d like to do is get an ordinance up in front of the full commission and either everybody lives with it or we go around it. I know how I feel about it. I don’t think it’s, we interfere in the operation of business constantly and make it difficult when we ought to be making it easier for business people to work here. Rob’s a good planner. Planners go to a school that tells them, teaches them various things and I understand that. I don’t know that in all circumstances that point of view would be wrong. I think it’s wrong for Kansas City, Kansas. I think it’s wrong for the businesses in this community to be deprived of an opportunity to enhance their revenue. It’s just my opinion. Now other people may disagree, but at least if we get it up for a vote, we’ll put an end to it one way or the other.

Commissioner Philbrook said so Commissioner, I have a question for you. If this blows up in our face, we put it through and in a couple of years it looks like there’s been a potshot at our community with all kinds of weird looking stuff out there and we decide maybe we don’t like this overall, it’d be okay to go back and revisit this in your mind and maybe reconnoiter. Commissioner Walker said I don’t know what you mean by all kinds of weird stuff. Commissioner Philbrook said I don’t know yet because I’m not there.

Commissioner Walker said we have difficulty, one of the most progressive cities in the country allows food trucks to take one of their parks, Portland, Maine, over and park there every
day in the middle of their downtown where other competing, indoor, capital-heavy restaurants are and sell food from all parts of the world. They don’t think that that is ugly. We have trouble letting one food truck—Commissioner Philbrook said park in our ugly lot. Commissioner Walker said I just have to say that, you’re going to get tired of me before I’m gone. Commissioner Philbrook said I doubt it. Commissioner Walker said one size does not fit all. What works in Portland, Oregon, or in Leawood, or in Overland Park, may or may not be the model that Kansas City, Kansas ought to follow. Just because Overland Park is this shining star of the metropolitan area to some people doesn’t mean that we’re any less so because we allow a vending machine in front of a grocery store. I think we need to move forward on it and let the whole commission either up or down an ordinance and we can always restrict it at the council meeting.

Commissioner Philbrook said call for the question. Commissioner Kane said second.

Ms. Boeding said I wanted to know if the motion is to direct Legal to draft an ordinance that permits vending machines in front of grocery stores, if that can be interpreted under the Code. Is grocery stores a defined term that we know what that means. Mr. Richardson said I’ll have to look that up. Commissioner Walker said I don’t necessarily want a grocery store that is a convenience store. They make their money selling pop on the inside by the individual bottle. Not all grocery stores can you go buy an individual bottle of pop. They might have a restaurant inside there where you can get a drink or a beverage, but I can see this is going to be a nightmare working this out. Ms. Boeding said I’m just trying to get as much direction as I can at this meeting. Chairman Markley said is that clear as mud. Ms. Boeding said Rob will look it up and see if it’s enforceable if we can work with it. If not, he’ll bring something that would work.

Action: Commissioner Walker made a motion, seconded by Commissioner Kane, to direct Legal to draft an ordinance to allow vending machines. Roll call was taken and there were four “Ayes,” Philbrook, Kane, Walker, Markley.

Commissioner Walker said now, if I understand correctly, just for the record so you all know, once we approve an ordinance, we’ll have to send it to Planning and it will have to come up from the Planning Commission back to us. Is that correct? Ms. Boeding said yes. Mr. Richardson said I’m not sure that you all can approve an ordinance and then send it through Planning
Commission by state law. We’ll have to check that out. I think it has to go through Planning Commission before it comes to you. Ms. Boeding said I think we just want to get a sense of the commission, a direction. Commissioner Walker said if we recommend sending a proposed ordinance to the Planning Commission for consideration, we’re not approving the ordinance, we’re just sending it to them for review. Mr. Richardson said okay.

Measurable Goals:

Item No. 1 – 120153 …MEASURABLE GOALS

Synopsis:

- Aging
- Human Services

Gordon Criswell, Assistant County Administrator, said well I have more paper, Commissioner. We ran out of time.

What I have is a goal for the Human Services division and a goal for a part of the Aging. On the Human Services, they have a division that deals with adults that have developmental disabilities. One of the criteria per our contract with the State is that if someone applies to be determined eligible for services if they have a developmental disability or mental retardation, we have to respond to that eligibility assessment in seven days. That’s per our contract and we comply with that now. We have a way to measure it and so forth.

Similarly with the Area Agency on Aging, under the State’s Medicaid system we have what’s called waivers. Kansas has 17 different waivers under Medicaid. One of those waivers is called the physical disability waiver which is generally a child or an adult with some kind of physical disability that limits them. Per our contract with the Kansas Department of Children and Families there are adults and children, particularly adults, who have been on a waiting list for two years or more. The State has basically said to Aging departments, identify these individuals who’ve been waiting for two years or more, get them off the waiting list in five working days. They measure Aging on this goal as well.

Commissioner Philbrook said explain to me what that means, get them off the waiting list. Does that mean take action or does that mean just dump them off? Mr. Criswell said it does not mean dump them off. It means take action. They’re waiting on a waiting list because
there are services that they are eligible for that they have not received yet. So getting them off the waiting list means they will now get the services for which they have been waiting. **Commissioner Philbrook** said what kind of a backup do we have on that, I mean really. **Mr. Criswell** said well, the State keeps a statewide waiting list. Clearly the waiting list for this waiver is probably statewide 8-10,000 people. I don’t know exactly what it is for our county. **Commissioner Philbrook** said that’s kind of what I was after. Is that going to affect us and the amount of people we have down here. **Mr. Criswell** said I can find that out. I’m sure we know, but I’ll get that for you. **Commissioner Philbrook** said I would appreciate that. **Mr. Criswell** said generally we look at the statewide waiting list and that’s what the Department of Children and Family sort of measure how well the agencies across the counties are doing.

**Commissioner Philbrook** said so that means we, in particular, Wyandotte County, are responsible for getting those people that are in our region off that list. **Mr. Criswell** said correct. **Commissioner Philbrook** said so you’re going to let us know what kind of money difference that’s going to be and what kind of employee difference, the whole nine yards right? What do you think it is? **Mr. Criswell** said I’m going to let you know how many people in our county are impacted by this two year waiting list. Now just because you get off the waiting list doesn’t necessarily mean that you are employable or you can go to work. It may mean you may need services like homemaker services, or you may need transportation services, but I’ll get you a number. **Commissioner Philbrook** said give me a little bit more depth in that information. I’d appreciate that.

**Action:** No discussion

**Chairman Markley** adjourned the meeting at 7:00 p.m.

mls

January 20, 2105
Changes Recommended By Standing Committee (New Action Form required with signatures)

Publication Required

Budget Impact: (if applicable)

Type: Standard
Committee: Administration and Human Services Committee

Date of Standing Committee Action: 3/16/2015
(If none, please explain):

Proposed for the following Full Commission Meeting Date: 4/9/2015

Confirmed Date: 4/9/2015

☐ Changes Recommended By Standing Committee (New Action Form required with signatures)

<table>
<thead>
<tr>
<th>Date</th>
<th>Contact Name</th>
<th>Contact Phone</th>
<th>Contact Email</th>
<th>Ref.</th>
<th>Department / Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>2/23/2015</td>
<td>Dr. Larry Franken</td>
<td>573-6704</td>
<td><a href="mailto:ljenicke@wycokck.org">ljenicke@wycokck.org</a></td>
<td></td>
<td>Public Health</td>
</tr>
</tbody>
</table>

Item Description:
The Unified Government Public Health Department has applied for a grant from the Greater Kansas City Healthcare Foundation in the amount of $177,115.00. This grant application was developed by the HCW Nutrition Action Team in follow-up to the Mayor’s Wyandotte County Food Summit (May 2014). This grant would fund a Comprehensive Food System Assessment to understand county food system needs and priorities. This assessment includes in-depth community engagement, both quantitative and qualitative data collection and analysis, an economic analysis of the local food system and a policy analysis of how Wyandotte County compares with national food systems best practices. The short-term outcome for the project is to create a comprehensive Food Policy Assessment document that is as representative as possible of the needs of the entire community. Mid-term outcomes are enacting policy and environmental change to increase healthy food access, and long-term outcomes are increasing access to healthy foods in the county leading to improved nutritional intake for county residents. There is no cash match required, in-kind staffing in the amount of $72,307 will be achieved with current Healthy Communities Wyandotte staff.

Action Requested:
Approval of application

☐ Publication Required

Budget Impact: (if applicable)

Amount: $
Source:
☐ Included In Budget
☑ Other (explain) Grant funding request

HCW Budget.xlsx
Microsoft Excel Worksheet
76.4 KB

File Attachment
**Net Revenue**

Total funding from the Foundation and other sources are as follows:

<table>
<thead>
<tr>
<th>Source</th>
<th>HCF</th>
<th>Other</th>
<th>In-Kind</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care Foundation (HCF)</td>
<td>$104,808</td>
<td>$0</td>
<td>$0</td>
<td>$104,808</td>
</tr>
<tr>
<td>In-Kind</td>
<td>$72,307</td>
<td>$0</td>
<td>$0</td>
<td>$72,307</td>
</tr>
<tr>
<td>Other Sources of Funding HERE</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

**Total Revenue** $177,115

---

**Salary**

The project will pay the salary for the following staff: (e.g. Exec. Director, Intake Specialist, etc.)

<table>
<thead>
<tr>
<th>Position</th>
<th>Annual Salary/Rate</th>
<th>% of FTE</th>
<th>HCF Cost</th>
<th>Other</th>
<th>In-Kind</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Coordinator, HCW</td>
<td>$52,000</td>
<td>0.30 FTE</td>
<td>$0</td>
<td>$0</td>
<td>$15,600</td>
<td>$15,600</td>
</tr>
<tr>
<td>AmeriCorps VISTA Healthy Food Advocate</td>
<td>$12,000</td>
<td>0.6 FTE</td>
<td>$0</td>
<td>$0</td>
<td>$7,200</td>
<td>$7,200</td>
</tr>
<tr>
<td>Graduate student intern (summer)</td>
<td>$5,000</td>
<td>50.00%</td>
<td>$1,875</td>
<td>$1,875</td>
<td>$3,750</td>
<td></td>
</tr>
<tr>
<td>KUMC Community Health Project intern</td>
<td>$2,500</td>
<td></td>
<td>$2,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>K-State Urban Planning Intern (graduate student)</td>
<td>$4,400</td>
<td></td>
<td>$4,400</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Salary** $6,275

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**Benefits and Payroll Taxes**

The project will pay the following benefits and payroll taxes for the above staff (e.g. FICA, Health, Dental, Life Insurance, etc.):

<table>
<thead>
<tr>
<th>Benefit</th>
<th>% of total salary expense</th>
<th>HCF Cost</th>
<th>Other</th>
<th>In-Kind</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Coordinator benefits</td>
<td>$0</td>
<td>$0</td>
<td>$3,900</td>
<td></td>
<td>$3,900</td>
</tr>
</tbody>
</table>

**Total Benefits and Payroll Taxes** $0

---

**Other Direct Expense:** (e.g. Training Expenses, Consulting Fees, etc.)

<table>
<thead>
<tr>
<th>Expense</th>
<th>HCF</th>
<th>Other</th>
<th>In-Kind</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Assistance- Growing Food Connections team</td>
<td>$0</td>
<td>$3,000</td>
<td></td>
<td>$3,000</td>
</tr>
<tr>
<td>Consulting- Dr. Cheryl Gibson and team</td>
<td>$55,000</td>
<td>$0</td>
<td>$0</td>
<td>$55,000</td>
</tr>
<tr>
<td>Consulting- Crossroads Resource Center</td>
<td>$30,000</td>
<td></td>
<td>$30,000</td>
<td></td>
</tr>
<tr>
<td>Printing (surveys)</td>
<td>$1,500</td>
<td></td>
<td>$1,500</td>
<td></td>
</tr>
<tr>
<td>Mailing costs (surveys)</td>
<td>$2,033</td>
<td></td>
<td>$2,033</td>
<td></td>
</tr>
<tr>
<td>Translation/ Interpreter</td>
<td>$1,000</td>
<td></td>
<td>$1,000</td>
<td></td>
</tr>
<tr>
<td>Listening Sessions</td>
<td>$2,000</td>
<td></td>
<td>$2,000</td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td>$1,000</td>
<td></td>
<td>$1,000</td>
<td></td>
</tr>
<tr>
<td>Incentives</td>
<td>$1,000</td>
<td></td>
<td>$1,000</td>
<td></td>
</tr>
<tr>
<td>Graphic design and printing (final assessment)</td>
<td>$5,000</td>
<td>$0</td>
<td></td>
<td>$5,000</td>
</tr>
</tbody>
</table>

**Total Other Direct** $98,533

---

**Equipment & Supplies:**

<table>
<thead>
<tr>
<th>Insert Types of Equipment/Supplies</th>
<th>HCF</th>
<th>Other</th>
<th>In-Kind</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

**Total Equipment/Supplies** $0

---

**SUBTOTAL** $104,808

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**Indirect Expense**

<table>
<thead>
<tr>
<th></th>
<th>HCF</th>
<th>Other</th>
<th>In-Kind</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0</td>
<td>$0</td>
<td>$31,075</td>
<td>$31,075</td>
</tr>
</tbody>
</table>

---

*Equipment & Supplies: We do not include direct expenses.*

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*Equipment & Supplies: We do not include direct expenses.*
<table>
<thead>
<tr>
<th></th>
<th>Revenue</th>
<th>Indirect Expense</th>
<th>For the Project</th>
<th>For the HCF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Revenue</td>
<td>$0</td>
<td>$0</td>
<td>$41,232</td>
<td>$41,232</td>
</tr>
<tr>
<td>Indirect expense represents the project’s share of Overhead Expenses (rent, phone, library, etc.) and Administrative Costs. Applicants must limit the HCF portion of Indirect Expense to 10% of the Direct Expenses of the project represented by the sub-total above.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total All Expenses</td>
<td>$104,808</td>
<td>$0</td>
<td>$72,307</td>
<td>$177,115</td>
</tr>
</tbody>
</table>
It is expected to receive Chronic Disease Risk Reduction funding through KDHE and CDC funding through the Wyandotte Health District. These are not listed as the funding not yet being secured and projects not yet being developed for those funding streams. However, we predict that the funding will be secured and some portion will be applied to this or complimentary projects.

Salary entries here

Communities Wyandotte Nutrition Action Team will host the project, so all regularly participating Nutrition Action Team members will be contributing staff time to the project (not listed here as in-kind).

Benefits/Payroll Taxes - Insert any additional/clarifying comments re: your Benefits/Payroll Taxes entries here

Direct Expenses - Insert any additional/clarifying comments re: your Other Direct Expense entries here

Direct Assistance - Growing Food Connections: The GFC team will provide data collection, a food systems policy review tool, technical training and direct technical support for the project's development and implementation.

Direct - Cheryl Gibson: This will cover the survey development, data entry and analysis and the reports for the surveys. Dr. Gibson, an economist researcher in Wyandotte County, will ensure the appropriate use of scientific methodology to collect and analyze both qualitative and quantitative data collected within the community.

Direct - Crossroads Resource Center: Will perform an economic analysis of the farm and food economy of Wyandotte County. This will include an analysis of food production and consumption in the county, documentation of the spending power of specific ethnic communities in the county, a review of available models for connecting growers with low-income consumers. They will provide recommendations for intervention strategies.

We estimate the cost of survey printing will be approximately $1200, including folding. We will print business reply envelopes for a cost of approximately $300.

It costs $1,116 to mail 4,000 surveys, with an estimated response rate of just under 20% (accounting for the need to oversample due to acracy rates in some neighborhoods) + $917 return postage through the business reply envelopes estimating 700 responses).

Session/interpreter: Survey translation will cost an estimated $0.22 per word, interpreting for listening sessions or structured interviews will be $280 per hour. With a minimum of 2 hours of translation per session, we estimate needing an interpreter 7 times and $280 in translation for each.

Sessions: We will provide healthy food for participants in the 10 listening sessions, and may need to provide a small fee to utilize the locations.

We will provide social media and printed invitations for neighborhoods so that the community is aware of the assessment.

Incentives will be provided to survey participants who are sampled outside of the direct mailing process to oversample areas of underrepresented groups.

Design and printing (final assessment): After the data from the different components of the survey is gathered (community, economic, etc) we will combine the parts to create one final report/tool that can be used by decision-makers and community partners.

Equipment/Supplies - Please attach list of equipment purchases, including prices and quantities, to your application! Note: require any equipment/supplies to complete this project, although mailing, printing and incentives costs have been listed as "other expenses."
<table>
<thead>
<tr>
<th>HCF Budget - Narrative Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Insert any additional/clarifying comments re: your Revenue entries here</td>
</tr>
<tr>
<td>Expenses - Insert any additional/clarifying comments re: your Indirect Expense entry here</td>
</tr>
<tr>
<td>Health Department, our current indirect expense calculation is 32.28%. This figure is calculated and updated annually.</td>
</tr>
</tbody>
</table>
Health Care Foundation of Greater Kansas City (HCF)

Grant Proposal

Organization: Healthy Communities Wyandotte Nutrition Action Team
(Unified Government of Wyandotte County/Kansas City, KS)

Problem or Need

The USDA defines a food desert as a community that meets low-income and low-access thresholds. A food desert qualifies as a “low-income community” if it has a poverty rate of 20% or greater or a median family income at or below 80% of the area median family income. Furthermore, a neighborhood qualifies as a “low-access community” based on the determination that at least 500 persons and/or at least 33% of the census tract’s population lives more than one mile from a supermarket or large grocery store.1 According to the USDA census tract for Wyandotte, the county has a relatively high number of households (33.7%) without vehicles that are more than ½ mile from a supermarket.2 Feeding America reports that in Wyandotte County, 19.2% of residents are food insecure. This amounts to 30,160 people, 12,070 of these individuals being children. This staggering number represents only a portion of Kansans who are food insecure, with 426,850 individuals in the state having little to no access to healthy food. That’s 1 in 7 people who struggle with hunger on a daily basis.3

Another indicator of the high percentage of Wyandotte County residents who struggle with food access is the amount of residents who turn to food pantries as a means to feed themselves and their families. Harvesters’ Community Food Network has 65 agencies in Wyandotte County’s service area. These agencies serve 13,200 different people every month through 129 programs. In 2014, 66.1% of Harvesters Community Food Network agencies in Wyandotte County reported an increase of clients from the previous year (2013) while 33.1% reported that the number of clients had stayed the same both years. Not a single food pantry reported a decrease in clients from the previous year.4 Additionally, after a series of in-person interviews at food pantries in the county, many food pantries were found not to carry any source of fresh produce including fruits and vegetables.

Another indicator for food security levels is utilization of USDA’s Supplemental Nutrition Assistance Program (SNAP) program. The Department for Children and Families of KS estimates that approximately 84.9% of those eligible for SNAP benefits in Wyandotte County are receiving these benefits. As of December 2014, there are 13,024 households or 30,461 individuals receiving SNAP, making up 15.79% of the county’s population.5 To help with the use of SNAP dollars, Wyandotte County has SNAP-Authorized retailers (supercenters, specialty food stores, and convenience stores) at a rate of 95.87 retailers per 100,000 people. This is significantly higher than the 64.42 per 100,000 population rate for the entire state of Kansas.6 While these authorized retailers are helpful in feeding those who receive SNAP benefits, some of the SNAP-authorized supermarkets and other retail stores do not sell fresh fruits and vegetables.

4 Harvesters (2014). Statistics presented to Healthy Communities Wyandotte’s November Steering Committee Meeting
6 Community Commons Report (2014). SNAP outreach in Wyandotte County
The CDC reports that trends in consumption of fruits have not changed since 1988, with consumption of veggies decreasing slightly in the United States. For Wyandotte County alone, the BRFSS 2013 report showed that 25.9% of the county’s citizens consume less than one vegetable per day. That number nearly doubles for fruit consumption, with 46.6% of citizens consuming less than one fruit per day.\(^7\) The data is clear. A high percentage of Wyandotte County residents struggle to access food, and struggle to access healthy foods including fruits and vegetables.

Out of the 98 counties in Kansas ranked in the Kansas County Health Rankings, Wyandotte County ranks 89 in premature death.\(^8\) This could be due, in part, to the County’s ranking in quality of life. At 96, Wyandotte County ranks above just two other counties. Quality of life factors include poor or fair health, poor physical health, poor mental health, and low birth weight. Since one of the three major behaviors leading to early death is poor nutrition, there is significant evidence to show that the premature death ranking of Wyandotte County citizens is in part due to a poor diet. This diet is often a hard choice families must choose between; food or another necessity. Harvesters’ Wyandotte County food pantry agencies said that in the past year (2013) clients reported having to choose between food and medicine/medical care, utilities, housing, and transportation. These tough decisions contribute to premature death among Wyandotte County citizens. BRFSS also reports that in 2014, 13% of Wyandotte County citizens have been diagnosed with diabetes and 39.4% have been tested and diagnosed with high cholesterol. Wyandotte County’s adult obesity rate is at 39%. This is quite high compared to Johnson County, which shares a county line with Wyandotte. Their adult obesity rate is at 23%, 16% lower than Wyandotte County.\(^7\)

Poor nutrition, hard choices between food and medical care, and little to no access to fresh produce are all contributors to the poor quality of life and premature death rate in Wyandotte County. The CDC states that policy and infrastructure supports that help increase access to and availability of fruits and vegetables through various settings (grocery stores, corner stores, emergency food programs, schools, the workplace and in neighborhoods) lead to increased consumption of these items.\(^9\) The American Public Health Association and the American Planning Association have both recognized the importance of working together to improve community food systems, as demonstrated by the APA-APHA Plan4Health Coalition, the Built Environment and Public Health Clearinghouse, and joined the Academy of Nutrition and Dietetics and the American Nurses Association in publishing a policy statement in support of healthy, sustainable food systems.\(^10\)

As the county enacts wide-scale policy change to reduce barriers to access to healthy foods, the potential to impact all 160,000 residents’ access to healthy food exists. This can have a particularly profound impact for the thirty thousand food insecure individuals in the county. And based on the correlation between access to and consumption of healthy food including fresh fruits and vegetables, these policy changes also hold the potential to impact the diabetes, high cholesterol, and obesity rates of the county.

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Organizational Overview

Brief History of Organization

In response to the 2009 Kansas County Health Rankings report which listed Wyandotte County as having the worst health in the state, Mayor Joe Reardon convened a large group of community stakeholders to strategize a plan of improvement. As a result of that process, the Healthy Communities Wyandotte (HCW) coalition was created. HCW’s mission is to mobilize the community through increased communication, coordination, culture change, innovative leadership and community participation. After two years of dedication and input of nearly 100 community members, HCW published its 2011 community health improvement plan called Recommendations for a Better Future. The document, meant to serve as a strategic plan, outlines actions that the community can take to improve health in the areas of nutrition, infrastructure, education, health services, and communications.

Led by a steering committee comprised of community leaders from education, health, housing, business, government and community organizations, HCW’s work is planned and executed by five action teams that correspond to each recommendation area detailed above. Each team is chaired by a subject matter expert and consists of both residents and/or working professionals. The coalition is large: there are currently over 80 active members representing approximately 50 area organizations.

The action teams use the recommendations to select strategies that are timely and impact the entire county. Since its inception, HCW has been successful in leading teams towards meaningful results. As demonstrated above this group’s collaborative efforts and successes in the area of healthy living have been paramount. The Program Coordinator for HCW and those involved in the Nutrition Action Team will have a leadership role in the assessment of the community, which will lead to adding a chapter in the city-wide master plan, which can be amended annually.

Health Equity

Healthy Communities Wyandotte, as a division of the Unified Government, strongly values diversity and cultural competency. This is reflected in the composition of our Steering Committee, which includes leaders from prominent organizations that serve mostly black, Latino, and vulnerable populations, and in the materials we produce, which we translate into English and Spanish. As with any organization, however, there is always room to improve.

Understanding the importance of being culturally and linguistically competent, the Unified Government Health Department has a strong history of providing vital and continuous leadership for diversity issues in the Wyandotte County community. In addition to recruiting and hiring an ethnically diverse staff (current composition of the staff is 21% African American, 17% Latino and 56% Caucasian), WYCO strives to partner with a variety of community-based agencies that represent the Latino, African American and Asian populations.

This project’s success will largely depend on our ability to bridge Kansas City’s historical legacies of deprivation and discrimination by promoting a fully inclusive process. We have included important organizations working to empower communities of color in Wyandotte County, including the Latino Health for All Coalition, and the Neighborhood Business Revitalization Organizations (NBRs).

Finally, the community health improvement plan that guides our coalition was developed with representation from organizations from across Wyandotte County, geographically and ethnically.
Project Overview

Implementation of Emerging, Promising, and Best Practices

The CDC identifies creating a food policy council as a way to improve the food environment at state and local levels as a promising method of increasing fruit and vegetable consumption in a community. The purpose of these food policy councils is to develop policies and programs that stimulate policy and environmental change. Healthy Communities Wyandotte’s Nutrition Action Team has the same basic function as a food policy council or coalition, as it is made up of diverse community stakeholders from across the spectrum of growing, distributing and consuming food who work together with a goal of implementing policy change to improve access to healthy food in the county.

On May 1st, 2014, Healthy Communities Wyandotte’s Nutrition Action Team partnered with Mayor Mark Holland’s office to host a Mayor’s Food Summit. The event, with 240 Wyandotte County leaders in attendance, was successful in raising awareness of healthy food access challenges and solutions. Following the Food Summit, the NAT set forth goals of 1) implementing other policy change to support healthy food access and 2) incorporating healthy food access into Kansas City, Kansas’ City-Wide Master Plan. This grant application is a result of these 2 NAT goals. Since the Summit, the Nutrition Action Team has worked with our Neighborhood Business Revitalization (NBR) organizations to identify neighborhood-based healthy food access interests and priorities and identify how policy change can impact healthy food access in the county. While NBR priorities vary and reflect both the community in which they work and the projects they have already implemented and lessons learned, the organizations all have an interest in and dedication to increasing healthy food access and health within the communities where they work.

Soon after the NAT set these two goals, Wyandotte County (in partnership with MARC and the Greater KC Food Policy Coalition) was selected as one of 8 communities in the nation to receive technical assistance and support as a “Community of Opportunity” in the initiative Growing Food Connections (GFC). Growing Food Connections is a team of national experts seeking to enhance community food security while ensuring sustainable and economically viable agriculture and food production through policy and planning tools. The goal of the Communities of Opportunity initiative is to build the capacity of local governments to remove public policy barriers and deploy innovative public policy tools. Beginning in January 2015, GFC will provide three years of technical support to the region, focusing on Wyandotte County. They will provide on-site and distance technical assistance and guidance in developing planning tools and policies that support local farms and improve community food security and access to healthy foods. Their support ensures that we have access to a national set of experts who can advise us on how to follow best practices and pursue innovative efforts tailored to our community.

Assessing and identifying how healthy food access can be integrated into each step of the planning process has the potential to impact all 160,000 of the county’s residents. HCW’s goal is to identify policy changes and update our county’s Comprehensive Plan to reflect healthy food access. At the same time, HCW has a priority of conducting an in-depth community engagement process in order to work towards that policy change based on community input and data-driven feedback. With those two things in mind, GFC has recommended conducting a two-stage process.

Stage 1: Food Systems Assessment (Grant cycle 2015-2016)

The CDC’s strategies to increase consumption of fruits and vegetables include increasing fruit and vegetable access through grocery stores, corner stores, emergency food

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programs, schools, the workplace and in neighborhoods. Access to healthy food is dependent upon a community’s food system. Food systems follow a cycle of processes and activities including production, transformation/processing, distribution, access and consumption and waste/resource recovery.\footnote{12}

Addressing policy change that facilitates and enables food access can change the community nutrition environment of the county. Health disparities occur at the neighborhood level, as demonstrated by differences in life expectancy by zip code. Looking at the physical environment where people live and addressing healthy food access strategies at a neighborhood level can have a great impact on health equity.

Food Systems assessments or plans “describe communities’ goals for their food systems, assess the conditions of food systems, and make recommendations for improving them.”\footnote{13} Integrating underrepresented communities into the process of developing a Food Systems Plan insures that community voices are heard and reflected in the plan.

The proposed year one activity is to conduct a comprehensive food system assessment for Wyandotte County to gather baseline data for the county, identify community priorities, and pinpoint areas for improvement. The assessment will have several components:

**Community Engagement:**

The Nutrition Action Team will work with KU Medical Center researcher Cheryl Gibson and her team to lead a multi-method community engagement process to ensure that community residents’ feedback is integrated into the planning and policy-making process and health equity is addressed. In addition to being a member of the Nutrition Action Team, Dr. Gibson has worked in Wyandotte County on grocery store assessments, farmer’s market intercept surveys, and currently works with Rosedale Development Association and the Wyandotte County Planning Department on an update of their neighborhood plan which includes health concerns (also funded by the HCF of Greater KC through an applicant defined grant.) Dr. Gibson has worked within the Wyandotte community on many projects and has a strong understanding of how to successfully complete research within our county’s unique cultural context. She has access to a large pool of qualified graduate students to assist with this work, has systems in place to ensure data quality and has successfully completed projects of a similar scale in this field.

**Food Assessment Survey**

A community-wide food assessment survey of a stratified random sample selected by zip code within census tracts of Wyandotte County will be undertaken. The assessment will address several food access issues, including where people shop for food, how they get to those locations and the ease and safety of getting there (built environment), if the food they have access to is healthy, if they have access to locally grown food that they want, and their interest in obtaining fresh fruits and vegetables from other locations or settings, such as community gardens or farmers’ markets. The stratified sample will be designed to reflect the racial/ethnic backgrounds of the population within each zip code. Based on a total population of 113,070, the final sample size of 660 was determined using a margin of error of 5%, confidence level of 99%.\footnote{14} To achieve 660 completed surveys, 2,200 surveys will be mailed, anticipating a return


rate of 30%. If we are unable to collect information from enough members of underrepresented communities because of low return rates, we will oversample to ensure representation.

**Food Pantry Questionnaire**

To provide additional information about food access issues as they pertain to harder to reach samples, such as information from those individuals who receive food from pantries, we will assist in the development of questions to ask about barriers in accessing and consuming healthy foods. In March 2015, Healthy Communities Wyandotte will convene some of the food pantries in Wyandotte County. This meeting will discuss how more fresh fruits and vegetables can be offered to food pantry clients in Wyandotte County, review community resources available to pantries (K-State Extension, After the Harvest, Harvesters) and assess how gaps in service could be addressed to reach more Wyandotte County residents. Relationships built during this meeting will be utilized to distribute questionnaires at all willing food pantry sites in Wyandotte County.

**Structured Interviews**

Structured interviews with representatives from marginalized groups (secondary sources) - Somali Bantu, Karen Burmese, Bhutanese, Meals on Wheels, homeless, recent immigrants from Latin America, etc. will be determined. We plan a total of 10 structured interviews. All interviews will be digitally recorded, transcribed verbatim and analyzed for emergent themes by using a constant comparison approach.\(^{15}\)

**Listening Sessions**

Small group discussions will be held with neighborhood association group members to elicit perspectives of community members in different geographic locations throughout Wyandotte County. Up to twelve discussion groups will be facilitated by the KU Research team, led by Dr. Gibson. All sessions will be recorded and transcribed verbatim. We believe these sessions will offer an opportunity to get opinions and detailed information that cannot be collected by closed-ended survey questions.

**Maps**

- The Greater Kansas City Food Policy Coalition created a set of food systems maps. These will be updated with current data and information, with a focus on Wyandotte County, and posted on the HCW website for community use.

**A Local Food Economy Assessment**

Ken Meter of Crossroads Resource Center (CRC) has conducted over 100 local food system economic assessments. We will contract with CRC to conduct this portion of our food system assessment. CRC will gather and analyze economic data from production to consumption, including data to demonstrate the spending power of different ethnic populations in the county. CRC will then recommend models and improvements for connecting established or new low-income Wyandotte County growers to local markets of underserved cultural groups. This economic analysis will have a unique health equity lens.

**Growing Food Connections**

- Growing Food Connections will be gathering data on Wyandotte County’s food and farm landscape, including land and demographic data, agricultural census data, local government census data, public health data, and local government planning and policy initiatives

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focused on food systems. They will present that information to county stakeholders during a site visit in June 2015.

- Starting in February 2015, GFC will also provide several web-based trainings to help representatives from the county become familiar with key topics in food system policy and planning.
- GFC will be speaking with key food system stakeholders in the community about their perspectives on Wyandotte County’s policy and planning environment around food. The results of this research will be made publicly available.
- GFC will guide the NAT in conducting a Food Policy Audit to help develop food policy recommendations for Wyandotte County. The audit will consist of a series of best practices in local food policy, and representatives from Wyandotte County will be asked to engage key stakeholders to investigate whether or not those best practices are being implemented.
- Using Healthy Communities Wyandotte’s network of organizations and partnerships across the county, the Nutrition Action Team will conduct community engagement to identify community priorities for different components of the food system and to identify strengths and weaknesses of each component (see Community Engagement above).

Stage 2: Comprehensive Master Plan Update and continued policy change (Grant Cycle 2015-2016, not currently being requested)

The current City-Wide Master Plan of the Unified Government of Wyandotte/KCK was created in July 2008. It includes no mention of healthy food access, healthy food consumption, or data to represent the food environment in Wyandotte County and the need for greater access to fresh fruits and vegetables for Wyandotte County residents. The Food Systems Assessment will identify several different ways the Unified Government of Wyandotte County & Kansas City can improve the nutrition environment of the community.

Building on the in-depth community engagement process through the food systems assessment, the city will update their City-Wide Master Plan based on data collected from both data sources and community engagement. In this way, the Master Planning update can address those issues most important to the community.

We know this can be done successfully done. A grant from HCF allowed the Unified Government to complete the Sidewalk & Trail Master Plan in 2011. The process to develop this plan included 8 public meetings held around the county, and a community survey that generated more than 1,000 responses. It is widely regarded one of the most fair, transparent, and equitable planning processes the city has undertaken in recent memory. Not only did the planning reflect broad input, but the results have borne that out with an emphasis on projects within the urban core. Bike lanes on Southwest Blvd, accessible entrances to Kaw Point Park, and multi-use sidewalks in the historic Northeast are all testaments to a planning process that was adequately funded and equitably administered.

Mobilization of Uninsured and Underserved

The proposed project is built around increasing health equity in the community and mobilizing uninsured and underserved in the community. The community engagement process will be conducted by a KU Medical Center research team that will follow scientifically valid methodology, supported by the strong community network of Healthy Communities Wyandotte partners. A survey will target a full population sample by zip code, but also specifically targets underserved communities who would not be fully represented in traditional sampling by oversampling those groups. Surveys will be translated into Spanish, and will be written at basic literacy levels to reduce barriers to completing them. Community listening sessions will be held in order to reach those who do not feel comfortable filling out surveys by using the strong community network of Healthy Communities Wyandotte coalition partners. Students and
volunteers will attend community events and support community members in filling them out to reach those with lower literacy levels. Finally, the research team will conduct structured interviews with leaders from marginalized groups within the county, including refugee and immigrant groups, the homeless and low-income elderly. This project is unique in how it targets the entire Wyandotte County population through a scientifically valid sampling (99% confidence interval) in addition to conducting outreach to underserved and uninsured populations. The group has intentionally designed a scientifically valid, mixed method approach so that results can be compelling to decision-makers who are enacting policy change.

Forging of Multi-sector Partnerships

Healthy Communities Wyandotte (HCW) is a broad-reaching community coalition with a mission of mobilizing the community to improve health and well-being in Wyandotte County through increased communication, coordination, and culture change. HCW is housed in the Wyandotte County Health Department, and has active engagement from multiple sectors within each of 5 Action Teams: education, infrastructure, nutrition, healthcare and communications. The Nutrition Action Team is a multi-sectoral community coalition with a mission of improving Wyandotte County’s food environment so that all residents can and want to eat healthy food. Chaired by Katherine Kelly, Executive Director and founder of Cultivate KC, the NAT has a wide variety of Wyandotte County partners including local nonprofits Kansas City Community Gardens, After the Harvest, Harvesters Food Network, Episcopal Community Services, El Centro, Inc., The Giving Grove, KC Healthy Kids, Latino Health for All, and Wyandotte County’s Area Agency on Aging and WIC, KU Medical Center, our local metropolitan planning organization (MARC) and school district (USD 500), Wyandotte County’s K-State Extension, Kansas City Kansas Community College, University of Missouri-Kansas City, and Children’s Mercy Hospital. These partners are all active participants in Healthy Communities Wyandotte and make up the Nutrition Action Team where the project will be centered. It is anticipated that relationships with these institutions and organizations will continue to play a vital role in the success of the Food Systems Assessment.

Additionally, as detailed above, Wyandotte County was selected as one of 8 communities in the nation to receive technical assistance and support as a “Community of Opportunity” in the initiative “Growing Food Connections,” in partnership with MARC and the Greater KC Food Policy Coalition. Growing Food Connections seeks to enhance food security while ensuring sustainable and economically viable agriculture and food production. Their expertise will be utilized to promote best practices for the Food Systems Assessment.

The NAT also recognizes specific partners in the community that will contribute to community engagement and involvement. The NAT has been meeting with Neighborhood Business Revitalization Organizations (NBR’s) to introduce them to the action team and to learn about how each NBR is dealing with healthy food access issues in their neighborhood. These reports will help provide guidance on how to best serve each diverse community in Wyandotte County, to be able to meet the needs of all citizens.

The University of Kansas Medical Center (KUMC) will also be helping provide resources for community engagement through surveys and data collection. Two graduate-level students from KUMC will be offering in-kind support through the Community Health Project. They will work for eight weeks in the summer at Healthy Communities Wyandotte helping the team prepare for assessment distribution and collection.

Mid-America Regional Council (MARC) is a nonprofit organization that serves as the association of city and county governments and metropolitan planning organization for the bi-state Kansas City region.

Each sector represented on the Nutrition Action Team will take part in offering expertise and guidance in both Year 1 and Year 2 activities.
Staffing and Organizational Capacity
Healthy Communities Wyandotte, situated within the Unified Government Health Department, has a long track record of providing effective services to the Wyandotte County community, and as such is well suited to oversee this project. This project will have the following management structure:

Joanna Sabally, MPH, Healthy Communities Wyandotte Program Coordinator. Joanna has worked in the field of community development and community health improvement for about twelve years. As a Peace Corps volunteer in West Africa, Joanna encouraged agricultural practices that improved community nutrition. She later worked for an organization that carried out international community development at a grassroots level, including micro-finance. Joanna completed a Master's in Public Health at KUMC in 2012 and focused her coursework and projects on the nutrition and food policy issues, completing a capstone project with New Roots for Refugees in Kansas City, Kansas. As a Wyandotte County resident for the last nine years, Joanna farmed for a season with Cultivate KC as a Growing Growers apprentice, and has worked on healthy eating, active living initiatives both in Kansas City, Missouri and Wyandotte County. She led Kansas City, Missouri's healthy eating, active living zoning code review, which culminated in policy improvements impacting the city's built environment.

Danielle Landrum, MPA, Healthy Communities Wyandotte Food Access Advocate. Danielle is an AmeriCorps VISTA serving as the Mayor’s Healthy Food Access Advocate for Healthy Communities Wyandotte. A recent graduate of the University of Missouri-Kansas City, she earned her Master's in Public Administration with an emphasis in nonprofit management. Prior to her work with HCW, she taught conflict resolution classes and facilitated mediations between disputing parties. Danielle will be assisting in the Food Systems Assessment for the duration of her AmeriCorps term.

Katherine Kelly, Nutrition Action Team Chair. Katherine Kelly is executive director of Cultivate Kansas City, which she co-founded in 2005. She has worked professionally since the early 1980s with grassroots community organizations in the Twin Cities, Boston, and Kansas City in program management, fundraising, marketing, financial management, and organizational development. She began her farming career in Boston, working on organic vegetable farms; moved back to the Midwest and started and operated her own Full Circle Farm until 2005; she co-founded the Growing Growers Training Program and the Farmers Community Market at Brookside and has been instrumental in the establishment of numerous farms, community-based food projects, and community initiatives.

Cheryl Gibson, Ph.D. serves as an Associate Professor, Department of Internal Medicine at the University of Kansas University Medical Center. She holds a PhD in Psychology and Bachelor's Degrees in Sociology and Psychology from the University of Missouri-Kansas City. Dr. Gibson's experience also includes current appointments as Associate Professor in the Department of Dietetics and Nutrition and Adjunct Associate Professor in Pharmacy Practice. Her previous experience with KUMC included roles as a Senior Research Associate in the Office of Primary Care and Adjunct Assistant Professor in the Department of Health, Sport and Exercise Sciences. For the past 16 years, she has participated in community-based behavioral research projects designed to improve health outcomes, including smoking cessation, cholesterol reduction, physical activity, nutrition, and weight management projects for children and adults. Recently, her research has focused primarily upon developing strategies to enhance the adoption and maintenance of healthy behaviors in urban core communities and neighborhoods with health disparities. Dr. Gibson has authored or co-authored over 30 peer-reviewed publications on public health research. She is involved and serves as co-investigator.
for four current federally supported research projects, including a NIH grant to improve weight maintenance; a NIDDK-supported research project to change elementary school curriculum in support of physical activity. Recently, she served as the evaluator for the Jackson County Community Transformation Grant. Currently, she is assisting the Rosedale Development Association with their community health assessment, including survey research, corner store healthy food availability evaluations, and walkability/bikeability assessments for the Rosedale community. This information will be shared with the Unified Government of Wyandotte County to inform the Master Plan. Dr. Gibson has expertise in clinical trials, survey design and analysis, and qualitative research techniques, which will contribute to the success of the proposed project.

**Ken Meter, MPA, Crossroads Resource Center,** is one of the most experienced food system analysts in the U.S., integrating market analysis, business development, systems thinking, and social concerns. Meter holds 43 years of experience in inner-city and rural community capacity building. His “Finding Food in Farm Country” studies have promoted local food networks in 107 regions in 37 states and one Canadian province. Meter recently released a local foods plan for the state of Alaska. He completed a $9.85- million plan for rural investment for the state of South Carolina, and researched the economic impacts of institutional food purchasing for the Centers for Disease Control and the Illinois Public Health Institute. As coordinator of public process for the City of Minneapolis Sustainability Initiative, he guided over 85 residents in creating a 50-year vision for the city including sustainability measures. Meter consults with the USDA Agricultural Marketing Service to help create a toolkit for measuring economic impacts of local food development. He served as an advisor for the USDA Community Food Projects including managing the national proposal review panel, and serves as a contributing editor to the Journal of Agriculture, Food Systems, and Community Development. He served as convener and co-chair of the Community Economic Development Committee for the former Community Food Security Coalition, and is a leader of the Closing the Hunger Gap network. Meter taught economics at the University of Minnesota, and at the Harvard Kennedy School.

**Sustainability**

Healthy Communities Wyandotte has 2 full-time, permanently funded county staff coordinators. The coalition has been working since 2011 to improve health indicators in the community and one of the coalition’s 5 committees is the Nutrition Action Team, whose goal it is to improve healthy food access in the county. The recommendations from the Food Systems Assessment will inform the continued work of the Nutrition Action Team as a committee and also will provide information that can guide the work of organizational members of the NAT (Cultivate KC, Kansas City Community Gardens, Rosedale Development Association, etc.)

The Food Systems Assessment is intended to provide data critical to generating policy change at the county level, including the addition of a chapter of the City-Wide Master Plan addressing healthy food access. Additionally, the assessment will generate a set of easy-to-use indicators that the Nutrition Action Team can monitor over time. Policy recommendations will be steered through the Nutrition Action Team into the decision-making process at the county. Since Healthy Communities Wyandotte is based in the Health Department and HCW's goals have been adopted by the County Commission through their strategic planning process, recommendations coming through HCW’s process have a great capacity to generate sustainable change.
Project Timeline

Pre-Award
February – June 2015: Wyandotte County and MARC staff participating in Growing Food Connections trainings and webinars.
June 2015: Growing Food Connections team visits Kansas City and provides collected data to the HCW Nutrition Action Team, interviews community stakeholders and trains the team in conducting a food systems policy assessment.

Post-Award
June-August 2015: KUMC Community Health Project graduate student and K-State or KU Masters in Urban Planning graduate student working on the Food Systems Assessment.
July 2015- April 2016: Dr. Cheryl Gibson’s team conducts the community survey, community listening sessions and community leader structured interviews.
July-October 2016: Ken Meter conducts economic impact study.
May 2016-June 2016: Healthy Communities Wyandotte staff and Nutrition Action Team compile the final assessment document and produce a final report.
July- September 2016: HCW and NAT present the final recommendations to Department Directors and the County Administrator’s office and the County Commission.

Outcomes & Evaluation
The purpose of the project is to collect primary and secondary data about the food system in Wyandotte County in order to create policy change recommendations for Wyandotte County through Healthy Communities Wyandotte. Short-term, success will be represented by the creation of a comprehensive Food Policy Assessment document that is as representative as possible of the needs of the entire community. The assessment will gather baseline data for the county, identify community priorities, and pinpoint areas for improvement, while creating a set of easy-to-use indicators that the Nutrition Action Team can use to track progress over time.

In the mid-term, success will be achieved when we are able to enact policy change increasing healthy food access. There are numerous ways that local government policy can impact food systems. Policy can be utilized to improve food systems through healthy food retail, farmers markets, community gardens, urban agriculture, restaurants and transportation. Many resources have been developed in the last five years to support local governments and community members in understanding how healthy food access can be improved through planning, zoning, codes, permitting/licensing and economic policy, several of them written by our Growing Food Connections technical advisors and one written for Kansas jurisdictions in particular.

Long-term, success will be more Wyandotte County residents having healthy food access and increasing their consumption of nutritious foods, including fresh fruits and vegetables. The Nutrition Action Team recognizes that policy change is a critical step in increasing fruit and vegetable consumption, but personal behavior change is still a needed component of this long-term goal. Many of the Nutrition Action Team members work directly with low-income families to

18 Healthy Planning Guide
increase knowledge of cooking and eating healthy foods on a budget (K-State Extension, Harvesters, KC Greenmarkets) and to identify how families can best be mobilized to utilize the healthy foods they have access to (Beans&Greens, Rosedale Development Association, After the Harvest, Kansas City Community Gardens). As a group, we recognize that neither policy change nor community health education or programming can exist on its own to create a solution to the challenge of improving poor nutritional intake in the Wyandotte County population. Healthy Communities Wyandotte is a coalition of community partners who work in the community seeking to improve nutrition in Wyandotte County and see how critical this policy change is to support the work they do every day. At the same time, Healthy Communities Wyandotte is located within a government structure, and one that is also supportive of improving nutrition in the community. The Nutrition Action Team believes that this coalition, with its backbone staff, is an ideal committee to carry out this project and that the Food Systems Assessment will be an effective tool leading to increased access to healthy food county-wide.

(Also see Logic Model and Policy Change Chart.)
<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Initial Outcomes</th>
<th>Intermediate Outcomes</th>
<th>Long-Term Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy Communities Wyandotte (HCW) staff support</td>
<td><strong>Food Systems Assessment</strong></td>
<td><strong>Comprehensive Food Systems Assessment with community input and economic and policy analysis</strong></td>
<td>Increased policymaker and practitioner knowledge of food access gaps in Wyandotte County</td>
<td>Coalition partners and others utilizing the Food Systems assessment to inform programing and advocacy</td>
<td>Increased access to healthy food (fresh fruits and vegetables) for residents of all socioeconomic levels in Wyandotte County</td>
</tr>
<tr>
<td>Nutrition Action Team (NAT) coalition members participation</td>
<td>Community Engagement</td>
<td>At least 1200 surveys completed</td>
<td>Increased community involvement in addressing food systems environment of Wyandotte County</td>
<td></td>
<td>Improved community food security</td>
</tr>
<tr>
<td>Greater KC Food Policy Coalition support</td>
<td>-Listening sessions</td>
<td>Qualitative analysis of structured interviews and listening sessions</td>
<td></td>
<td>Improved consumption of fresh fruits and veggies</td>
<td></td>
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<tr>
<td>Growing Food Connections (GFC) support</td>
<td>-Random sampling survey collection</td>
<td>Economic, planning and policy recommendations for Wyandotte County/KCK</td>
<td></td>
<td>Improved health of residents</td>
<td></td>
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<tr>
<td>Neighborhood Business Revitalization (NBR) support</td>
<td>-Structured interviews with community leaders</td>
<td>Community driven data of the local food environment</td>
<td></td>
<td>Increased health equity for underserved populations in the county</td>
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<tr>
<td>Crossroads Resource Center (CRC) support</td>
<td>Food systems maps</td>
<td>Two HCW staff and 5 NAT members trained on food systems policy and planning</td>
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<tr>
<td>KU Med Center (KUMC) support</td>
<td>Food systems economic assessment</td>
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<td>Mid-America Regional Council (MARC) support</td>
<td>GFC web-based and on-site training</td>
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<tr>
<td>County Food Policy Audit Analysis</td>
<td>County Food Policy Audit Analysis</td>
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</tbody>
</table>

**Increased access to healthy food (fresh fruits and vegetables) for residents of all socioeconomic levels in Wyandotte County**

**Improved community food security**

**Increased consumption of fresh fruits and veggies**

**Improved health of residents**

**Increased health equity for underserved populations in the county**
## Policy Change Chart

<table>
<thead>
<tr>
<th>Information Gathered</th>
<th>Policy Implications</th>
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</thead>
<tbody>
<tr>
<td>Surveys</td>
<td>Transportation, zoning, planning, economic development, licensing, incentives</td>
</tr>
<tr>
<td><em>Where people shop for food</em></td>
<td></td>
</tr>
<tr>
<td><em>How they get to those locations and the ease and safety of getting there (built environment)</em></td>
<td>Planning, engineering</td>
</tr>
<tr>
<td><em>If the food they have access to is healthy</em></td>
<td>Planning, incentives</td>
</tr>
<tr>
<td><em>If they have access to locally grown food that they want</em></td>
<td>Economic development</td>
</tr>
<tr>
<td><em>Their interest in obtaining fresh fruits and vegetables from other locations or settings, such as community gardens or farmers’ markets</em></td>
<td>Transportation, zoning, planning, economic development, licensing, incentives</td>
</tr>
<tr>
<td><em>Food pantry questions</em></td>
<td>Transportation, planning, economic development</td>
</tr>
<tr>
<td>Structured interviews with community leaders of marginalized groups</td>
<td>Transportation, zoning, planning, economic development, licensing, incentives</td>
</tr>
<tr>
<td>Local food economy assessment</td>
<td>Economic development, small business development, licensing, zoning, planning</td>
</tr>
<tr>
<td>Growing Food Connections data collection</td>
<td>Planning and zoning, economic development</td>
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<tr>
<td>Growing Food Connections policy review</td>
<td>comprehensive</td>
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</table>
Changes Recommended By Standing Committee (New Action Form required with signatures)

Publication Required

Budget Impact: (if applicable)

Staff Request for Commission Action

Tracking No. 150047

□ Revised

□ On Going

Type: Standard

Committee: Administration and Human Services Committee

Date of Standing Committee Action: 3/16/2015

(If none, please explain):

Proposed for the following Full Commission Meeting Date: 4/9/2015

□ Changes Recommended By Standing Committee (New Action Form required with signatures)

Confirmed Date: 4/9/2015

Date:

2/26/2015

Contact Name:

Dr. Larry Franken

Contact Phone:

573-6704

Contact Email:

ljenicke@wycokck.org

Ref:

Department / Division:

Public Health

Item Description:

The Unified Government Public Health Department has applied for a grant from the Greater Kansas City Healthcare Foundation in the amount of $56,095.00. This grant application was developed by the Healthy Communities Wyandotte Infrastructure Action Team to help fund the 20/20/20 campaign, which is a community level campaign setting goals to build 20 miles of "high priority" sidewalks, 20 miles of trails and 20 miles of bike lanes by the year 2020. There is a cash match requirement for these funds which will be achieved with funds already secured for the project through CDC REACH Grant and Slide for Health funds. In-kind staffing will be met with a percentage of current Healthy Communities Wyandotte Program Supervisor salary.

Action Requested:

Approval of application

□ Publication Required

Budget Impact: (if applicable)

Amount: $

Source:

□ Included In Budget

☑ Other (explain) Grant funding request

File Attachment
### Net Revenue

Total funding from the Foundation and other sources are as follows:

<table>
<thead>
<tr>
<th>Source</th>
<th>HCF</th>
<th>Other</th>
<th>In-Kind</th>
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<tbody>
<tr>
<td>Health Care Foundation (HCF)</td>
<td>$56,095</td>
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<tr>
<td>In-Kind</td>
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<td></td>
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**Total Revenue**

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<th>Other</th>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$56,095</td>
<td>$24,468</td>
<td>$19,620</td>
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### Salary

The project will pay the salary for the following staff: (e.g. Exec. Director, Intake Specialist, etc.)

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<tr>
<th>Staff</th>
<th>Annual Salary/Rate (eg. $54,000)</th>
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<tr>
<td>HCW Supervisor</td>
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**Total Salary**

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<tr>
<th>Source</th>
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<tr>
<td><strong>Total Salary</strong></td>
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<td>$0</td>
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### Benefits and Payroll Taxes

The project will pay the following benefits and payroll taxes for the above staff (e.g. FICA, Health, Dental, Life Insurance, etc.):

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Benefit % rate of total salary expense (e.g. 20%)</th>
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<tr>
<td>FICA, KPERS, Health, Dental</td>
<td>35.00%</td>
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<td>$0</td>
<td>$3,920</td>
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**Total Benefits and Payroll Taxes**

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<thead>
<tr>
<th>Source</th>
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<th>Other</th>
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<tr>
<td><strong>Total Benefits and Payroll Taxes</strong></td>
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### Other Direct Expense:

(e.g. Training Expenses, Consulting Fees, etc.)

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<tr>
<th>Expense</th>
<th>HCF</th>
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</thead>
<tbody>
<tr>
<td>Contracted communication staff</td>
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<td>$0</td>
<td>$13,000</td>
</tr>
<tr>
<td>Contracted Friends of the Trail organizers</td>
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<td>$0</td>
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<tr>
<td>20/20/20 Campaign website</td>
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<td>Graphic design for printed pieces</td>
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<td>Travel costs for presenters</td>
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<td>Evaluation costs</td>
<td>$5,000</td>
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<td></td>
<td>$0</td>
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</table>

**Total Other Direct**

<table>
<thead>
<tr>
<th>Source</th>
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<td><strong>Total Other Direct</strong></td>
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### Equipment & Supplies:

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<tbody>
<tr>
<td>Food</td>
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<tr>
<td>Port-o-Potty</td>
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<td>$0</td>
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<td>Event space</td>
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<td>$0</td>
<td>$0</td>
<td>$1,500</td>
</tr>
<tr>
<td>Tents, tables, chairs, amplification</td>
<td>$3,000</td>
<td>$0</td>
<td>$0</td>
<td>$3,000</td>
</tr>
<tr>
<td>Printing costs</td>
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<td>$0</td>
<td>$0</td>
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<tr>
<td>Mailing costs</td>
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<td>$0</td>
<td>$0</td>
<td>$6,480</td>
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<tr>
<td>Trail improvements at Armoundale Trail</td>
<td>$9,468</td>
<td>$0</td>
<td>$0</td>
<td>$9,468</td>
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**Total Equipment/Supplies**

<table>
<thead>
<tr>
<th>Source</th>
<th>HCF</th>
<th>Other</th>
<th>In-Kind</th>
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</tr>
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<tr>
<td><strong>Total Equipment/Supplies</strong></td>
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### Indirect Expense

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<tbody>
<tr>
<td></td>
<td>$56,095</td>
<td>$24,468</td>
<td>$19,620</td>
<td>$100,183</td>
</tr>
</tbody>
</table>

### Unified Government Public Health Department (Healthy Communities Wyandotte)

Application Budget Worksheet & Narrative - 20/20/20 Campaign

*Equipment*:

- Food for the Health Care Foundation
- Port-a-potty for the Health Care Foundation
- Indoor event space for the Health Care Foundation
- Mailing costs for the Health Care Foundation
<table>
<thead>
<tr>
<th>Net Revenue</th>
<th>Revenue</th>
<th>Indirect Expense represents the project’s share of Overhead Expenses (rent, phone, library, etc.) and Administrative Costs. Applicants must limit the HCF portion of Indirect Expense to 10% of the Direct Expenses of the project represented by the sub-total above.</th>
<th>$0</th>
<th>$0</th>
<th>$0</th>
<th>$0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total All Expenses</td>
<td>$56,095</td>
<td>$24,468</td>
<td>$19,620</td>
<td>$100,183</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The Health Department, through Healthy Communities Wyandotte, has received funding through a Centers for Disease Control and Prevention grant to expand and enhance trails in Wyandotte County. It is a 3-year grant term for $15,000, and we commit one year of the funding as a match. This project is a partnership with the Latino Health for All Coalition.

Healthy Communities Wyandotte coordinated a unique fundraiser to raise funds for health improvement through the event called Verruckt, a nearby attraction at Schlitterbahn Waterpark. Almost $10,000 was raised, and we have decided to apply those funds to this grant project.

Salary entries: The Supervisor of the Healthy Communities division of the County Health Department helps to coordinate the Healthy Communities Wyandotte coalition, including the Infrastructure Action Team. The supervisor will spend 20% of his time coordinating this grant.

Website: The website will be simple yet attractive, with few pages but custom graphic design that may cost more. It will host videos, keep track of progress, provide opportunity for community feedback, and host a calendar of events.

Design for printed pieces: Includes graphic design for event flyers (6 pieces), 20/20/20 brochure in English and Spanish (2 pieces), direct mail pieces (6 pieces), and surveys (2 pieces). Many of the event flyers/direct mail cards will be similar, which will cut down on design costs. 16 cards = 8,000.

Production: 3 videos profiling new trails @ $2,500 = $7,500. We have good relationships with local filmmakers who do quality work for low rates.

Supplies: Contracted support for survey design, distribution, and analysis @ $5,000.

6 events

- 3 trail promotion events, 300 people @ $3 per person = $900
- 3 advocacy trainings, 50 people @ $15 per person = $750
- Rent space provided in-kind by partners or Unified Government for 3 advocacy trainings = $1,500
- Tables, chairs, amplification provided in-kind by partners or Unified Government for all six events = $3,000

Costs: Approximately 12,000 residents live in the targeted neighborhoods next to trails we want to enhance and expand. Direct mail has been an effective means of outreach before, and costs $.18 per piece. If we send three pieces out to each resident, that is $12,000 x $.18 x 3 = $7,200.
- Insert any additional/clarifying comments re: your Revenue entries here.

Costs: 2,500 surveys + 24,000 direct mail pieces + 5,000 brochures @ $.15 per piece = $4,725

Improvements: Money provided by Slide for Health funds (see revenue section above) will be used to beautify the recently opened Levee Trail. These enhancements may include benches, landscaping, signage, and fencing.
Problem or Need

Wyandotte County, Kansas is an unhealthy place to live. According to the 2014 County Health Rankings, Wyandotte County had the worst health factors of any county reporting in Kansas (98 of 98). This is mostly due to the endemic and overlapping problems of concentrated poverty, low educational attainment, unemployment and lack of social support. These issues contribute to another factor that worsens our health outcomes: a low rate of leisure-time physical activity. According to the 2013 BRFSS, 36% of residents self-reported not participating in any leisure time physical activity in the last 30 days. This was one of the highest reported rates in the state (top quartile). That statistic makes the next, also gleaned from the 2013 BRFSS, easy to believe: Wyandotte County has an estimated obesity rate of 37.1%, 7 percentage points higher than the Kansas average and also one of the highest in the state.

While many of the aforementioned socioeconomic factors are causative of a low rate of physical activity, the literature supports that access to safe places to be physically active is also a cause. Wyandotte County has too few opportunities of this type for its residents. For 160,000 residents there are only 4 miles of bicycle lanes, a patchy sidewalk network, and only 3 urban trails over a ½ mile long. Of these current amenities, most are underutilized. This grant project seeks to address that problem by raising awareness of new trails in Wyandotte County, and empowering residents to advocate for more trails, sidewalks, and bicycle lanes.

To this end, the Infrastructure Action Team of the Healthy Communities Wyandotte coalition has created the 20/20/20 Campaign. It is a community-level campaign setting goals to build 20 miles of “high priority” sidewalks, 20 miles of trails, and 20 miles of bike lanes by the year 2020. Healthy Communities Wyandotte is a health coalition that is championed by Mayor Mark Holland and from the beginning has placed major emphasis on improving the built environment. Backbone staff support for the coalition is provided by the Wyandotte County Health Department.

Sidewalks are the first area of focus for the campaign. The Health Care Foundation of Greater Kansas City (HCF) funded Wyandotte County’s Sidewalk and Trail Master Plan with a substantial Healthy Lifestyles grant in 2011. The grant funded an analysis of the current sidewalk infrastructure, which revealed major gaps and prioritized improvements based on proximity to schools and parks, above all else. Unfortunately there has been little policymaker education about this detailed plan for sidewalk improvements, which was based on extensive resident engagement. This grant would promote policymaker education in an attempt to gain commitment to prioritize sidewalk improvements according to this plan.

Bicycle lanes are still a new feature of the Wyandotte County landscape: our first one ever was built in 2013. Lots of advocacy and project development is still needed in this area. A glance at a map created in 2014 by the Mid-America Regional Council, our metropolitan planning organization, reveals why:
Relative to other counties in metropolitan Kansas City, Wyandotte has little planned or actual bicycle infrastructure (indicated in purple, orange, yellow, and blue). Another 4.5 mile route was just approved for planning in late 2014, but we still have a long ways to go. Advocacy and project prioritization are needed. It is worth noting that the map above is also a map of regional trails (indicated in green). Again, Wyandotte County has very few.

Finally, all this planned infrastructure improvement has to be sustained by residents who care, and who understand the budget and policy process of the Unified Government. Local government processes, despite attempts at transparency, remain complicated and difficult for residents to penetrate. That is why as a part of this grant we are providing advocacy trainings in our targeted neighborhoods.

This grant places a heavy emphasis on communication support and advocacy. We believe that dollar-for-dollar this is the best use of HCF funds to expand access to trails, sidewalks, and bike lanes for Wyandotte County residents. The 20/20/20 Campaign has been adopted by the Healthy Communities Wyandotte Steering Committee as a community-level goal: now it is time to start mobilizing residents, policymakers, and grassroots organizations and encouraging them that this ambitious goal can be done.
Organizational Overview

In response to the 2009 Kansas County Health Rankings report which listed Wyandotte County as having the worst health in the state, Mayor Joe Reardon convened a large group of community stakeholders to strategize a plan of improvement. As a result of that process, the Healthy Communities Wyandotte coalition was born. Staff support for the coalition comes from the Unified Government of Wyandotte County/Kansas City, Kansas’ Health Department, which is why the grant is being submitted on behalf of the Unified Government. The Health Department provides backbone support, but the coalition is owned and directed by the community.

HCW’s mission is to mobilize the community through increased communication, coordination, culture change, innovative leadership and community participation. After two years of dedication and input of nearly 100 community members, HCW published its community health improvement plan called Recommendations for a Better Future in 2011. The document, meant to serve as a strategic plan, outlines actions that the community can take to improve health in the areas of nutrition, infrastructure, education, health services, and communications.

Led by a steering committee comprised of community leaders from education, health, housing, business, government and community organizations, HCW’s work is planned and executed by five action teams that correspond to each recommendation area. Each team is chaired by a subject matter expert and consists of both residents and/or working professionals. The coalition is large: there are currently over 80 active members representing approximately 50 area organizations.

The action teams use the recommendations to select strategies that are timely and impact the entire county. Since its inception, HCW has been successful in leading teams towards meaningful results. For example, in April 2011 the Unified Government passed a Complete Streets resolution. Now, every time a street is built or redesigned, the needs of all users, not just motorists, are considered. And, in August 2012 the Unified Government adopted an updated Sidewalk and Trails Master Plan to increase connectivity and walkability in the county. Finally, the group (the Infrastructure Team specifically) successfully advocated for a 4.5 mile bike lane through some of its densest, more diverse downtown neighborhoods.

As demonstrated above this group’s collaborative efforts and successes in the area of healthy living have been paramount. The Program Supervisor for HCW will have a leadership role in the 20/20/20 Campaign and will leverage the successful partnerships, programming and strategies used in the collaborative.

Healthy Equity

The mission of the Healthy Communities Wyandotte coalition is to “mobilize the community to improve health and well-being in Wyandotte County through increased communication, coordination, and culture change.” This mission has a grassroots focus that has infused our work from the beginning.

The practice of involving residents in our coalition work has come with challenges, however. The natural place to find engaged residents is at neighborhood association meetings, but in our low-income neighborhoods they often focus exclusively on crime and code enforcement. Healthy Communities staff has presented to Livable Neighborhoods, a meeting place of many neighborhood associations in the city, with little resulting engagement. But recently this has changed for the better on our Infrastructure Action Team. The trails being promoted for expansion in this grant are all within or near historically black and Latino neighborhoods, and we now have dedicated neighborhood leaders from each area who regularly attend our meetings.
The Historic Northeast Midtown Association serves the historically black Northeast portion of Wyandotte County, and is actively participating in the 20/20/20 Campaign and this grant request. They will house one of the Friends of the Trail coordinators (funded by a matching CDC grant).

Additionally, the Latino Health for All Coalition and the Armourdale Renewal Association are Healthy Communities partners that will assist greatly in the promotion and expansion of the Armourdale Levee Trail. The Armourdale neighborhood is 80% Latino. Relationships with these two organizations helped in the success of the levee trail opening, which occurred in September 2014 and attracted about 50 residents. Translation services will be paid for by the grant to ensure this heavily Spanish-leaving area receives the communications they need, and the advocacy training in that area will be provided in Spanish.

The staffing of the Health Department is diverse, which reflects the diversity of Wyandotte County. The racial/ethnic composition of the Health Department is 20% African-American, 18% Latino, and 56% Caucasian. The Infrastructure Action Team also has diverse membership, but we are attempting to improve further. In late 2014 we passed 2-year objectives to increase the racial and geographic representation of our team. Because Wyandotte County does not have an official Bicycle and Pedestrian Committee, and because the Infrastructure Action Team is seen as the de facto advisory group in lieu of one, it is important for both equity and political reasons that we are representative of the county. The County Commissioners expect that our advocacy will be representative of the entire county and not just several small districts within it. Five of our eight Commission districts are represented on the team (all the districts containing majority people of color are represented) but we are recruiting for representation from all eight.

Finally, we rooted our choice of target trails/neighborhoods in equity. Our approach utilizes citizen empowerment, matched with embedded lay leaders, matched with communications support to ensure the campaign elements have the political will they need to succeed. This approach is described in greater detail below.

**Project Overview**

**Implementation of Emerging, Promising and Best Practices**

This campaign is about promoting positive, healthful change to the built environment and focuses on underserved areas. According to the CDC’s *Promoting Physical Activity: A Guide for Community Action* there is strong evidence that the creation of or enhanced access to places for physical activity, combined with informational outreach activities, leads to increases in physical activity. 1 The Guide’s level for evidence to make this correlation is strong. We are confident that our approach will be successful, as it closely mirrors other trial promotion campaigns listed as examples in *The Guide*.

Our grant project will also utilize several advocacy strategies listed in the advocacy matrix provided in the grant RFP. Among them: a political will campaign, advocacy capacity building, and coalition building. The political will campaign consists of the entire 20/20/20 Campaign, which is designed to engender support for bike lanes, trails, and new sidewalks among residents and policymakers. Advocacy capacity building will be accomplished via the three advocacy trainings that will be provided in targeted neighborhoods, which will build resident skills, knowledge, and intentions regarding the public policy process in Wyandotte County. Finally, coalition building will be provided not through this grant, but

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1 Promoting physical activity: a guide for community action / Centers for Disease Control and Prevention, Coordinating Center for Health Promotion, National Center for Chronic Disease Prevention and Health Promotion, Division of Nutrition, Physical Activity, and Obesity; edited by David R. Brown, Gregory W. Heath, and Sarah Levin Martin. –2nd ed. (2009) pgs. 93-102
Through matching funding provided by a CDC grant that will support starting new Friend of the Trail groups around the three trails targeted for promotion and expansion in this grant.

The major elements of this grant project are listed in the table below:

<table>
<thead>
<tr>
<th>Element</th>
<th>Purpose and Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Simple, interactive website for the 20/20/20 Campaign</td>
<td>The website will be used to track progress in each campaign area (sidewalk, trail, bike lane) in a visually appealing medium. It will also host the videos produced about the new trails, and be a place to share additional stories and related multimedia about amenities in the future, beyond the term of the grant. Finally, it will provide a calendar of physical activity related events for the Wyandotte community. To attract and hold community attention it is important that the website be polished, professional, and interactive.</td>
</tr>
<tr>
<td>20/20/20 Campaign logo</td>
<td>As a five year campaign, it is worth the investment of creating a logo to brand this effort.</td>
</tr>
<tr>
<td>20/20/20 Campaign brochure in English and Spanish</td>
<td>We want professionally designed campaign literature to accompany our advocacy activities. It is a “leave behind” that is useful to engage residents and policymakers alike. The brochure will explain the campaign components, how individuals in the community can contribute, and also include a trail and bike lane map. This brochure can be used for at least the first two years of the campaign.</td>
</tr>
<tr>
<td>3 community trail promotion events</td>
<td>Two new trails and one older trail are being targeted for improvement and expansion. As recommended by the CDC, physical activity rates increase when increased trail access is accompanied by informational outreach. Hosting trail events is an important component of that outreach, and a way to build community support that will lead to trail expansions as well [see Figure 1 below for specific trail targets].</td>
</tr>
<tr>
<td>3 promotional videos of new and enhanced trails</td>
<td>Another component of informational outreach will be videos highlighting trails that will be distributed throughout the community in a variety of methods. The videos have a clever two-fold purpose: inform residents of the new trails AND engage key stakeholders more fully by interviewing and including their voices in the video.</td>
</tr>
<tr>
<td>Part-time contracted communication support staff</td>
<td>Development of content for the website and coordination of the communication campaign will require a specialized skillset and significant staff time. A contract employee working 10 hours a week can write stories and photo-document enhancements to the built environment. They can also provide general communication support for the 20/20/20 campaign during the time of the grant.</td>
</tr>
<tr>
<td>3 neighborhood advocacy trainings</td>
<td>In order for residents to successfully advocate for improvements to the built environment, they must understand the budget and public policy process of the Unified Government of Wyandotte County / Kansas City, KS AND the policymaking process of the two levee drainage districts on which levee trails are built. These trainings, held in targeted neighborhoods next to trails, will firstly focus on basic empowerment through strengthening the political voice, and secondly focus on health improvement. We will partner with the Kansas chapter of the American Heart Association, local organizers with Communities Creating Opportunity, and local bicycle/pedestrian advocacy organization BikeWalkKC to host these trainings.</td>
</tr>
<tr>
<td>Policymaker education about future trails and</td>
<td>Educating elected officials about the possibilities, importance, and costs of bicycle/pedestrian infrastructure pays off whenever new policies or</td>
</tr>
<tr>
<td>high priority sidewalks with Mayor and County Commissioners</td>
<td>commitments come in front of them for decision. In particular, we would like to prepare the elected officials to make commitments to create streamway trails in Wyandotte County and to prioritize sidewalks classified as “high priority” in the Sidewalk &amp; Trail Master Plan. This education will not be done by UG employees who coordinate the Infrastructure Team, but by the resident advocates themselves.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Creation of a Bike Route Feasibility Group</td>
<td>The federal government will release the next round of funding for major bicycle/pedestrian projects in early 2016. The Infrastructure Team successfully championed a submission in 2014 that resulted in a $1 million award for a 4.5 mile project. In order to prepare for the next round the team needs to do the necessary study and community outreach to determine not only priorities, but feasibility for the next bike lane projects. The goal is to submit 2 projects in that round.</td>
</tr>
<tr>
<td>Evaluation Support</td>
<td>Evaluation that will require resources will be gauging resident knowledge of and usage of new trails before and after the campaign, and gauging resident knowledge of advocacy, budget, and public policy in Wyandotte County before and after the trainings. Other evaluation will take place but will not be resource intensive (website hits, brochures distributed, attendance at meetings, etc.)</td>
</tr>
</tbody>
</table>

Figure 1: The three specific trails targeted for expansion in this grant project
Mobilization of Uninsured and Underserved
This grant intervenes on two geographic levels: one county-wide and one targeting neighborhoods surrounding three specific trails. The county-wide 20/20/20 Campaign is meant to build political will within the entire county; that political will is meant to support the additional work to improve and expand three specific trails.

The target population for the 20/20/20 Campaign is all of Wyandotte County, which according to the 2013 census has a population of 160,384 people and is 42.7% white, 25.1% black, and 27.1% Latino. Wyandotte is a low-income county where 23.9% of the population lives under the poverty level compared to 13.7% of the population in all of Kansas. In 2013 according to the BRFSS, 32.6% of residents lacked health care coverage, compared to 17.1% in Kansas (although this situation has improved because of vigorous Marketplace enrollment from 2013-2015). Wyandotte is a county where its socioeconomic problems compound its health problems. In almost every indicator we are significantly worse than the state average.

Part of ensuring our 20/20/20 Campaign is relevant will be making sure all materials are available in Spanish. We will also use Livable Neighborhoods, a racially and ethnically diverse coalition of the neighborhood groups in Wyandotte, as a vehicle for distributing and promoting the campaign materials. The Latino Health for All Coalition is a sister coalition that focuses on Latino health issues that we have a good relationship with; they too will provide leadership and their network to expand the campaign.

The components of the grant project that are planned to mobilize residents most efficaciously are the Friends of the Trail groups and the neighborhood advocacy trainings. The aforementioned *Promoting Physical Activity: A Guide for Community Action* reported research which showed that the presence of strong lay leaders can significantly increase participation in health interventions in communities. Paid Friends of the Trail coordinators will be embedded in communities near trails to form walking groups and stimulate use the new trails. The neighborhood advocacy trainings are likewise meant to empower communities to take ownership of not just the built environment, but a host of issues that concern them in their neighborhoods. We would like to create resident champions for health in these targeted communities.

The three targeted communities for this grant will be defined by social organizations that have influence and ownership of that area rather than arbitrary zip or census tract boundaries. Yet it is important to use these arbitrary boundaries to aid in evaluating the impact. The target communities are:

<table>
<thead>
<tr>
<th>Trail</th>
<th>Geographic Area</th>
<th>Census Tracts</th>
<th>Total population (2010)</th>
<th>Demographics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Armourdale Levee</td>
<td>Armourdale neighborhood</td>
<td>426</td>
<td>2,858</td>
<td>66% Latino</td>
</tr>
<tr>
<td>Fairfax Levee</td>
<td>Fairfax Industrial Area + surround neighborhood</td>
<td>400.01, 418, 419</td>
<td>2,823</td>
<td>34% Latino, 25% Black; Census tract next to trail is entirely industrial</td>
</tr>
<tr>
<td>Jersey Creek Trail</td>
<td>Historic Northeast</td>
<td>407, 408, 410, 411, 412</td>
<td>6,387</td>
<td>78% Black</td>
</tr>
</tbody>
</table>

Forging of Multi-sector Partnerships

The *Infrastructure Action Team* was created to fill the need for multi-sector partnerships to build and better utilize Wyandotte County’s environmental infrastructure. All of the closest partners (including those listed below) serve on this team. This team consists of neighborhood leaders, bike shop owners,
resident activists, government staff, and education leaders among others. The Health Department will serve as the fiscal manager of the grant, but the Infrastructure Team—with staff support—will coordinate and implement the grant.

New Bethel Church is a 700 member African-American church right next to Jersey Creek Trail that has taken a lead role in promoting health and improving the park and trail. They have planned a 5K and family health fair in May 2015. Their congregation and the associated CDC, New Bethel Church Community Development Corporation, will play a lead role in advocating for the expansion of the Jersey Creek Trail. They will most likely host one of the neighborhood advocacy trainings, host a trail promotion event, and serve as a host of a Friend of Trail coordinator and the walking club.

The Historic Northeast Midtown Association is another organization serving the historically Black neighborhoods surround Jersey Creek Park. They will help support the trail promotion event and advocacy training, and are another option for hosting the Friend of the Trail coordinator.

Mayor Mark Holland, a champion of Healthy Communities Wyandotte and active member of the Steering Committee, is primarily responsible for opening the two levee trails in Wyandotte County. His office will continue to advocate for trail expansion, bike route projects, and streamway trail plans. They also provide important communication support for events, and will help disseminate videos and press releases.

The Latino Health For All (LHFA) Coalition is a sister coalition that is coordinated by the KU Work Group for Community Health and Development. They were awarded a grant from the Centers for Disease Control to create healthy environments for Latinos in Wyandotte County. Healthy Communities Wyandotte is a sub-contracted on that grant to help with expansion and enhancement of trails. These funds will help pay the Friend of the Trail coordinators. LHFA has chosen Armourdale and Jersey Creek as focus areas, and will support promoting the 20/20/20 Campaign, hosting events, neighborhood advocacy, and the bike route feasibility group.

Unified Government Staff of special note are the County Engineer and the Director of Planning, both of whom work closely with Healthy Communities Wyandotte to implement bike/ped projects. Because their role as government staff they do not advocate, but they have proven friendly to our initiatives and they or a representative regularly attend Infrastructure Team meetings.

Staffing and Organizational Capacity

Healthy Communities Wyandotte has established its ability to coordinate advocacy projects like the 20/20/20 Campaign. The Infrastructure Action Team began its work in 2012 by investigating the recently released Sidewalk and Trail Master Plan for priority bike lanes to submit for funding. The team looked at population density, destinations, and connectivity, and toured some of the routes with Unified Government staff. Subsequently the team published a list of recommendations that staff used to apply for and win funding for a new 4.5 mile bike lane. That bike lane is a $1 million project that is about to begin construction, testament to the efficacy of sustained advocacy.

One of the keys to the success of the Infrastructure Team is the backbone support provided by the Unified Government Health Department. The Team is coordinated by Wesley McKain, Supervisor of Healthy Communities Wyandotte and current member of the Health Care Foundation’s Healthy Communities Leadership Academy. Along with his work on the Infrastructure Team, Wesley co-founded the nationally recognized Enroll Wyandotte effort to enroll eligible residents in health plans through the Health Insurance Marketplace. Also pertinent to this grant, he has hosted large events community events (the
2014 Food Summit, grand opening of the Armourdale Levee Trail), commissioned videos, and worked with designers and printers to roll out a communication campaign. His experience has prepared him to coordinate the 20/20/20 Campaign.

The Health Department itself provides crucial support to the Healthy Communities initiative and therefore this grant. Approximately 2/3 of the $8 million budget is grant-funded, and the fiscal officer has much experience processing grants and holding staff accountable to meet deadlines and reporting requirements. Additional, the grant will benefit by utilizing the Health Department’s (and Unified Government’s) communications network, especially its e-Newsletter and Facebook page.

Finally, Heidi Holliday, executive director of the Rosedale Development Association, chairs the Infrastructure Action Team and brings years of advocacy and organizing experience to the role. Over the last 5 years, the Rosedale Development Association has become a regional leader in championing an environmental approach to improving community health. They began programming to combat childhood obesity before anyone else in the area, and took the lead on getting a Complete Streets Resolution passed in Wyandotte in 2011. Heidi is an expert in community organizing and evidenced-based approaches to health improvement.

**Sustainability**
Investments early on in the 20/20/20 Campaign will increase community knowledge of the campaign, and build political will for infrastructure investments that last beyond the lifetime of the grant. Additionally, the website and brochure will be usable beyond the length of the grant: the website for the full five years; the brochure for 2-3 years until an update is needed.

As 20/20/20 is fundamentally a capacity-building grant, it is appropriate to recruit AmeriCorps VISTA volunteers to work on the project. In later years of the campaign they will be able to help with updating the brochure, hosting further advocacy trainings, hosting new trail/amenity events, and coordinating meetings between streamway trail stakeholders.

Finally, we will continue to write grants to fund future years of 20/20/20 to the Sunflower Foundation, the Wyandotte Health Foundation, and to the Health Care Foundation. 20/20/20 is an ambitious, multi-year advocacy campaign and we are confident that area funders will see the benefit of a community getting behind measurable results for improvement to the built environment in this way.

As this project has few programmatic objectives, sustainability can be maintained by ensuring we remain a voice in the city for investing in bicycle/pedestrian infrastructure and trails. Our Infrastructure Action Team was successful in doing this before the 20/20/20 Campaign, and we would be successful afterwards. Progress would be slower, but dedicated staffing support from the Health Department ensures the coalition and team will not dissolve.

**Project Timeline**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convene initial streamway trails group</td>
<td>April 2015</td>
</tr>
<tr>
<td>Contract with Friends of the Trail organizers</td>
<td>April 2015</td>
</tr>
<tr>
<td>Convene 2016 bike project feasibility group</td>
<td>June 2015</td>
</tr>
<tr>
<td>Grant awarded</td>
<td>June 2015</td>
</tr>
<tr>
<td>Contract with communications firm to develop logo, website, videos, brochures</td>
<td>July 2015</td>
</tr>
<tr>
<td>Begin planning trail promotion events; begin shooting first trail video</td>
<td>July 2015</td>
</tr>
<tr>
<td>Develop survey with evaluation consultant; send pre-survey</td>
<td>July 2015</td>
</tr>
<tr>
<td>Event</td>
<td>Date</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Begin planning advocacy trainings</td>
<td>August 2015</td>
</tr>
<tr>
<td>Hold first trail promotion event; first trail video released</td>
<td>September 2015</td>
</tr>
<tr>
<td>Contract with freelance communication support specialist</td>
<td>September 2015</td>
</tr>
<tr>
<td>Complete and launch website, logo, brochure</td>
<td>October 2015</td>
</tr>
<tr>
<td>Policymaker education begins with Mayor and County Commissioners</td>
<td>October 2015</td>
</tr>
<tr>
<td>Hold first advocacy training</td>
<td>November 2015</td>
</tr>
<tr>
<td>Hold second advocacy training</td>
<td>January 2016</td>
</tr>
<tr>
<td>Hold third advocacy training</td>
<td>March 2016</td>
</tr>
<tr>
<td>Hold second trail promotion event; second trail video released</td>
<td>April 2016</td>
</tr>
<tr>
<td>Hold third trail promotion event; third trail video released</td>
<td>June 2016</td>
</tr>
<tr>
<td>Develop survey with evaluation consultant; send post-survey</td>
<td>June 2016</td>
</tr>
</tbody>
</table>

**Outcomes and Evaluation**

Please see attached logic model and outcomes measurement framework

By the end of the grant period, we would like to make substantial progress towards increasing the miles of bike lanes, sidewalks, and trails in Wyandotte County. The specific outcomes desired are listed in the logic model, and methods for documenting progress are listed in the outcomes measurement framework. They are both attached.

Of the outcomes listed, the two surveys of target populations, and the pre/post-test will have to be designed in part by a trained evaluator. Dr. Cheryl Gibson of the University of Kansas Medical Center is one of the most well-known evaluators used by area nonprofits to design and distribute survey instruments. We plan to utilize her and her student’s services for our grant. Our surveys and tests are very simple, and we do not consider evaluation being a major cost of this grant.

Process indicators along the way will let us know if we are making progress toward the goal. These process indicators include attendance at events and advocacy trainings, brochures distributed, hits on our website, views of our videos, and size of walking clubs. As the grant progresses we will be able to improve our approach if these numbers are unsatisfactory.
<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Initial Outcomes</th>
<th>Intermediate Outcomes</th>
<th>Long-Term Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community health coalition</td>
<td>Examine potential bike lane projects for feasibility &amp; community buy-in</td>
<td>Prioritized list of feasible bike lane projects</td>
<td><strong>Bike Lanes</strong> Submission for federal funding of 2 bike lanes-2016</td>
<td><strong>Bike Lanes</strong> New bike lanes</td>
<td>Increase in rates of leisure time physical activity among targeted groups</td>
</tr>
<tr>
<td>Mayor - champion</td>
<td>Organize Friend of the Trail groups</td>
<td>3 new walking clubs established</td>
<td><strong>Trails</strong> Increased use of targeted trails</td>
<td><strong>Trails</strong> Expansion of targeted trails</td>
<td></td>
</tr>
<tr>
<td>Dedicated Health Dept. staffing</td>
<td>Host new trail promotion events</td>
<td>3 events hosted to promote new trails</td>
<td>Streamway trail exploration group commissioned by Mayor and/or Commission</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-time communication support staff</td>
<td>Create video profiles of new trails</td>
<td>3 trail profile videos created</td>
<td><strong>Sidewalks</strong> Policymakers committed to high-priority sidewalk improvements</td>
<td><strong>Sidewalks</strong> Increase in % of newly constructed sidewalks that are in areas of high pedestrian priority</td>
<td></td>
</tr>
<tr>
<td>City planning and engineering staff</td>
<td>Host neighborhood advocacy training</td>
<td>3 neighborhood advocacy trainings hosted; 50 attendees total</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional marketing firm</td>
<td>Develop and disseminate new 20/20/20 website and brochure</td>
<td>20/20/20 website 20/20/20 brochure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20/20/20 Campaign Plan</td>
<td>Policy maker education about streamway trails and high priority sidewalks</td>
<td>Two personal meetings with each County Commissioner (20 meetings total)</td>
<td><strong>Advocacy</strong> Increased knowledge of the UG policy and budget process</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 20/20/20 Advocacy and Communications Project

**Outcome Measurement Framework**

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Indicator</th>
<th>Data Source</th>
<th>Data Collection Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding for additional bike routes/lanes</td>
<td>At least 2 bike lane projects submitted for federal funding</td>
<td>Minutes from Commission meetings where grant submissions are approved</td>
<td>Downloaded from Unified Government website</td>
</tr>
<tr>
<td>Increased use of trails in three targeted areas</td>
<td>Increase by 50% of use of trail</td>
<td>Self-reported resident usage</td>
<td>Pre/Post survey sent out to randomized sampling of residents living near the trail</td>
</tr>
<tr>
<td>Increased awareness of trails in three targeted areas</td>
<td>Increase by 50% of awareness of trail</td>
<td>Self-reported resident awareness</td>
<td>Pre/Post survey sent out to randomized sampling of residents living near the trail</td>
</tr>
<tr>
<td>Streamway trail exploration group commissioned by Mayor and/or Commission</td>
<td>Group officially commissioned during grant period</td>
<td>Minutes from Commission meeting or Mayoral proclamation / statement</td>
<td>Downloaded from internet</td>
</tr>
<tr>
<td>Policymakers committed to high-priority sidewalk improvements</td>
<td>6 of 10 County Commissioners agree to dedicate discretionary sidewalk spending to high priority projects</td>
<td>Personal commitments of County Commissioners</td>
<td>Statements in one-on-one meetings</td>
</tr>
<tr>
<td>Increased knowledge of the UG policy and budget process and development of advocacy objectives among residents attending training</td>
<td>Significant increase in knowledge (~20% improvement) of budget &amp; policy process; policy objective stated</td>
<td>Quiz results and self-reports by attendees of neighborhood advocacy trainings</td>
<td>Pre/Post test at beginning and end of advocacy trainings</td>
</tr>
</tbody>
</table>
Schlitterbahn offered the opportunity for Healthy Communities Wyandotte to be the "charity sponsor" of the Verrückt opening in the summer of 2014. HCW staff worked with KCK Area Chamber of Commerce and Schlitterbahn to put together a "Slide for Health" contest whereby organizations would donate to the work of Healthy Communities Wyandotte in exchange for being the first to ride down the Verrückt slide on its opening. Challenges and delays with the opening of Verrückt made running the contest difficult, but overall it was successful. Eleven organizations participated in the contest and $9,468.32 was raised to support health improvement activities. The Community Health Council of Wyandotte County, a local non profit, served as our fiscal sponsor for the contest. Funds are being held in their bank account. This is a request to accept funds to be moved to the Health Department for use by HCW. The funds are unrestricted and do not require a match. Because Verrückt is a destination for physical activity, the plan is to use the funds to promote physical activity by improving levee trails in the county, or help build new recreational trails.

Action Requested:
Acceptance of funds

Budget Impact: (if applicable)

Amount: $
Source:

- Included In Budget
- Other (explain) Charitable gift

Publication Required

Changes Recommended By Standing Committee (New Action Form required with signatures)
**Staff Request for Commission Action**

**Tracking No. 150049**

| Date: 2/26/2015 | Contact Name: Dr. Larry Franken | Contact Phone: 573-6704 | Contact Email: ljenicke@wycokck.org | Ref: | Department / Division: Public Health |

**Item Description:**
The General Motors Fairfax Assembly Plant gives charitable gifts to the community every year. In 2014 they elected to donate $5,000.00 to Healthy Communities Wyandotte to assist its overall efforts in mobilizing the community to improve health and well-being. These funds were accepted by fiscal agent KC Healthy Kids on behalf of HCW. The request is to bring these funds over to the Health Department for use by HCW. These funds are unrestricted and do not require a match. The plan is to use the funds to support the work of the Infant Mortality Action Team, which will soon launch after the final recommendations are completed by the Fetal Infant Mortality Review. We want to ensure low-income residents are engaged on that Action Team. Expenses will include food, child care, and literature that the team will create and distribute to the community.

**Action Requested:**
Acceptance of funds

**Publication Required**

**Budget Impact:** (if applicable)

- **Amount:** $
- **Source:**
  - Included In Budget
  - Other (explain) Charitable gift

---

☑ File Attachment
☑ File Attachment
☑ File Attachment
☑ File Attachment
**Staff Request for Commission Action**

**Tracking No. 150061**

- □ Revised
- □ On Going

**Type:** Standard  
**Committee:** Administration and Human Services Committee

**Date of Standing Committee Action:** 3/16/2015

(If none, please explain):

**Proposed for the following Full Commission Meeting Date:** 3/26/2015  
**Confirmed Date:** 3/26/2015

<table>
<thead>
<tr>
<th>Date</th>
<th>Contact Name</th>
<th>Contact Phone</th>
<th>Contact Email</th>
<th>Ref</th>
<th>Department / Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/5/2015</td>
<td>Gordon Criswell</td>
<td>5030</td>
<td><a href="mailto:jleverich@wycokck.org">jleverich@wycokck.org</a></td>
<td>JL</td>
<td>CAO</td>
</tr>
</tbody>
</table>

**Item Description:**

The 8th Street Family YMCA has been able to remain open for the past year and provide service to the residents of Kansas City, KS as a result of their partnership with the Unified Government. The future goal of the YMCA, along with that of the UG is to build a new healthy campus in the downtown which will include a new YMCA facility. While this project is progressing, it is important that we maintain facilities and services provided by the Y to the residents of our inner city. As noted in the attached presentation, 81% of the members utilizing the downtown Y receive financial assistance. This equals over $150,000 annually. In order to maintain the YMCA’s current operation and programs, they are requesting that the UG provide $75,000 in funding to assist with operations from April 2015 – April 2016.

Members of the YMCA will provide a presentation regarding their current programing and facilities and discuss how funding provided by the UG will be utilized to continue their operation.

**Action Requested:**

Recommend that $65,000 from the 2015 and $10,000 from the 2016 Hollywood Casino Grant Funding directed to UG Parks & Recreation be allocated to fund the YMCA operation.

- Publication Required

**Budget Impact:** (if applicable)

- Amount: $75,000
- Source:  
  - Included In Budget  
  - Unallocated Casino Funds for Parks & Recreation
- Other (explain)
Simeon Henderson  
Executive Director  
8th Street Family YMCA  
900 N 8th St. Kansas City, KS 66101  
February 17, 2015

To Whom It May Concern:

In 2014, The Unified Government of Wyandotte County and Kansas City, Kansas, graciously committed to a $75,000 proposal that helped allow the 8th Street Family YMCA remain open for an additional year. The YMCA of Greater Kansas is grateful that the Unified Government agreed to make a financial investment so that together we can continue to serve the Kansas City, Kansas community. I would like to share with the Commissioners and interested stakeholders how the allocated funds were utilized to support programs, membership, operations, and collaboration at the 8th Street YMCA. I look forward to receiving communication regard how I can accomplish my goal of updating your organization. I can be reached be via email: simeonhenderson@kansascityymca.org or by phone at 414-238-1843. Thank you in advance for your time and consideration.

Sincerely,

Simeon Henderson

Our Mission. The YMCA of Greater Kansas City, founded on Christian principles, is a charitable organization with an inclusive environment committed to enriching the quality of family, spiritual, social, mental and physical well-being.
DELIVERING OUR CAUSE

FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

8TH STREET FAMILY YMCA
THANK YOU!

Because of the support of the Unified Government, the 8th Street Family YMCA is able to remain open and provide the highest level of service to our community.

As a result of the Unified Government’s support of this operation, the Y is able to obtain additional funds through local fundraising and grants to provide needed programs and services to the community.
BECAUSE OF THE UNIFIED GOVERNMENT’S OPERATIONAL SUPPORT OF THE Y IN 2014, THE Y WAS ABLE TO PROVIDE THESE ADDITIONAL GRANT FUNDED PROGRAMS TO THIS COMMUNITY.
FUNDING SOURCES—8TH STREET YMCA

- Membership Dues: 71%
- Unified Government: 15%
- Contributions and Grants: 11%
- Program Fees: 2%
- Facility Rentals: 1%

Total Funding: $396,946

Pie Chart Breakdown:
- $86,250
- $61,546
OPERATING COSTS—8TH STREET YMCA

Supplies: $31,130
All Other Costs: $20,324
Occupancy: $192,569
Personnel Costs: $300,022

Unified Government funds are used to help cover costs required to operate the 8th Street YMCA.
CAPITAL EXPENDITURES—8TH STREET YMCA

- In-Kind Donation of Flooring Materials: $2,200
- Racquetball Courts
  - Men's Steam Room
  - Women's Steam Room
  - Women's Shower
  TOTAL: $17,371
- YMCA: 53%
- Unified Government: 42%

TOTAL: $21,723
8th Street YMCA-2014 ACTUALS AND 2015 BUDGET

YMCA of Greater Kansas City
8th Street 2014 Actual & 2015 Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget 12/31/2015</th>
<th>Actual 12/31/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>30,000</td>
<td>61,546</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>431,822</td>
<td>396,946</td>
</tr>
<tr>
<td>Program Service Fees</td>
<td>19,526</td>
<td>9,018</td>
</tr>
<tr>
<td>Facilities Rental</td>
<td>6,000</td>
<td>6,071</td>
</tr>
<tr>
<td>Total Income</td>
<td>487,348</td>
<td>473,592</td>
</tr>
<tr>
<td>Expense</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Wages</td>
<td>284,373</td>
<td>247,865</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>18,889</td>
<td>22,689</td>
</tr>
<tr>
<td>Payroll Taxes</td>
<td>34,551</td>
<td>29,468</td>
</tr>
<tr>
<td>Supplies</td>
<td>21,810</td>
<td>31,130</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>7,704</td>
<td>7,464</td>
</tr>
<tr>
<td>Postage and Shipping</td>
<td>0</td>
<td>2,039</td>
</tr>
<tr>
<td>Occupancy</td>
<td>182,653</td>
<td>180,146</td>
</tr>
<tr>
<td>Equipment Cost</td>
<td>6,700</td>
<td>12,423</td>
</tr>
<tr>
<td>Promotions and Publications</td>
<td>5,761</td>
<td>1,775</td>
</tr>
<tr>
<td>Travel and Transportation</td>
<td>3,420</td>
<td>3,270</td>
</tr>
<tr>
<td>Conferences and Meetings</td>
<td>1,130</td>
<td>809</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>200</td>
<td>4,985</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>0</td>
<td>-20</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td></td>
<td>39,587</td>
</tr>
<tr>
<td>Total Expense</td>
<td>567,191</td>
<td>583,632</td>
</tr>
<tr>
<td>Net Income (Deficit) from Operations</td>
<td>-79,843</td>
<td>-110,050</td>
</tr>
<tr>
<td>Unified Government Support</td>
<td>75,000</td>
<td>103,621</td>
</tr>
<tr>
<td>Net Income (Deficit) After Support</td>
<td>-4,843</td>
<td>-6,429</td>
</tr>
</tbody>
</table>

Note: Unified Government Support for 2014 Includes the following:
- 3 Months of April 2013 Award ($10,000 per month) 30,000
- 9 Months of April 2014 Award ($6,250 per month) 56,250
- Capital Reimbursement from 2013/2014 Awards 17,371

Unified Government Funds are needed to help support the 8th Street Y's operations.
8TH STREET YMCA MEMBERSHIP

- Through YMCA membership, the 8th Street Family YMCA serves 3,589 children, teens, adults and seniors. This represents 631 households.
- 81% of members received financial assistance for membership and programs totaling $150,979.
- The median household income of the 8th Street YMCA is $18,401. (National median household income is $51,000.)
- The Y’s membership is representative of the community—47% of all members are Hispanic.
YMCA FINANCIAL ASSISTANCE

• As a charitable organization, the YMCA is committed to serving all in need. Anyone is eligible to apply for YMCA Financial Assistance.

• All applicants must complete the YMCA Financial Assistance form:
  • Detailed Income and Expense Information
  • Proof of Income: 1040 Tax Form, Free or Reduced Lunch Letter, or Social Security Letter
  • Additional Items for Consideration: Job Loss, Medical Bills, Child Support, Disability, etc.

• Financial Assistance is awarded at 5 different levels based on need.

• Financial Assistance recipients are periodically re-verified.
YMCA FINANCIAL ASSISTANCE FORM

FINANCIAL ASSISTANCE APPLICATION

<table>
<thead>
<tr>
<th>Income</th>
<th>Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Monthly Income (before Taxes)</td>
<td></td>
</tr>
<tr>
<td>Spouse's Gross Monthly Income (before Taxes)</td>
<td></td>
</tr>
<tr>
<td>Child Support</td>
<td></td>
</tr>
<tr>
<td>Aid to Dependent Children</td>
<td></td>
</tr>
<tr>
<td>Social Security Compensation</td>
<td></td>
</tr>
<tr>
<td>Unemployment Compensation</td>
<td></td>
</tr>
<tr>
<td>Food Stamps</td>
<td></td>
</tr>
<tr>
<td>Welfare</td>
<td></td>
</tr>
<tr>
<td>Retirement Funds</td>
<td></td>
</tr>
<tr>
<td>Other (Please explain)</td>
<td>Other (Please explain)</td>
</tr>
<tr>
<td><strong>TOTAL MONTHLY INCOME</strong></td>
<td><strong>TOTAL MONTHLY EXPENSE</strong></td>
</tr>
</tbody>
</table>

The following may be used to support your financial assistance request:
- [ ] 1040 Tax Form
- [ ] Free & Reduced Lunch Letter
- [ ] Social Security Letter

**Additional Items For Consideration (Debts, Loss, Child Support, Medical Bills, Disability, etc.)**

I am requesting assistance from the Y because of my personal circumstances. I verify that all information submitted is complete and accurate. If my situation changes, I agree to notify the Y. If I submit false or inaccurate information or fail to notify the Y of a change within 30 days, my membership may be subject to termination.

I understand that my Financial Assistance Rate is good for a six month period, and that in order to extend this rate for another six months, I must re-verify my income two weeks prior to the end of the current six month period. If I do not re-verify my need for financial assistance two weeks prior to the end of my Financial Assistance term, my rate will be increased to the next level of Financial Assistance.

Member Initials:

Applicant Signature: __________________________ Date: __________

ASSISTANCE APPROVAL

Membership Type: __________________________

Renewal Date ________

Approved Membership Rate: $ ________

Approved Level: □ L1 □ L2 □ L3 □ L4 □ L5

Program Approved: __________________________ Approved Program Discount %

Y Team Member Signature: __________________________ Date: __________

Revised: 10.17.14
Because of the Unified Government’s support, the 8th Street Y impacts the lives of many!
BACK TO SCHOOL BASH

Over 350 children received backpacks, school supplies and haircuts.
COOKING CLASSES IN PARTNERSHIP WITH HARVESTERS

Through Spanish Cooking and Kids’ Cooking classes youth and adults received healthy eating cooking instruction and weekly groceries.
READY TO LEARN—EARLY LEARNING READINESS

Year-round program designed to improve school readiness of children being cared for by families, friends and neighbors.
In partnership with the Girl Scouts, the Y hosts troops for 3 different age groups. Spanish-speaking leaders provide support for these girls.
Night Courts provides a safe, positive environment for teens. In addition to basketball, activities include leadership courses.
This program engages middle school youth in robotics programming.
Salsa, Sabor y Salud helps Hispanic/Latino families make healthy choices, increase their activity and pursue healthier lifestyles.
The Y provides on-going programs to enhance the quality of life for the community. 

- Trunk or Treat 
- Kids Night Out 
- Family Nights 
- Healthy Kids Day 
- Health Fairs 
- Senior Activities 
- AND SO MUCH MORE
THANK YOU FOR YOUR SUPPORT!
8th Street Family YMCA
Our Impact in Wyandotte County, KS

Membership
- Through YMCA membership, the 8th Street Family YMCA serves 3,589 children, teens, adults and seniors in the Wyandotte County community. This represents 631 active memberships.
- Over 81% of the individual members received YMCA financial assistance for membership and programs totaling $150,979.
- The 8th Street YMCA is serving a community well below the national median household income of $51,000. The median household income within a five-minute drive time of the 8th Street YMCA is $18,401.
- The 8th Street Family YMCA continues to grow since the potential closing of the facility in 2013.

Membership History

![Membership History Graph]

Employment
The Y provides both full- and part-time employment and career opportunities. Associates enjoy positions that positively affect the lives of people in the community and an organization that is committed to their growth and development.

<table>
<thead>
<tr>
<th>Number of Associates</th>
<th>Economic Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 Full-Time Associates</td>
<td>$165,877</td>
</tr>
<tr>
<td>33 Part-Time Associates</td>
<td>$159,966</td>
</tr>
</tbody>
</table>
8th Street Family YMCA Programs Highlights

YOUTH DEVELOPMENT
DEVELOPING THE POTENTIAL OF EVERY CHILD AND TEEN

Science, Technology, Engineering and Math (STEM) – Free to Community. A pilot grant from the KC STEM Alliance in 2013 allowed the YMCA to fill a gap identified by the Alliance that there are few opportunities to engage younger children in robotics programming before high school, and that this is even more evident in the urban core. The YMCA launched FIRST Lego League teams at the 8th Street YMCA (Team Name: Robo-Bears) with the theory that providing these opportunities at a community-based location participation would increase for youth that might not naturally enroll in such a program at school. These middle school youth competed in the local qualifying tournaments and more than 90% of youth indicated they had learned more about STEM and would participate again. The 8th Street Y is hosting a STEM summer camp.

Youth Volunteer Corps Kansas City (YVCKC) – Free to Community. As of January 2013, the YMCA of Greater Kansas City is the sponsoring organization of the Kansas City affiliate of the national Youth Volunteer Corps of America program. This program is primarily driven through AmeriCorps Team members that lead teams of youth ages 11-18 from primarily disadvantaged circumstances in meaningful service-learning projects.

The YVCKC program model includes the following programming:

- **In-School:** YVCKC Team members deliver service-learning curriculum during a class period within the school day. (8) 4-week modules, each module focusing on a topic selected by the youth that includes education, research, a service-project, and reflection. This program is currently being offered in 4 high schools and 1 middle school in USD 500 (Kansas City, KS district);

- **After-school:** YVCKC Team member delivers service-learning curriculum and facilitates ongoing service delivery opportunities for youth volunteers to be on site at a community organization once a week for 2-4 hours after school during the school year for a semester at a time.

- **Weekend Projects:** YVCKC Team members organize weekend projects throughout the school year, 3-5 hour projects

- **Special Projects:** YVCKC Team members will organize episodic service-learning projects (2-3 hour projects) for national days of service
Young Achievers. Young Achievers is designed to help teens ages 7th-12th grade pursue high educational and career goals, be academically productive and graduate from high school, be accepted to and attend college or post-secondary education, and successfully navigate college life. The primary target population is underserved and minority teens that may not have ready access to the kinds of supports and resources needed to be successful in these pursuits, although the program is open to all students throughout the Kansas City metropolitan community. Through academic support, career exploration, and mentoring, the Young Achievers Program helps young people set and achieve higher education goals for a more positive future. Over 125 youth enrolled in Y Achievers and an additional 200 students were served through outreach events/workshops. The YMCA partners with Big Brothers Big Sisters to engage adult mentors for our Y Achievers program.

Night Courts. Reach High, Play Hard...Night courts provides a safe and positive environment for teens to spend their Friday nights during the summer. In addition to basketball, activities include leadership courses, and handball for teens ages 13 – 18.

Achievement gap prevention—Early Learning Readiness for Informal Caregivers – Free to Community. This program is designed to enhance the learning experiences of youngsters ages 0-5 years being cared for in informal child care settings by families, friends and neighbors. The program provides a stimulating, preschool-like experience through learning centers that foster development, improve school readiness, and support the skills and confidence of caregivers. This is one of the YMCA of the USA’s signature programs aimed at addressing the achievement gap by improving the school readiness of children who might otherwise start school at a disadvantage. This year-round program is held twice a week at the Waterstone Apartments community.

Youth Sports. Y Youth Sports is about improving skills, making new friends, being active with other kids and learning to love a sport. Youth sports are a fun and engaging way to practice our core values of caring, honest, respect and responsibility, learn important life lessons, including positive competition, fair play the value of participation over winning, team-building, positive self-image and mutual respect for others in a fun and engaging environment. The Y offers soccer, bitty soccer, baseball, T-ball, coach pitch, youth basketball, bitty basketball, bitty flag football flag football, adult sports, lacrosse, and basketball camps. A variety of youth sports programs are available for all ages.
HEALTHY LIVING
IMPROVING THE HEALTH AND WELL-BEING OF MEMBERS

Salsa, Sabor y Salud (3 sites in Wyandotte County). Utilizing a nationally recognized, culturally competent curriculum developed by the National Latino Children’s Institute, this program helps Hispanic/Latino families make healthy choices, increase their activity and pursue healthier lifestyles in response to the growing obesity rates and inactivity levels among Latino children in America. The program is presented in Spanish, and the entire family participates in eight (8) 30-minute sessions. Every session reinforces key messages of (1) eat foods from each of the 4 food groups daily; (2) be sensible about portions, (3) be physically active every day; and (4) take small steps for success. The goals are as follows: 75% of adults will report exercising daily and 75% of parents will report their children are exercising every day; 75% of families will report that the Salsa program has impacted the way their family eats; 75% of families will report the program has impacted the way their family is active together.

Coaching Connection. Individuals are given the opportunity to grow their knowledge, build their skills and deepen their personal motivation for healthy living. Through 6 weekly, one-on-one sessions, Healthy Living Coaches provide members with support, guidance and accountability toward meeting healthy living goals.

Y Weight Loss. Y Weight Loss is an evidence-based program designed to assist people in eating healthier and losing weight. This program is offered year-round and has the goal of helping people lose 5-7% of their body weight and work up to 150 minutes of physical activity per week. The program is facilitated by a Registered Dietitian.

Group Exercise. The Y offers a variety of healthy living classes and programs for people of all ages, abilities, interests and fitness levels. Group exercise class offerings include: Step, Yoga, Cycling, Zumba, Turbokick, Kick-boxing, BODYBUMP, Bootcamp, Piloxing, Core Classes, Resistance Training, Active Older Adult/SilverSneakers, Family Fitness, Family Yoga, Family Bootcamp, PiYo, Karate, Interval Training, Tai Chi, Cross Training, and Personal Training.

Dining with Diabetes. Our Dining with Diabetes course emphasizes meal planning and cooking for those with diabetes. This three-week course is free and open to the community. It is offered in both English and Spanish languages.
Eat Healthy. Be Active. This program helps families make healthy choices, increase their activity levels and pursue healthier lifestyles in response to the growing obesity rates and inactivity levels among children in America. The entire family participates in eight 30-minute sessions. Every session reinforces key messages of (1) eat foods from each of the 4 food groups daily; (2) be sensible about portions, (3) be physically active every day; and (4) take small steps for success.

Project Strength: Healthy Lifestyles on a Budget. An 8-week course where participants learn important nutrition basics, food safety and prepare a meal in a friendly and relaxed setting. During the year, two of the 8-week courses will be offered in Spanish.

Youth Fit Club. Youth Fitness provides an opportunity to have fun while being active and improving the overall fitness of youth. Youth will participate in games, activities and drills focused on increasing their strength, endurance and flexibility. The program is for youth ages 5 years old and up.

YMCA Senior Group Exercise Classes. The YMCA provides senior group exercise classes at:
- Stranger Rest Baptist Church: 1000 participants
- Vernon Multi-Purpose Center: 2000 participants
- Argentine Community Center: 1000 participants

SOCIAL RESPONSIBILITY
GIVING BACK AND SUPPORTING OUR NEIGHBORS

Unified Government of Wyandotte County and Kansas City, Kansas. The Unified Government has supported the Y in numerous ways to improve the lives of residents.

Pioneering Healthier Communities was an initiative in Wyandotte County led by the Y to convene community teams to lead policy and environmental changes that promote making the healthy choice the easy choice in all of the places where people live, work, learn and play. The steering committee of Pioneering Healthier Communities merged with the Unified Government mayor’s Healthier Communities Wyandotte department to sustain these efforts.
Racial and Ethnic Approaches to Community Health (REACH) is a YMCA of the USA grant made possible by the Centers for Disease Control to facilitate a similar effort to improve physical activity and nutrition for Hispanic and African American populations in Wyandotte County.
  - A total of 20 before and after school program sites serving 2,000 children in Kansas City, KS, are now incorporating healthy eating and physical activity standards into their daily curriculum.
  - By incorporating this curriculum the USD 500 has been able to leverage the CHAMPS Grant which allows the school district to provide healthy meals instead of snacks.

Togetherhood—A Member-led Community Service Program. The YMCA of the USA’s signature program in Social Responsibility is Togetherhood. This program was launched at the Providence/Ball Family YMCA in Wyandotte County. Togetherhood invites Y members to activate their social responsibility by participating in the Y’s cause to strengthen community. Togetherhood provides Y members with fun, convenient and rewarding ways to give back and support their neighbors.

Other Programs for Members and the Community. The Y in Wyandotte is active throughout the year providing on-going programs to engage and enhance the quality of life for the community. Kids Night Outs, Family Nights, Healthy Kids Day, Community Gardens, Community Health Fairs, Cancer Support Group at the Y, Income Tax support for Seniors with AARP, Diabetes Management Classes, Cancer screening, tumbling, gymnastics, dance, Legendary 5 K Road Race, winter camps, senior trip trips, senior cards and game days, movie days for seniors.
### Staff Request for Commission Action

**Tracking No. 150059**

- [ ] Revised
- [ ] On Going

**Type:** Standard  
**Committee:** Administration and Human Services Committee

**Date of Standing Committee Action:**
(If none, please explain):

**Proposed for the following Full Commission Meeting Date:**
 Confirmed Date: 3/26/2015

3/26/2015

- [ ] Changes Recommended By Standing Committee (New Action Form required with signatures)

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<td>Henry Couchman</td>
<td>573-5672</td>
<td><a href="mailto:hcouchman@wycokck.org">hcouchman@wycokck.org</a></td>
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**Item Description:**
Changes are proposed to seven Human Resources Guide policies. Changes to 2.1 Equal Opportunity in Employment would prohibit discrimination against any employee or applicant for employment because of sexual orientation or gender identity. Changes to 2.2 Harassment in the Workplace would prohibit harassment of employees based on sexual orientation or gender identity. Related changes are proposed to 7.1 Rules and Discipline and 7.2 Grievance Procedure. Changes to 7.5 Social Media would prohibit Unified Government employees from engaging in discrimination or harassment on the basis of sexual orientation or gender identity while using social media.

A definition of "spouse" would be added to 1.2 Definitions. Under the proposed definition, "spouse" would include "[a]ny individuals who are lawfully married under any state law, including individuals of the same sex who were legally married in a state that recognizes such marriages." Finally, the definition of "spouse" in 5.6 Family and Medical Leave would be changed to reflect the definition adopted in a recent regulation promulgated by the Department of Labor.

**Action Requested:**
Approval of policy changes.

- [ ] Publication Required

**Budget Impact: (if applicable)**

- [ ] Included In Budget
- [X] Other (explain) Policy action by Commission.
DEFINITIONS

I. Definitions: Unless otherwise indicated, the following definitions apply to this guide:

Absence, Occasions of: A continuous period of absence from work; it may be a portion of a day, a day, or a number of days.

COBRA: The Consolidated Omnibus Budget Reconciliation Act (COBRA), Public Law No. 99-272 and amendments thereto.

Command Officers: Sworn personnel in the Park Ranger, Fire, Police and Sheriff Departments whose rank is above that of those employees who are recognized as members of the bargaining unit.

Comp-Time: Compensatory time; time off given instead of pay for overtime work.

County Administrator: The chief administrative officer of the Unified Government; directs and supervises the administration of all offices and all appointive officers and employees of the Unified Government; serves at the pleasure of the Unified Board of Commissioners; referred to as the Administrator.

Date of Hire: The day the employee began work. Also, the most recent employment date.

Date of Separation: The final day an employee is on the payroll.

Discharged or Dismissal (fired): Involuntary separation from employment—initiated by the department.

Employee: An individual appointed to a job or position with the Unified Government for which he/she is paid on a full-time, part-time or temporary basis. Does not include any individual contracted for.

FICA: Federal Insurance Contributions Act

FMLA: Family and Medical Leave Act

FLSA: Fair Labor Standards Act

Full-time Employee (FT): An employee who works a 40-hour week year round.

Grant Funded Position: A position whose salary and benefits are paid from a grant fund. Duration of employment is contingent upon length of grant fund.

Human Resources Director: The Director of the Unified Government Human Resources Department or his or her designated representative.

Memorandum of Understanding: A legal agreement between the Unified Government as employer and a recognized organization representing a group of employees, such as a union; also referred to as a Memorandum of Agreement.
Unified Government
Human Resources Guide

Minimum Month: Amount of time an employee must work in a month to accrue benefits. Applies to accruing sick leave and vacation time: full-time regular employees, 12 working days (96 hours) per calendar month; part-time A employees, 12 four-hour working days or (48 hours) per calendar month; Command Officers of the Fire Department who do not work eight-hours per day, 144 working hours per calendar month.

Part-Time A Employee: Works 20-39 hours in a given work week. Eligible to participate in health, dental, retirement and supplemental insurance programs as well as receive leave benefits at half the rate of a full-time employee.

Part-Time B Employee: Not eligible for benefits.

Recall: Reappointment to any Unified Government position, after a layoff, within a year.

Reclassification: The official determination by the Administrator that a position be assigned to a class different from the one to which it was previously classified.

Rehire: The reappointment of a former employee whose break in employment resulted from a voluntary separation or discharge; also the reappointment of an employee laid off for longer than a year.

Resignation: Voluntary separation from employment initiated by the employee for any reason.

Retirement: Separation from employment when age, length of service, and/or disability requirements have been met for retirement benefits from Kansas Public Employees Retirement System (KPERS), Kansas Police and Firemen’s Retirement System (KP&F), and/or Social Security benefits.

Seasonal Position: Appointed to a position for a specific period of time, not eligible for benefits.

Spouse: Any individuals who are lawfully married under any state law, including individuals of the same sex who were legally married in a state that recognizes such marriages. “Spouse” includes individuals who have entered into a common-law marriage in a state that recognizes common-law marriages. For the purposes of this definition, “state” means any state of the United States, the District of Columbia, Puerto Rico, the Virgin Islands, America Samoa, Guam, Wake Island, the Northern Mariana Islands, any other territory or possession of the United States, and any foreign jurisdiction having the legal authority to sanction marriages.

Supervisor: The person to whom the employee reports on a day-to-day basis; the first-line manager or above.

Temporary: Appointed to a position for less than 12 months, not eligible for benefits.

Voluntary Separation: Indicates that the separation from employment was initiated by the employee; a resignation.

Unified Board of Commissioners: The governing body of the Unified Government of Wyandotte County/Kansas City, Kansas.
Workweek: The usual workweek is 40 hours; however, Fire Department employees assigned to a 24-hour shift have a workweek of 53.1 hours.
EQUAL OPPORTUNITY IN EMPLOYMENT

I. General: It is the policy of the Unified Government not to discriminate against any employee or applicant for employment because of race, color, national origin or ancestry, religion or creed, sex, pregnancy, sexual orientation, gender identity, age, or disability.

II. Policy

A. Discrimination in the workplace shall not be tolerated.

1. The Unified Government will not tolerate discrimination in the terms or conditions of employment, including, but not limited to:
   a. Evaluating the skills, education, and experience of applicants;
   b. Promoting, upgrading, demoting, transferring, and laying off of employees;
   c. Recruiting, advertising, or soliciting for employment;
   d. Training during employment and selecting for training and apprenticeship programs; and
   e. Establishing rates of pay and terms, conditions, and privileges of employment.

2. No employee shall aid, abet, compel, coerce, or conspire to discriminate or harass another employee because of race, color, national origin or ancestry, religion or creed, sex, sexual orientation, gender identity, age, or disability.

3. All programs shall be offered in a nondiscriminatory manner.

B. The Unified Government shall follow applicable federal, state, and local laws and rules and regulations for the protection of the rights of applicants and employees.

C. Nothing in this policy is intended to circumscribe or modify the right of the Unified Government to:

1. Direct the work of its employees;
2. Hire, promote, demote, transfer, assign, and retain any employee;
3. Suspend or discharge employees;
4. Maintain the efficiency of governmental operation;
5. Relieve employees from duties because of lack of work or for other legitimate reasons;
6. Take such actions as may be necessary to carry out the mission of the Unified Government in emergencies; and
7. Determine the methods, means and personnel by which operations are to be carried on.

D. Complaints

1. This policy shall be prominently posted in every department and distributed to all Unified Government elected officials and employees, including all new hires.

2. The Unified Government encourages employees to report any incident(s) of harassment, a hostile working environment or discrimination. See 2.2—Harassment in the Workplace.

3. Employees may report concerns regarding discrimination or harassment to any and all levels of management including but not limited to the department head, the Director of Human Resources or the Administrator, without regard to any “chain of command”.

4. Any report made under this policy does not need to be in writing.

5. All complaints of harassment reported under this policy shall be expeditiously investigated according to the procedure stated in 2.2—Harassment in the Workplace.

6. The employee who believes that he/she has been discriminated against may utilize the 2.2 Harassment in the Workplace policy, Section IV. Making a Complaint, procedure and/or file a complaint with the Kansas Human Rights Commission (KHRC) and/or the Equal Employment Opportunity Commission (EEOC).

7. An employee or applicant for employment shall not be subject to retaliation because he or she has filed a complaint of discrimination or harassment or has testified, assisted, or participated in any manner in an investigation, proceeding, or hearing related to a complaint of discrimination or harassment.

8. All supervisors are responsible for enforcing the provisions of this policy.

9. Employees who violate this policy shall be subject to discipline up to and including termination.

RELATED POLICIES: 2.2—Harassment in the Workplace
2.6—Selection/Transfer of Employees
2.17 – Americans With Disability Act

RELATED FORM(S): Consent and Acknowledgement of Receipt Form
HARASSMENT IN THE WORKPLACE

I. General: The Unified Government will not tolerate harassment of employees based on sex (with or without sexual conduct), race, color, religion, national origin or ancestry, religion or creed, pregnancy, sexual orientation, gender identity, age, disability, or protected activity (opposition to prohibited discrimination or participation in the Unified Government or statutory complaint process) by anyone in the workplace, including supervisors, co-workers, and non-employees. Employees who make complaints of harassment or provide information related to such complaints will be protected from retaliation. Employees are encouraged to report harassment to any and all levels of management, including their department head, the Director of Human Resources, and the County Administrator, or to the Employee Relations Officer. To the extent possible, complaints of harassment will be kept confidential. All complaints of harassment will be promptly, thoroughly, and impartially investigated. If the Unified Government determines that harassment has occurred, it will take immediate and appropriate corrective action.

II. Harassment Not Tolerated.

A. The Unified Government will not tolerate harassment of employees based on sex (with or without sexual conduct), race, color, religion, national origin or ancestry, religion or creed, pregnancy, sexual orientation, gender identity, age, disability, or protected activity (opposition to prohibited discrimination or participation in the Unified Government or statutory complaint process) by anyone in the workplace, including supervisors, co-workers, and non-employees.

B. All persons who work at the Unified Government have a responsibility to help maintain a work environment that is free from harassment.

C. Harassment is prohibited in any location that can be reasonably regarded as an extension of the workplace, such as any customer location, an off-site social business function, or any other non-Unified Government facility where Unified Government business is being conducted and discussed.

D. This policy applies equally to harassment of and by gay and lesbian employees.

III. Sexual Harassment

A. The Equal Employment Opportunity Commission (EEOC) defines “sexual harassment” as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment;
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or

3. Such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance by creating an intimidating, hostile, or sexually offensive work environment.

B. Determining what constitutes sexual harassment depends upon the specific facts and the context in which the conduct occurs. Sexual harassment may take many forms – subtle and indirect, or blatant and overt. For example:

1. It may be conduct toward an individual of the opposite sex or the same sex.
2. It may occur between peers or between individuals in a hierarchical relationship.
3. It may be aimed at coercing an individual to participate in an unwanted sexual relationship or it may have the effect of causing an individual to change behavior or work performance.
4. It may consist of repeated actions or may even arise from a single incident if sufficiently egregious.

C. Examples of inappropriate workplace conduct that may constitute sexual harassment include, but are not limited to, the following:

1. Physical contact or touching of a sexual nature;
2. Sexual advances, propositions, or flirtations;
3. Requests or pressure for sexual favors, activities, or contact;
4. Gestures, such as puckering one’s lips suggestively or making obscene signs with one’s fingers or hands;
5. Repeated staring or unnecessary proximity to another person;
6. Jokes or comments of a sexual nature;
7. Display, circulation, or communication of sexually suggestive, explicit, graphic, or offensive objects, pictures, or materials of any kind.
IV. Making a Complaint

A. Employees may report harassment to any and all levels of management, including but not limited to their department head, the Director of Human Resources, and the County Administrator, or to the Employee Relations Officer, without regard to any “chain of command.”

B. The Unified Government encourages employees to report harassment before it becomes severe or pervasive. Even if the harassment does not rise to the level of a violation of federal or state law, the Unified Government will take action to stop it.

C. A complaint made under this policy does not need to be in writing.

D. A supervisor (including a manager, department head, or any other official or employee with supervisory responsibilities), whether appointed or elected (excluding the Unified Board of Commissioners), who receives a written or oral complaint, allegation, or any notice whatsoever of harassment shall notify the Director of Human Resources in writing of such complaint, allegation, or notice at his or her earliest opportunity, but in no case later than one (1) business day after receiving it. Written notification shall be provided to the Director of Human Resources regardless of the supervisor’s opinion as to the merits of the claim.

E. In lieu of or in addition to reporting harassment to management, an employee may file a complaint with the Equal Employment Opportunity Commission (EEOC) or the Kansas Human Rights Commission (KHRC). If an employee elects to file a complaint with the EEOC, the complaint must be filed within 300 days of the unlawful harassment. A complaint with the KHRC must be filed within six (6) months of the unlawful harassment. The deadline for filing complaints with the EEOC or the KHRC runs from the last date of unlawful harassment, not from the date that the complaint to the Unified Government is resolved.

V. Retaliation Not Tolerated.

It is unlawful to retaliate against an employee for filing a complaint of harassment or cooperating in an investigation of a complaint of harassment. The Unified Government will not tolerate retaliation against an individual who in good faith reports harassment or provides information related to a complaint of harassment.
VI. Confidentiality

The Unified Government recognizes that confidentiality is important. Those responsible for implementing this policy will protect the confidentiality and privacy of individuals reporting or accused of harassment to the extent reasonably possible. Information about the allegation of harassment will be shared only with those who need to know about it. Records relating to harassment complaints shall be kept confidential on the same basis. The Unified Government, however, cannot guarantee complete confidentiality, since it cannot conduct an effective investigation without revealing certain information to the alleged harasser and potential witnesses.

VII. Investigation Process.

A. All complaints of harassment will be promptly, thoroughly, and impartially investigated.

B. The Director of Human Resources, upon receiving written notification from a supervisor or upon receiving an oral or written complaint, allegation, or notice of harassment, shall immediately open, and subsequently maintain, a file on the matter.

C. The Director of Human Resources shall expeditiously investigate the complaint, allegation, or notice or, in his or her discretion, refer the matter to the County Administrator for investigation or to an outside agency.

D. The Director of Human Resources or other person(s) designated to investigate the complaint, allegation, or notice shall take statements from the complainant or alleged subject of harassment and, as necessary, those persons accused of improper acts, witnesses, and other persons thought to possess relevant information.

E. The Director of Human Resources or other person(s) charged with conducting the investigation may request written and/or oral reports from any official or employee, except that no complainant shall be required to make a written statement if unwilling to do so.

F. When a complainant refuses to provide a written statement, the person(s) charged with conducting the investigation shall utilize another method of documenting and preserving the statement of the complainant.

G. All employees and officials shall cooperate fully with the investigation. An employee who fails to cooperate fully with an investigation shall be subject to discipline, up to and including termination.
H. Upon completion of the administrative investigation, the person(s) who has conducted the investigation shall make written findings to the Director of Human Resources.

VIII. Corrective Action.

A. Reports of harassment are taken seriously and will be dealt with promptly. Where harassment is found to have occurred, the Unified Government will take immediate and appropriate corrective action to stop the harassment, to prevent its recurrence, and, where appropriate, to discipline those responsible.

B. Pending the results of the investigation of a complaint of harassment, the Director of Human Resources and the head of any department whose employees may be involved shall take action to ensure that the complainant or person alleged to have been harassed is not subject to further harassment. Actions that may be taken pending the results of the investigation include, but are not limited to, temporarily rescheduling the hours of work of the alleged harasser, assigning the alleged harasser to a different work location or department, and placing the alleged harasser on administrative leave.

C. After receiving the findings of the investigation, the Director of Human Resources shall make recommendations for appropriate action to be taken, if any is required. If no action is required, that shall be so noted.

D. The specific action taken in any particular case depends on the nature and gravity of the conduct reported and may include, but is not limited to, training or education, counseling, transfer or reassignment, disciplinary action, and monitoring of the harasser. In addition, where harassment if found to have occurred, appropriate measures shall be taken to correct the effects of the harassment, including but not limited to, restoration of leave taken because of the harassment, expungement of negative evaluations in the complainant’s personnel file that arose from the harassment, reinstatement, apology by the harasser, monitoring treatment of the complainant or victim to ensure that he or she is not subjected to retaliation by the harasser or others in the workplace because of the complaint, and correction of other harm caused by the harassment.

E. The recommendations of the Director of Human Resources shall be presented to the head of any department whose employees are involved and the Administrator.

F. If the department head disagrees with the recommendations made by the Director of Human Resources, the department head shall report the reasons for his or her disagreement to the Administrator, who shall decide on the appropriate remedial action.

G. After receiving the recommendations of the Director of Human Resources, the Administrator may direct that the recommendations, or any of them, not be implemented
or that additional or substitute actions be taken consistent with the Unified Government’s responsibility to stop the harassment, to prevent its recurrence, and, where appropriate, to discipline those responsible.

H. After the Administrator and any concerned department head are provided with the findings of the investigation and the recommendations of the Director of Human Resources, the complainant or employee(s) involved shall be notified in writing of the resolution of the issue and the steps to be taken as a result, if any.

IX. Disciplinary Action for Violations.

Any employee, supervisor, or manager who is found to have violated this policy will be subject to appropriate discipline, up to and including termination.

X. Posting and Notice

This policy shall be prominently posted in central locations in all Unified Government buildings and facilities and shall be distributed to all elected officials and employees of the Unified Government, including new hires.

RELATED POLICIES: 2.1 – Equal Opportunity in Employment
2.17 – Americans with Disabilities Act
6.3 – Violence Free Workplace

RELATED FORM(S): Consent and Acknowledgement of Receipt Form
I. General: FMLA leave is available to eligible employees for certain family and medical reasons, as provided in the Family and Medical Leave Act of 1993, as amended, (FMLA) and Department of Labor regulations.

II. Policy

A. Employee eligibility: To be "eligible" for FMLA leave, an employee must:
   1. Have been employed by the Unified Government for at least 12 months within the previous seven years; and
   2. Have worked at least 1,250 hours during the 12 months preceding the start of the leave. An employee returning from fulfilling his or her National Guard or Reserve military obligation will be credited with the hours of service that would have been performed but for the period of military service.

B. Leave entitlement: An eligible employee is entitled to leave, either paid or unpaid or a combination of the two, totaling:
   1. 12 workweeks during a rolling 12-month period for any of the following reasons:
      a. Because of the birth of a child and to care for the newborn child;
      b. Because of the placement of a child with the employee for adoption or foster care. (Employees may take FMLA leave before the actual placement or adoption of a child if an absence from work is required for the placement for adoption or foster care to proceed. Leave must conclude within 12 months of the birth or placement;
      c. To care for the employee's spouse, son, daughter, or parent who has a serious health condition;
      d. Because of a serious health condition that makes the employee unable to perform the functions of the employee's job; or
      e. Because of any qualifying exigency arising out of the fact that the employee's spouse, son, daughter, or parent is a military member on covered active duty or call to covered active duty status (or has been notified of an impending call or order to covered active duty) in the Armed Forces.
   2. 26 workweeks in a single 12-month period for an employee who is the spouse, son, daughter, parent, or next of kin of a covered servicemember with a serious injury or illness, beginning the first day the eligible employee takes FMLA leave to care for a covered servicemember and ending 12 months after that date.
      a. During the single 12-month period described in II.B.2, all leaves taken under II.B.1 or II.B.2 may not exceed a combined total of 26 workweeks.
C. Leave because of qualifying exigency: Eligible employees may take FMLA leave while the employee’s spouse, son, daughter, or parent is on covered active duty (or has been notified of an impending call or order to covered active duty) in the Armed Forces for one or more of the following qualifying exigencies:

1. Short-term notice deployment
   a. To address any issue that arises from the fact that the military member is notified of an impending call or order to covered active duty in the Armed Forces seven or less calendar days prior to the date of deployment;
   b. Leave taken for this purpose can be used for a period of seven calendar days beginning on the date the military member is notified of the impending call or order to covered active duty;

2. Military events and related activities
   a. To attend any official ceremony, program, or event sponsored by the military that is related to the covered active duty or call to covered active duty status of the military member; and
   b. To attend family support or assistance programs and informational briefings sponsored or promoted by the military, military service organizations, or the American Red Cross that are related to the covered active duty or call to covered active duty status of the military member;

3. Childcare and school activities
   a. To arrange for alternative childcare for a child of the military member when the covered active duty or call to covered active duty status of the military member necessitates a change in the existing childcare arrangement;
   b. To provide for childcare for a child of the military member on an urgent, immediate need basis (but not on a routine, regular, or everyday basis) when the need to provide such care arises from the covered active duty or call to covered active duty status of the military member;
   c. To enroll in or transfer to a new school or day care facility a child of the military member when enrollment or transfer is necessitated by the covered active duty or call to covered active duty status of the military member; and
   d. To attend meetings with staff at a school or a daycare facility regarding a child of the military member when such meetings are necessary due to circumstances arising from the covered active duty or call to covered active duty status of the military member;
4. Financial and legal arrangements
   a. To make or update financial or legal arrangements to address the military member’s absence while on covered active duty or call to covered active duty status; and
   b. To act as the military member’s representative before a federal, state, or local agency for the purposes of obtaining, arranging, or appealing military service benefits while the military member is on covered active duty or call to covered active duty status, and for a period of 90 days following the termination of the military member’s covered active duty status;

5. Counseling. To attend counseling provided by someone other than a health care provider for oneself, for the military member, or for the child of the military member, provided that the need for counseling arises from the covered active duty or call to covered active duty status of the military member;

6. Rest and recuperation. To spend time (up to 15 days for each instance) with a military member who is on short-term, temporary, rest and recuperation leave during the period of deployment;

7. Post-deployment activities
   a. To attend arrival ceremonies, reintegration briefings and events, and any other official ceremony or program sponsored by the military for a period of 90 days following the termination of the military member’s covered active duty status; and
   b. To address issues that arise from the death of a military member while on covered active duty status, such as meeting and recovering the body of the military member, making funeral arrangements, or attending funeral services;

8. Additional activities. To address other events which arise out of the military member’s covered active duty or call to covered active duty status provided that the department head and employee agree that such leave shall qualify as an exigency, and agree to both the timing and duration of such leave.

D. Manner of taking leave
1. Continuous - a number of consecutive days up to the entitlement specified in II.B.
2. Intermittent or reduced leaves schedule
   a. Intermittent leave or leave on a reduced leave schedule may be taken because of the employee’s own serious health condition, to care for a parent, son, or daughter with a serious health condition, or to care for a covered servicemember, provided there is a medical need for the leave and the medical need can be best accommodated through an intermittent or
reduced leave schedule. In addition, leave due to a qualifying exigency may be taken on an intermittent or reduced leave schedule basis.

b. Leave after the birth to be with a healthy newborn child or after placement of a healthy child for adoption or foster care may be taken on an intermittent or reduced leave schedule only with the approval of the department head.

c. The Unified Government may temporarily transfer an employee on an intermittent or reduced leave schedule to an alternative position for which the employee is qualified and which better accommodates recurring periods of leave than the employee's regular job. Transfer to an alternative position may include altering an existing job to better accommodate the employee’s need for an intermittent or reduced leave schedule. The alternative position must have equivalent pay and benefits.

d. Where an employee normally works a part-time schedule or variable hours, the amount of leave to which an employee is entitled is determined on a pro-rata or proportional basis.

3. Notice and scheduling

a. Employee obligations

(1) An employee must provide the Unified Government with at least 30 days advance notice before FMLA leave is to begin if the need for the leave is foreseeable based on an expected birth, placement for adoption or foster care, planned medical treatment for a serious health condition of the employee or of a family member, or the planned medical treatment for a serious injury or illness of a covered servicemember. If 30 days’ notice is not practicable, such as because of a lack of knowledge of when leave will be required to begin, a change in circumstances, or a medical emergency, notice must be given as soon as practicable. When the need for FMLA leave is clearly foreseeable in advance and an employee fails to give timely advance notice with no reasonable excuse, the Unified Government may delay FMLA coverage.

(2) When the approximate timing of the need for FMLA leave is not foreseeable, an employee must provide notice as soon as practicable. If an employee fails to give notice of the need for FMLA leave as soon as practicable, the Unified Government may delay FMLA coverage.

(3) When taking leave for an FMLA qualifying reason, an employee is required to follow departmental policies for reporting absences, unless unusual circumstances justify the failure to comply.
(4) An employee must provide sufficient information for the Unified Government to reasonably determine whether the FMLA may apply to the leave request, as well as the anticipated duration of the absence, if known. Failure to respond to reasonable inquiries regarding the leave request may result in denial of FMLA protection if the Unified Government is unable to determine whether the leave is FMLA-qualifying.

(5) When an employee seeks leave for the first time for a FMLA-qualifying reason, the employee need not expressly assert rights under the FMLA or even mention the FMLA. When an employee seeks leave due to a qualifying reason, for which the Unified Government previously has provided the employee with FMLA-protected leave, the employee must specifically reference either the qualifying reason for the leave or the need for FMLA leave. Calling in “sick” without providing more information will not be considered sufficient notice of FMLA leave.

(6) When planning medical treatment, the employee must consult with his or her supervisor or department head and make a reasonable effort to schedule the treatment so as not to disrupt unduly the department’s operations, subject to the approval of the health care provider.

(7) An employee on an intermittent or reduced leave schedule must advise his or her supervisor or department head, upon request, of the reasons why the intermittent or reduced leave schedule is necessary and of the schedule for treatment, if applicable. Upon request, the employee shall meet with the supervisor or department head to attempt to work out a leave schedule that meets the employee’s needs without unduly disrupting the department’s operations, subject to the approval of the health care provider.

(8) As directed by his or her supervisor or department head, an employee on FMLA leave must report periodically on his or her status and intent to return to work.

(9) Employees on FMLA leave for their own serious illness or injury are prohibited from being gainfully employed by an employer other than the Unified Government or from being self-employed.

b. Notices by Unified Government

(1) Eligibility notice. When an employee requests FMLA leave, or when the Unified Government acquires knowledge that an employee’s leave may be for an FMLA-qualifying reason, the Unified Government will notify the employee of the employee’s
eligibility to take FMLA leave within five business days, absent extenuating circumstances. The eligibility notice will state whether the employee is eligible for FMLA leave and, if the employee is not eligible, will state the reason why.

(a) Employee eligibility will be determined and notice provided at the commencement of the first instance of leave for each FMLA-qualifying reason in the applicable 12-month period. If the employee provides notice of a subsequent need for FMLA leave during the applicable 12-month period due to a different FMLA-qualifying reason and the employee’s eligibility notice has not changed, no additional eligibility notice will be provided.

(2) Rights and responsibilities notice. Along with the eligibility notice, the Unified Government will provide a written rights and responsibilities notice detailing the specific expectations and obligations of the employee and explaining any consequences of a failure to meet these obligations. The rights and responsibilities notice will be accompanied by a certification form.

(3) Designation notice. When the Unified Government has enough information to determine whether the leave is being taken for a FMLA-qualifying reason (e.g., after receiving a certification), the Unified Government will notify the employee whether the leave will be designated and counted as FMLA leave within five business days, absent extenuating circumstances.

(a) Only one notice will be provided for each FMLA-qualifying reason during the applicable 12-month period, regardless of whether the leave is continuous or intermittent or reduced schedule leave. If the information provided in the designation notice changes (e.g., the employee exhausts the FMLA leave entitlement), the Unified Government will provide, within five business days of receipt of the employee’s first notice of need for leave subsequent to any change, written notice of the change.

(b) When the amount of the leave needed is known at the time the Unified Government designates the leave as FMLA-qualifying, the Unified Government will notify the employee of the number of hours, days, or weeks that will be counted against the employee’s FMLA leave entitlement in the designation notice. If it is not possible to provide the hours, days, or weeks that will be counted against the employee’s FMLA leave entitlement (such as in the case of
unforeseeable intermittent leave), then the Unified Government will provide notice of the amount of leave counted against the employee’s FMLA entitlement upon request by the employee, but not more often than once in a 30-day period and only if leave was taken in that period.

(c) The Unified Government may retroactively designate leave as FMLA leave with appropriate notice to the employee if the failure to timely designate leave does not cause harm or injury to the employee.

4. Certification and documentation

a. An employee requesting FMLA leave due to the employee’s own serious health condition that makes the employee unable to perform one or more of the essential functions of his or her position or to care for a covered family member with a serious health condition must obtain and submit a complete and sufficient certification from his or her health care provider or the family member’s health care provider, as appropriate. The employee must use the certification form included in FMLA packet and instructions.

b. The certification must provide, among other information:

(1) The approximate date on which the serious health condition commenced and its probable duration;

(2) A statement or description of appropriate medical facts regarding the patient’s health condition for which the FMLA leave is requested that is sufficient to support the need for leave;

(3) If the employee is the patient, information sufficient to establish that the employee cannot perform the essential functions of the employee’s job, as well as the nature of any other work restrictions, and the likely duration of such inability;

(4) If the patient is a covered family member with a serious health condition, information sufficient to establish that the family member is in need of care and an estimate of the frequency and duration of the leave required to care for the family member;

(5) If an employee requests leave on an intermittent or reduced schedule basis for planned medical treatment of the employee’s or a covered family member’s serious health condition, information sufficient to establish the medical necessity for such leave and an estimate of the dates and duration of such treatments and any periods of recovery;
(6) If an employee requests leave on an intermittent or reduced schedule basis for the employee’s serious health condition, including pregnancy, that may result in unforeseeable episodes of incapacity, information sufficient to establish the medical necessity for such leave and an estimate of the frequency and duration of the episodes of incapacity; and

(7) If an employee requests leave on an intermittent or reduced schedule basis to care for a covered family member with a serious health condition, a statement that such leave is medically necessary to care for the family member’s recovery, and an estimate of the frequency and duration of the required leave.

c. An employee requesting FMLA leave for the birth of a child, to care for the newborn child, or because of the placement of a child with the employee for adoption or foster care may be required to submit documentation substantiating the reason for the leave.

d. The employee must provide the certification or documentation within 15 calendar days after the Unified Government requests it, unless it is not practicable under the particular circumstances to do so despite the employee’s diligent, good faith efforts or the Unified Government extends the time.

e. The Unified Government will advise an employee whenever it finds a certification incomplete or insufficient, and shall state in writing what additional information is necessary to make the certification complete and sufficient. A certification is considered incomplete if one or more of the applicable entries on the form have not been completed. A certification is considered insufficient if it is complete, but the information provided is vague, ambiguous, or non-responsive. The Unified Government will provide an employee with no less than seven calendar days (unless not practicable under the particular circumstances despite the employee’s diligent good faith efforts) to cure any deficiency.

f. The Unified Government may deny FMLA leave to an employee who fails to provide a certification or whose certification remains incomplete and insufficient after the employee has been provided the opportunity to cure any deficiency.

g. If an employee submits a complete and sufficient certification signed by the health care provider, the Unified Government may not request additional information from the health care provider, but may contact the health care provider for the limited purposes of clarification and authentication of the medical certification after the employee has been given the opportunity to cure any deficiencies. All contact with the health
care provider shall be through the Human Resources Department. In no event is the employee’s direct supervisor to contact the health care provider.

h. The Unified Government may require the employee to obtain a second opinion from a health care provider designated by the Unified Government, at the Unified Government's expense. If opinions differ, the Unified Government may require a third certification at the Unified Government's expense. The third opinion will be final and binding. Pending receipt of the second (or third) opinion, the employee is provisionally entitled to the benefits of the FMLA. If the certifications do not ultimately establish the employee’s entitlement to FMLA leave, the leave will not be designated as FMLA leave.

i. In the case of FMLA leave due to a qualifying military exigency, a copy of the military member's active duty orders or other documentation issued by the military that indicates that the military member is on active duty or call to active duty status and the dates of the military member's covered active duty service may be required in addition to information regarding the need for and duration of the leave.

j. In the case of FMLA leave to care for a covered servicemember with a serious injury or illness, the employee will be required to provide documentation to verify that the servicemember is a covered servicemember, in addition to information regarding the need for and duration of the leave. Additionally, verification of the next of kin status of the employee to the covered servicemember may be required.

k. Recertification

(1) The Unified Government may require recertification for leave taken because of an employee’s serious health condition or the serious health condition of a family member. Recertification may be requested no more than every 30 days or the minimum duration of the condition as shown on the medical certification, whichever is longer. In all cases, the Unified Government may require a recertification of a medical condition every six months in connection with an absence by the employee.

(2) The Unified Government may request a recertification in less than 30 days if:

(a) The employee requests an extension of leave;

(b) Circumstances described by the original certification have changed significantly, for example, changes in the duration or frequency of absence or the nature or severity of the
illness, complications, or a pattern of using unscheduled FMLA leave in conjunction with scheduled days off; or

(c) The Unified Government receives information that casts doubt upon the employee’s stated reason for the absence or the continuing validity of the certification.

3. The Unified Government may ask for the same information when obtaining recertification as that permitted for the original certification. In addition, as part of the information allowed to be obtained on recertification for leave taken because of a serious health condition, the Unified Government may provide the health care provider with a record of the employee’s absence pattern and ask the health care provider if the serious health condition and need for leave is consistent with such a pattern.

4. The employee must provide the requested recertification within 15 calendar days unless it is not practicable under the particular circumstances to do so despite the employee’s diligent, good faith efforts or the Unified Government gives the employee more time.

5. Any recertification requested by the Unified Government shall be at the employee’s expense. No second or third opinion on recertification may be required.

6. Employees who are using FMLA leave at the end of their eligible 12-month period (either continuous or intermittent) and continue to be eligible for FMLA, are required to submit new documentation (FMLA packet) at the beginning of the new 12-month eligibility period.

1. An employee whose continuous FMLA leave was due to the employee's own serious health condition must submit certification from his or her health care provider that the employee is able to perform the essential functions of his or her job before returning to work. The employee will not be reinstated until such fitness for duty certification is submitted. Fitness for Duty Certification also may be required for absences while the employee is on intermittent FMLA leave.

5. Relationship to paid leave
   a. Before any unpaid FMLA leave is taken, all accrued (including banked) leave must be exhausted, except as provided in the next paragraph. Paid leave that is classified as FMLA leave constitutes part or all of the 12 or 26 weeks of FMLA leave to which an employee is entitled.
b. The employee's FMLA 12-week entitlement will run concurrently with any leave taken under workers’ compensation or injury on duty when the injury is one that meets the criteria for a serious health condition. (See definition in II.F.5. below.)

E. Maintenance of benefits

1. An employee who takes FMLA leave will not accrue any employment benefits except seniority during any period of unpaid leave. Thus, no vacation or sick leave time is earned during any calendar month unless the employee is in paid status for the minimum month, as defined in 2.8—Hours of Operation or the memorandum of understanding or other contractual agreement between the Unified Government and a represented group of employees to which an employee is subject.

2. While an employee is on paid FMLA leave, the Unified Government will continue health coverage at the same level of contributions and benefits as if the employee were working. Any share of group health plan premiums that had been paid by the employee before FMLA leave must continue to be paid by the employee during the FMLA leave period. If premiums are raised or lowered, the employee must pay the new premium rates. If the Unified Government provides a new health plan or benefits or changes health plans or benefits while an employee is on FMLA leave, the employee will receive the new or changed plan or benefits to the same extent as if the employee were not on leave.

a. To maintain coverage during unpaid leave, the employee must pay all contributions to medical and dental insurance that would ordinarily be deducted from his or her paychecks. If premiums are raised or lowered for the group of employees of which the employee on FMLA leave is a member, the employee will be required to pay the new premium rates.

b. Failure to make payments will result in the cancellation of the particular coverage. A payment that is more than 30 days late is considered a failure to pay. Before canceling the coverage of an employee whose premium payment is late, the Unified Government will provide written notice to the employee that the payment has not been received. The notice will be mailed to the employee at least 15 days before coverage is to cease, advising that coverage will be cancelled on a specified date at least 15 days after the date of the letter unless payment has been received by that date.

c. When an employee whose health coverages have been canceled returns to work, the Unified Government will restore the employee to coverage and benefits equivalent to those the employee would have had if leave had not been taken and the premium payments had not been missed, including
family or dependent coverage, without any qualifying period, physical examination, or exclusion of pre-existing conditions.

3. Except as required by the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA), the Unified Government's obligation to maintain health benefits under this policy ceases in the following circumstances:
   a. If and when the employment relationship would have terminated if the employee had not taken FMLA leave;
   b. If and when the employee informs the Unified Government of his/her intent not to return from leave; or
   c. If the employee fails to return from leave or continues on leave after exhausting his or her FMLA entitlement in the 12-month period.

4. If the employee does not return to work after the period of leave has expired, the employee must reimburse the Unified Government for the Unified Government's share of the health plan premiums during the period of unpaid FMLA leave, unless the employee does not return to work due to:
   a. The continuation, recurrence, or onset of a serious health condition of the employee or the employee’s family member, or a serious injury or illness of a covered servicemember, which would otherwise entitle the employee to leave under the FMLA; or
   b. Other circumstances beyond the control of the employee.

The Unified Government may require medical certification of the employee’s or the family member’s serious health condition or the covered servicemember’s serious injury or illness at the employee’s expense.

5. An employee who returns to work for at least 30 calendar days is considered to have “returned” to work. An employee who transfers directly from taking FMLA leave to retirement, or who retires during the first 30 days after the employee returns to work, is deemed to have returned to work.

6. Participation in the Employee Contributions Cafeteria Plan
   a. An employee on paid FMLA leave is eligible to participate in the Employee Contributions Cafeteria Plan (the Plan) and may continue participation in the Plan if he or she was a member when the leave began. An employee on unpaid FMLA leave is not eligible to participate in the Plan except as provided in this section.
   b. When the need for unpaid FMLA leave is foreseeable, an employee may make arrangements to prepay health care premiums for the period of unpaid leave through increased payroll deductions and thus maintain his or her participation in the Plan.
c. If the employee was a member of the Plan before beginning a period of unpaid FMLA leave, upon return to work, the employee will automatically be reinstated in the Plan with the same benefit elections he or she had before going on leave.

7. To maintain voluntary group term life insurance coverage during a period of unpaid FMLA leave, the employee must pay the premiums for such coverage that ordinarily would be deducted from his or her paychecks. If an employee does not maintain this coverage during a period of unpaid FMLA leave, he or she may reinstate coverage upon payment of the missed premiums.

8. An employee who is unable to return to work at the end of FMLA leave should refer to rights under the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA). See 4.1—Health Care Benefits.

F. Job restoration

1. Except as provided in subsection 2, any eligible employee who takes FMLA leave shall be entitled, upon return from such leave:
   a. To be restored by the Unified Government to the position of employment held when the leave began; or
   b. To be restored to an equivalent position with equivalent benefits, pay, and other terms and conditions of employment.

2. If the employee is unable to perform an essential functions of the position because of a physical or mental condition, including the continuation of a serious health condition or an injury or illness also covered by workers’ compensation or injury on duty, the employee has no right to restoration to another position under the FMLA.

3. The Unified Government’s obligation to restore an employee to the same or equivalent position ceases in the following circumstances:
   a. If and when the employment relationship would have terminated if the employee had not taken FMLA leave;
   b. The employee informs that Unified Government of his or her intent not to return from leave; or
   c. The employee fails to return from leave or continues on leave after exhausting his or her FMLA entitlement in the 12-month period.

G. Protection for employees who request FMLA leave or otherwise assert FMLA rights

1. The Family and Medical Leave Act prohibits interference with an employee’s rights under the law and with legal proceedings or inquiries relating to an employee’s rights.
2. Unified Government employees, including supervisors and other members of management, are prohibited from interfering with, restraining, or denying the exercise of (or attempts to exercise) any rights provided under this policy or the Act or from in any way discriminating or retaliating against any individual (whether or not an employee) for opposing or complaining about any unlawful practice under the Act.

3. Employees are prohibited from discriminating against any individual (whether or not an employee) because that individual has--
   a. Filed any charge or instituted or caused to be instituted any proceeding under or related to this policy or the Act;
   b. Given, or is about to give, any information in connection with an inquiry or proceeding relating to any right provided under this policy or the Act; or
   c. Testified, or is about to testify, in any inquiry or proceeding relating to any right provided under this policy or the Act.

4. “Interfering with” the exercise of an employee’s rights includes (but is not limited to) discouraging an employee from using FMLA leave or using the taking of FMLA leave as a negative factor in hiring, promotions, disciplinary actions, performance evaluations, or other employment actions.

5. Employees who violate this policy are subject to discipline, up to and including termination.

H. Definitions

1. Contingency operation: The term “contingency operation” means a military operation that:
   a. Is designated by the Secretary of Defense as an operation in which members of the Armed Forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or
   b. Results in the call or order to, or retention on, active duty of members of the uniformed services under section 688, 12301(a), 12302, 12304, 12305, or 12406 of Title 10 of the United States Code, chapter 15 of Title 10 of the United States Code, or any other provision of law during a war or during a national emergency declared by the President or Congress.

2. Covered active duty or call to covered active duty status: The term “covered active duty or call to active duty status” means:
   a. In the case of a member of the Regular Armed Forces, duty during the deployment of the member with the Armed Forces to a foreign country; and
b. In the case of a member of the Reserve components of the Armed Forces, duty during the deployment of the member with the Armed Forces to a foreign country under a Federal call or order to active duty in support of a contingency operation.

3. **Covered servicemember**: The term “covered servicemember” means:
   a. A current member of the Armed Forces, including a member of the National Guard or Reserves, who is undergoing medical treatment, recuperation, or therapy, is otherwise in outpatient status, or is otherwise on the temporary disability retired list, for a serious injury or illness; or
   b. A covered veteran who is undergoing medical treatment, recuperation, or therapy, for a serious injury or illness.

4. **Covered veteran**: An individual who was a member of the Armed Forces (including a member of the National Guard or Reserves), and was discharged or released under conditions other than dishonorable at any time during the five-year period prior to the first date the eligible employee takes FMLA leave to care for the covered veteran.

5. **Health care provider**: A doctor of medicine or osteopathy who is authorized to practice medicine or surgery by the state in which the doctor practices, podiatrists, dentists, clinical psychologists, optometrists, chiropractors (limited to treatment consisting of manual manipulation of the spine to correct a subluxation as demonstrated by X-ray to exist), nurse practitioners, nurse-midwives, clinical social workers, and physician assistants who are authorized to practice under state law and who are performing within the scope of their practice as defined under state law; Christian Science Practitioners listed with the First Church of Christ, Scientist in Boston, Massachusetts; and any other person determined by the Secretary of Labor to be capable of providing health care services.

6. **Incapacity**: The inability to work, attend school, or perform other regular daily activities due to a serious health condition, treatment therefore, or recovery therefrom.

7. **In loco parentis**: Having day-to-day responsibilities to care for or to financially support a child, or, in the case of an employee, having had such responsibility for the employee when the employee was a child.

8. **Next of kin of a covered servicemember**: The nearest blood relative other than the covered servicemember's spouse, parent, son, or daughter, in the following order of priority: Blood relatives who have been granted legal custody of the covered servicemember by court decree or statutory provisions, brothers and sisters, grandparents, aunts and uncles, and first cousins, unless the covered servicemember has specifically designated in writing another blood relative as his or her nearest blood relative for purposes of military caregiver leave under the
FMLA. When no such designation is made, and there are multiple family members with the same level of relationship to the covered servicemember, all such family members shall be considered the covered servicemember's next of kin and may take FMLA leave to provide care to the covered servicemember, either consecutively or simultaneously. When such designation has been made, the designated individual shall be deemed to be the covered servicemember's only next of kin.

9. **Outpatient status**: With respect to a covered servicemember, means the status of a member of the Armed Forces assigned to—
   
   (A) A military medical treatment facility as an outpatient; or
   
   (B) A unit established for the purpose of providing command and control of members of the Armed Forces receiving medical care as outpatients.

10. **Parent**: The biological, adoptive, step, or foster father or mother of parent, or any other individual who stood in loco parentis to the employee when the employee was a son or daughter. This term does not include parents “in law”.

11. **Serious health condition**: An illness, injury, impairment, or physical or mental condition that involves one of the following:

   a. **Inpatient care** - an overnight stay in a hospital, hospice, or residential medical care facility, including any period of incapacity or subsequent treatment in connection with such inpatient care.

   b. **Continuing treatment** – A period of incapacity of more than three consecutive, full calendar days, (including any subsequent treatment or period of incapacity relating to the same condition, that also involves:

      (1) Treatment two or more times, within 30 days of the first day of incapacity, unless extenuating circumstances exist, by a health care provider, by a nurse under direct supervision of a health care provider, or by a provider of health care services (e.g., physical therapist) under orders of, or on referral by, a health care provider; or

      (2) Treatment by a health care provider on at least one occasion which results in a regimen of continuing treatment under the supervision of the health care provider. Treatment by a health care provider means an in-person visit to a health care provider. The first (or only) in-person treatment visit must take place within seven days of the first day of incapacity.

   c. Pregnancy - Any period of incapacity due to pregnancy, or for prenatal care.
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d. **Chronic conditions** – Any period of incapacity or treatment for such incapacity due to a chronic serious health condition. A chronic serious health condition is one that:

1. Requires periodic visits (defined as at least twice a year) for treatment by a health care provider, or by a nurse under direct supervision of a health care provider;

2. Continues over an extended period of time (including recurring episodes of a single underlying condition); and

3. May cause episodic rather than a continuing period of incapacity (e.g., asthma, diabetes, epilepsy, etc.).

e. **Permanent or long-term conditions** - A period of incapacity that is permanent or long-term due to a condition for which treatment may not be effective. -The employee or family member must be under the continuing supervision of, but need not be receiving active treatment by, a health care provider. -Examples include Alzheimer's, a severe stroke, or the terminal stages of a disease.

f. **Conditions requiring multiple treatments** - Any period of absence to receive multiple treatments (including any period of recovery therefrom) by a health care provider or by a provider of health care services under orders of, or on referral by, a health care provider, for:

1. Restorative surgery after an accident or other injury; or

2. A condition that would likely result in a period of incapacity of more than three consecutive, full calendar days in the absence of medical intervention or treatment, such as cancer (chemotherapy, radiation, etc.), severe arthritis (physical therapy), or kidney disease (dialysis).

Conditions for which cosmetic treatments are administered (such as most treatments for acne or plastic surgery) are not serious health conditions unless inpatient hospital care is required or unless complications develop. Ordinarily, unless complications arise, the common cold, the flu, ear aches, upset stomachs, minor ulcers, headaches other than migraine, routine dental or orthodontia problems, and periodontal disease are not serious health conditions and do not qualify for FMLA leave.

12. **Serious injury or illness**: 

a. In the case of a member of the Armed Forces, including a member of the National Guard or Reserves, means an injury or illness that was incurred by the covered servicemember in the line of duty on active duty in the Armed Forces or that existed before the beginning of the member’s active
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duty and was aggravated by service in the line of duty on active duty in the Armed Forces and that may render the servicemember medically unfit to perform the duties of the member’s office, grade, rank, or rating; and

b. In the case of a covered veteran means an injury or illness that was incurred by the member in the line of duty on active duty in the Armed Forces (or existed before the beginning of the member’s active duty and was aggravated by service in the line of duty on active duty in the Armed Forces) and that manifested itself before or after the member became a veteran, and is:

(i) A continuation of a serious injury or illness that was incurred or aggravated when the covered veteran was a member of the Armed Forces and rendered the servicemember unable to perform the duties of the servicemember’s office, grade, rank, or rating; or

(ii) A physical or mental condition for which the covered veteran has received a U.S. Department of Veterans Affairs Service-Related Disability Rating (VASRD) of 50 percent or greater, and such VASRD rating is based, in whole or in part, on the condition precipitating the need for military caregiver leave; or

(iii) A physical or mental condition that substantially impairs the covered veteran’s ability to secure or follow a substantially gainful occupation by reason of a disability or disabilities related to military service, or would do so absent treatment; or

(iv) An injury, including a psychological injury, on the basis of which the covered veteran has been enrolled in the Department of Veterans Affairs Program of Comprehensive Assistance for Family Caregivers.

13. Son or daughter: A biological, adopted, or foster child, a stepchild, a legal ward, or a child of a person standing in loco parentis, who is either under age 18 or age 18 or older and incapable of self-care because of a mental or physical disability at the time that FMLA leave is to commence.

14. Son or daughter of a covered servicemember: The servicemember’s son or daughter who is of any age.

15. Son or daughter on covered active duty or call to covered active duty status: The employee’s son or daughter who is on covered active duty or call to covered active duty status and is of any age.

16. Spouse: A husband or wife, as defined or recognized under state law for purposes of marriage in the state where the employee resides, including common law marriage in states where it is recognized. For purposes of this definition, husband or wife refers to the other person with whom an individual entered into marriage
as defined or recognized under state law for purposes of marriage in the State in which the marriage was entered into or, in the case of a marriage entered into outside of any State, if the marriage is valid in the place where entered into and could have been entered into in at least one State. This definition includes an individual in a same-sex or common law marriage that either:

(a) Was entered into in a State that recognizes such marriages; or

(b) If entered into outside of any State, is valid in the place where entered into and could have been entered into in at least one State.

17. **Treatment**: Treatment includes (but is not limited to) examinations to determine if a serious health condition exists and evaluations of the condition. Treatment does not include routine physical examinations, eye examinations, or dental examinations.

18. **12-month period**: The 12 months measured backward from the date an employee uses any FMLA leave.

I. **Intent of policy; interpretation**

The intent of this policy is to implement the Family and Medical Leave Act of 1993, as amended, and the regulations promulgated by the Department of Labor. See 29 C.F.R. Part 825. No rights are conferred by this policy beyond those in the Family and Medical Leave Act. This policy will be interpreted consistent with the Act and the implementing regulations.

J. **Conflict**

Should any term or provision of this policy conflict with any other Human Resources Guide policy, this policy shall prevail, except as otherwise noted in this policy.

**RELATED POLICIES:**

4.1 Health Care Benefits

5.1 Sick Leave

5.2 Vacation

5.11 Leaves of Absence Without Pay

6.1 Workers Compensation and Injury Leave

**RELATED FORMS:**

FMLA Packet and Instructions
Personnel Action Notice
RULES AND DISCIPLINE

I. General: All employees are expected to comply with the Unified Government’s standard of behavior and performance and any noncompliance with these standards will result in corrective action.

II. Policy

A. Under normal circumstances, the Unified Government endorses a policy of progressive discipline in which it attempts to provide employees with notice of deficiencies and an opportunity to improve. THIS POLICY DOES NOT MODIFY THE STATUS OF EMPLOYEES AS EMPLOYEES-AT-WILL OR IN ANY WAY RESTRICT THE UNIFIED GOVERNMENT’S RIGHT TO BYPASS THE DISCIPLINARY PROCEDURES SUGGESTED.

B. Exempt employee discipline: except for infractions of safety rules of major significance, exempt employees will not be subject to disciplinary suspension without pay of less than one week.

C. Progressive Discipline Application

1. If an employee is not meeting Unified Government standards of behavior or performance, the employee’s supervisor should take the following action:
   a. Meet with the employee to discuss the matter;
   b. Inform the employee of the nature of the problem and the action necessary to correct it;
   c. Warn the employee that a second incident will result in more severe disciplinary action; and
   d. Prepare a memorandum for the supervisor’s own records indicating that the meeting has taken place.

2. If there is a second occurrence, the supervisor should hold another meeting with the employee and take the following action:
   a. Issue a written reprimand to the employee;
   b. Warn the employee that a third incident will result in more severe disciplinary action; and
   c. Prepare and forward to Human Resources a written report describing the first and second incidents and summarizing the action taken during the meeting with the employee. This report shall be included in the employee’s personnel file and shall be considered toward progressive discipline for a period of 12 months.
3. If there are additional occurrences, the supervisor should take one of the following actions, depending on the severity of the conduct:
   a. Issue a written reprimand;
   b. Suspend the employee for up to five working days; or
   c. Suspend the employee indefinitely and recommend termination.
   d. The supervisor should also prepare and forward to Human Resources a written report describing the first and second incidents and summarizing the action taken during the meeting with the employee. This report shall be included in the employee’s personnel file and shall be considered toward progressive discipline for a period of 18 months.

4. In cases involving serious misconduct, or any time the supervisor determines it is necessary, such as a major breach of policy or violation of law, the procedures contained in Section C. 1, 2 & 3 above may be disregarded and the following action taken:
   a. The supervisor, after consultation with the department head and Human Resources, shall suspend the employee immediately;
   b. An investigation of the incidents leading up to the suspension shall be conducted and a written report completed summarizing the incident and recommended discipline. This report is to be forwarded to Human Resources. This report will be included in the employee’s personnel file;
   c. Human Resources shall review all recommendations for termination before any final action is taken.
   d. Depending on the length of suspension the employee may not receive or accrue any employee benefits during the suspension.

5. Employees who believe they have been disciplined too severely or unfairly may choose to use the Grievance Procedure.

Rules and discipline guidelines

These rules are not considered or intended to include all situations where disciplinary action may be required. Good judgment and common sense need to be applied. A more severe penalty than indicated may be imposed if warranted by the circumstances.
Penalties:

<table>
<thead>
<tr>
<th>Rule Violation</th>
<th>Discipline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Falsification of Personnel records.</td>
<td>D</td>
</tr>
<tr>
<td>Theft of Unified Government property or the property of another.</td>
<td>D</td>
</tr>
<tr>
<td>Conviction for any felony</td>
<td>D</td>
</tr>
<tr>
<td>Conviction of a misdemeanor.</td>
<td>Penalty to be determined by circumstances</td>
</tr>
<tr>
<td>Failure of a supervisor to discipline an employee for violation of a Unified Government policy or procedure.</td>
<td>Penalty to be determined by circumstances</td>
</tr>
<tr>
<td>Possession of an intoxicant, drug or lethal weapon while on duty.</td>
<td>Penalty to be determined by circumstances</td>
</tr>
<tr>
<td>Threats to, assault or battery on a supervisor, co-worker or member of the public or fighting on duty.</td>
<td>Penalty to be determined by circumstances</td>
</tr>
<tr>
<td>Falsification of Unified Government records.</td>
<td>Penalty to be determined by circumstances</td>
</tr>
<tr>
<td>Violation of appropriate department or division rules and regulations.</td>
<td>Penalty to be determined by circumstances</td>
</tr>
<tr>
<td>Punching another employee’s time card.</td>
<td>Penalty to be determined by circumstances</td>
</tr>
<tr>
<td>Incompetency in the performance of duties.</td>
<td>Penalty to be determined by circumstances</td>
</tr>
<tr>
<td>Violation of a safety rule.</td>
<td>Penalty to be determined by circumstances</td>
</tr>
<tr>
<td>Insubordination.</td>
<td>Penalty to be determined by circumstances</td>
</tr>
<tr>
<td>Rule Violation</td>
<td>Discipline</td>
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<tr>
<td>14 Engaging in horseplay, scuffling, throwing things, causing confusion by shouting or demonstrations.</td>
<td>Penalty to be determined by circumstances</td>
</tr>
<tr>
<td>15 Careless workmanship.</td>
<td>Penalty to be determined by circumstances</td>
</tr>
<tr>
<td>16 Discrimination against another employee or the public based upon race, color, religion, creed, relation, national origin or ancestry, religion or creed, sex, pregnancy, sexual orientation, gender identity, age, or disability.</td>
<td>Penalty to be determined by circumstances</td>
</tr>
<tr>
<td>17 Dishonesty regarding work-related issues.</td>
<td>Penalty to be determined by circumstances</td>
</tr>
<tr>
<td>18 Reported, but unexcused absence.</td>
<td>Penalty to be determined by circumstances</td>
</tr>
<tr>
<td>19 Possession, use or being under the influence of an intoxicant or drug while on duty.</td>
<td>C</td>
</tr>
<tr>
<td>20 Unauthorized divulgence of Unified Government records.</td>
<td>C</td>
</tr>
<tr>
<td>21 Allowing unauthorized personnel to access restricted areas on Unified Government premises, including use of pass card, access card, or keys.</td>
<td>C</td>
</tr>
<tr>
<td>22 Deliberate reduction of work effort or production.</td>
<td>C</td>
</tr>
<tr>
<td>23 Sleeping during work hours.</td>
<td>C</td>
</tr>
<tr>
<td>24 Unauthorized use or tampering with vehicles or equipment</td>
<td>C</td>
</tr>
<tr>
<td>25 Gambling while on Unified Government premises or during working hours.</td>
<td>B</td>
</tr>
<tr>
<td>26 Failure to report absence to appropriate personnel.</td>
<td>B</td>
</tr>
<tr>
<td>27 Leaving assigned job or work area without permission.</td>
<td>B</td>
</tr>
<tr>
<td>28 Attempting to provoke a fight while on duty.</td>
<td>B</td>
</tr>
</tbody>
</table>
## Unified Government
### Human Resources Guide

Effective 0X-XX-15

<table>
<thead>
<tr>
<th>Rule Violation</th>
<th>Discipline</th>
</tr>
</thead>
<tbody>
<tr>
<td>29 Wasting time or loitering during working hours.</td>
<td>B C D</td>
</tr>
<tr>
<td>30 Vending, soliciting or collecting contributions without prior department head approval.</td>
<td>A B C D</td>
</tr>
<tr>
<td>31 Taking more than the specified time for lunch or rest period.</td>
<td>A B C D</td>
</tr>
<tr>
<td>32 Failure to work harmoniously with other employees.</td>
<td>A B C D</td>
</tr>
<tr>
<td>33 Inefficiency or negligence in the performance of duties.</td>
<td>A B C D</td>
</tr>
<tr>
<td>34 Failure to comply with applicable dress or uniform requirement.</td>
<td>A B C D</td>
</tr>
<tr>
<td>35 Failure to maintain current home address and telephone number on Unified Government records.</td>
<td>A B C D</td>
</tr>
<tr>
<td>36 Use of indecent, insulting, abusive, or profane language on duty.</td>
<td>A B C D</td>
</tr>
<tr>
<td>37 Failure to cooperate with an investigation</td>
<td>A B C D</td>
</tr>
<tr>
<td>38 Excessive Absenteeism and Tardiness as defined by department policy</td>
<td>A B C D</td>
</tr>
<tr>
<td>39 Violation of Responsible Use of Information &amp; Technology</td>
<td>Penalty to be determined by circumstances</td>
</tr>
</tbody>
</table>

A combination of two or more violations may results in greater discipline.

**RELATED POLICIES:**  7.2 Grievance Procedure

**RELATED FORM(S):** Disciplinary Action Report
Personnel Action Notice
GRIEVANCE PROCEDURE

I. General: It is the policy of the Unified Government to provide employees with an internal procedure through which work-related complaints can be presented to management. This procedure encourages fair and equitable treatment and communication in the attempt to reconcile conflicts.

II. Policy

A. Coverage: This Procedure covers only employees not covered separately by a Memorandum of Understanding or other agreement between the Unified Government and a represented group of employees. Also, this Procedure does not cover members of the Chief Executive/Mayor's appointive staff, temporary or summer employees, or probationary employees. This Procedure does cover employees who have been transferred to a new position.

B. Definition of Grievance

1. A "grievance" is a complaint seeking reversal of disciplinary action taken against an employee on the ground that such action was improper. A Grievance may also address working conditions. Grievances complaining of discrimination on the basis of race, color, national origin or ancestry, religion or creed, sex, pregnancy, sexual orientation, gender identity, age, or disability will be heard under the procedure set out in 2.2—Harassment In The Workplace.

2. A Grievance will not be heard if it pertains to a situation in which the employee has no direct interest, or if it is brought in bad faith.

3. The Administrator will determine whether a particular complaint may properly be heard under the Grievance Procedure. The Administrator may, by written directive, remove any matter as grievable hereunder.

C. Steps of the Grievance Procedure

Step 1a. Verbal Step to supervisor: The employee must first verbally explain his/her Grievance to the supervisor within ten working days of the event or within ten working days of the date the employee became aware of the event, whichever is later. Within five working days of the discussion, the supervisor must verbally inform the employee of his/her decision. Every effort shall be made to resolve minor problems at this stage.

Step 1b. Written Step to supervisor: If the situation is not resolved, the employee must then obtain a Grievance Report form from Human Resources. The employee must complete the form in his/her own words, stating the facts surrounding the event, including date and time; the policy allegedly violated; and the relief sought. The employee must give the supervisor the appropriate form within five working days after being verbally informed of the supervisor's decision. The supervisor must send a copy of the report...
to the department head within two working days of receipt. The supervisor must also answer the Grievance Report in writing within five working days of receipt.

**Step 2a**  Written Step to division head: If the issue remains unresolved, the employee may appeal the Grievance to the division head (using the same Grievance Report form) within five working days after receiving the supervisor's written answer. The division head shall attempt to resolve the issue and shall answer the Grievance Report in writing within five working days of receipt.

**Step 2b**  Written Step to department head: If the issue remains unresolved, the employee may appeal the Grievance to the department head (using the same Grievance Report form) within five working days after receiving the division head's written answer. The department head shall attempt to resolve the issue by convening a meeting of those involved, if appropriate, and shall answer the Grievance Report in writing within five working days after receipt.

**Step 3**  Written Step to Administrator: If the situation is not resolved, the employee may appeal the department head's decision to the Administrator within five working days after receiving the department head's answer. Within ten working days of the appeal to the Administrator, the Administrator shall decide whether to hear the appeal or to convene a Grievance Review Board.

District Attorney employee grievances, at this step, shall be heard by the Grievance Review Board following the hearing format below.

**Step 4**  Hearing

a.  By Administrator: The hearing by the Administrator will be held using the Procedure as outlined below, except that the Administrator will be substituted for the Grievance Review Board.

b.  By Grievance Review Board

(1)  Time for hearing: The hearing will be held within 20 working days after the Administrator's decision to convene a Grievance Review Board.

(2)  Attendance: At the hearing, the employer shall be represented by the department head, or his/her designee, and a member of the Unified Government Attorney's staff if the employee bring legal counsel. The employee shall appear on his/her own behalf and, may bring legal counsel or other representative. Such counsel or representative will have the right to fully participate in the hearing on the employee's behalf, including the right to cross-examine
witnesses. Also present at the hearing shall be a representative of Human Resources to answer any questions.

(3) Nature of the hearing: Informal

(4) Agenda

(a) Introductions by Chairperson of the Grievance Review Board

(b) Statement by employee from the Grievance Report explaining the Grievance and the requested remedy

(c) Statement by employer or representative explaining employer's position

(d) Grievant's evidence (with opportunity for cross-examination)

(e) Employer's evidence (with opportunity for cross-examination)

(f) Grievant's rebuttal

(g) Employer's (supervisor's) rebuttal

(h) Questions from the Grievance Review Board: The Board may question any witness at any time, and may request that additional information be provided.

(i) Adjournment: The Grievance Review Board will confer to decide, based on facts contained in the record in light of departmental rules and Unified Government policies.

(5) Report and recommendation: The Grievance Review Board shall issue findings of fact and recommendations to the Administrator within 15 working days of the conclusion of the hearing.

Recommendations by the Grievance Review Board involving District Attorney employees shall be forwarded to the District Attorney and County Administrator for consideration and final determination. This represents the final step in the Grievance Procedure for District Attorney employees.

Step 5 Review by the Administrator: The Administrator shall consider the Grievance Review Board's findings and shall make a final determination within 15 working days after receipt of the Board's recommendation. The Administrator's office will provide a copy of the completed Grievance Report form with his/her final decision to the employee, Grievance Review Board members, the employee's department head, the Director of Human Resources and the Unified Government Attorney.
III. General Provisions

A. Retaliation: This Procedure shall be used by employees without fear of retaliation. The Unified Government will take no adverse employment action against any employee on the grounds that the employee has filed a Grievance or has assisted in the Grievance of another employee.

B. Confidentiality: A grievance proceeding shall be kept confidential to the extent reasonably possible.

C. Compensation for hearing time: Time spent in a Grievance hearing is considered as any other hour worked for pay. If a grievant has been separated from employment, however, he/she will not be paid for the hearing time.

D. Failure to pursue Grievance to next level: If an employee fails to initiate the next step of the Grievance Procedure within the specified time, the Unified Government will consider the Grievance settled in its favor. If the supervisor, division head, or department head fails to answer the employee within the specified time, the Grievance shall automatically advance to the next step in the Procedure.

E. Time limits: At any time, for good cause, the Administrator may extend the time limits as necessary.

F. Recording of hearings: Grievance Review hearings will be tape-recorded. The tapes will be kept in the Clerk's office for a period of three years following the hearing. Grievants may request copies of the tapes, at grievant's expense.

G. Majority rule: If the Grievance Review Board cannot come to a unanimous decision, the simple majority will rule.

H. Composition of the Grievance Board

The Administrator shall appoint three employees to serve as the Grievance Board. The three Board members will then designate a chairperson and a recorder. The chairperson will schedule and chair the hearings, and the recorder will take notes. At the end of the deliberations, the chairperson will report the Board's findings of fact and conclusions to the Administrator.

I. EMPLOYEES REMAIN "AT WILL": THIS PROCEDURE IS NOT MEANT TO IMPLY ANYTHING OTHER THAN AN "AT WILL" RELATIONSHIP BETWEEN THE UNIFIED GOVERNMENT AND ITS EMPLOYEES. THE UNIFIED GOVERNMENT MAY TERMINATE AN EMPLOYEE'S EMPLOYMENT BY THE UNIFIED GOVERNMENT AT ANY TIME, FOR ANY REASON. LIKWISE, A UNIFIED GOVERNMENT EMPLOYEE MAY TERMINATE HIS/HER EMPLOYMENT WITH THE UNIFIED GOVERNMENT AT ANY TIME, FOR ANY REASON.
RELATED POLICIES: 2.2 Harassment In The Workplace

RELATED FORM(S): Grievance Report Form
SOCIAL MEDIA

I. Purpose

The Unified Government encourages the innovative and responsible use of social media to increase governmental transparency and efficiency, to communicate information to the public, and to improve services offered to its citizens. This policy sets forth rules for Unified Government social media sites. In addition, this policy addresses the responsibilities of Unified Government employees when using social media. This policy also addresses responsibilities for records retention when using social media.

II. Definitions

A. “Chief of police” means the Chief of the Kansas City, Kansas Police Department or his or her designee.

B. “Director” means the director of the Public Relations Department or his or her designee.

C. “Social media” is defined broadly to mean any forum on the World Wide Web on which people can share ideas or information. Social media includes websites or web pages maintained by the Unified Government and those maintained by persons outside the Unified Government on which Unified Government employees may share ideas or information. Examples of the latter include websites or blogs having comment or feedback sections, wikis, social networks (such as Facebook, Twitter, and LinkedIn), sites for posting photographs, audio recordings, or videos (such as Flickr and YouTube), virtual worlds, and message boards. Sharing of ideas or information may take many forms, including posting of articles, comments, photographs, music, videos, or podcasts, wall postings, tweets, and other forms in which ideas or information are shared.

D. “Unified Government social media site” means any social media site maintained by the Unified Government or one of its departments, including a location on a private social media site, such as Facebook or Twitter, at which the Unified Government or a department maintains an official presence.

III. Work-related use of social media

A. Unified Government social media sites are considered extensions of the Unified Government’s information networks and are governed by the Responsible Use of Information Technology policy in Section 7.3 of the Unified Government Human Resources Guide.

B. Unified Government social media sites will be administered by the director, or, in the case of the police department, by the chief of police, and used for the purposes of informing the public about Unified Government business, services, and events.
C. Unified Government social media sites will comply with applicable federal, state, and local laws and regulations, including laws and regulations on copyrights, trademarks, records retention, open records, freedom of speech, and privacy. In addition, Unified Government social media sites will comply with all applicable terms of use, as well as with web standards and media policies established by the director.

D. A department wishing to use a social media site must obtain the approval of the director. The Public Relations Department will assist the department with developing a social media site and determining a strategy for using social media. Each department that uses a social media site will have an official designee who is responsible for managing its social media presence. The director or, in the case of the police department, the chief of police will have administrative access to department sites, will maintain username and password information, and will monitor the sites to enforce compliance with this policy. The director (or, in the case of the police department, the chief of police) has discretion to modify or remove department content that does not comply with this policy or that the director determines is inaccurate, dated, or otherwise inadvisable or inappropriate.

E. Unified Government employees must notify their supervisor if they intend to create or use a social media site to conduct Unified Government business.

F. Each Unified Government social media site will include an introductory statement that specifies the site’s purpose and directs users to the Unified Government’s website. In addition, when possible, links to information will direct users back to the Unified Government’s website for more information, forms, documents, or online services necessary to conduct business with the Unified Government.

G. Posting of content, including comments, by the members of the public will not be allowed on any Unified Government social media site without the approval of the director. Before giving approval, the director will establish and publish site rules governing posting of content by the public.

H. Department heads may permit employees to participate on non-Unified Government social media sites for work-related purposes. Employees must provide their department heads with their usernames and passwords for social media sites on which they participate as part of their job duties.

I. Employees must use sound judgment when posting comments on social media sites. While the adversarial nature of some postings may make it tempting to correct misinformation, such a response could escalate the controversy or even lead to unwanted or illegal disclosures. Rather than correct misinformation, employees should advise their department head of the problem.
J. Employees using Unified Government or non-Unified Government social media sites must conduct themselves as representatives of the Unified Government and in accordance with the policies in the Unified Government Human Resources Guide and the Code of Ethics (Unified Government Code, Sections 2-251 through 2-270).

K. Unified Government employees are prohibited from doing the following while using social media:
   1. Using profane, obscene, or insulting language or making comments that are disrespectful of any person or business;
   2. Engaging in discrimination or harassment on the basis of race, color, national origin or ancestry, religion or creed, sex, pregnancy, sexual orientation, gender identity, age, or disability;
   3. Posting sexual content or links to sexual content;
   4. Threatening harm to any person, property, or business;
   5. Knowingly or recklessly making false statements of fact;
   6. Disclosing any record or the content of any record that is not considered an open record under the Kansas Open Records Act without first obtaining the permission of their department head; or
   7. Posting content that violates the law or the legal rights or interests of any person or business.

L. Employees who are uncertain whether content may be posted under this policy should contact their department head for advice.

M. Unified Government employees who violate this policy may be disciplined, up to and including termination.

IV. Personal use of social media

A. Employees are expected to confine their personal use of social media during the workday to their breaks, but, unless prohibited by their department head or supervisor, may engage in brief incidental or occasional use of social media while working. Employees whose personal use of social media during the workday exceeds these limitations will be subject to discipline.

B. The following rules apply to employees’ personal use of social media (including off-duty use) that relates to or identifies the Unified Government, the individual’s position with the Unified Government, or any Unified Government employee:
1. Employees must not engage in online conduct that would not be acceptable in the Unified Government workplace, including conduct prohibited by Section 2.1 Equal Opportunity in Employment, Section 2.2 Harassment in the Workplace, and other policies in the Human Resources Guide.

2. Employees must follow the rules set forth in subsection III (K) of this policy, except that this policy does not prohibit or restrict speech that, under the circumstances, would be protected by the First Amendment or other law or public policy.

3. Employees must identify themselves and clearly state that they are speaking for themselves and not on behalf of the Unified Government by using a disclaimer such as, “The postings on this site are my own and do not necessarily represent the position or opinions of the Unified Government.”

Employees who violate these rules may be disciplined, up to and including termination.

C. Employees should remember that they are personally responsible for the content that they post on social media sites and, for this reason, should act thoughtfully and cautiously. Employees can be held legally liable for posting content that is discriminatory, harassing, retaliatory, or defamatory, violates the site’s terms of use, or is prohibited by law. Moreover, once published on the web, content may never go away.

V. Records retention

A. Content posted on Unified Government social media sites or by employees on non-Unified Government social media sites for work-related purposes may be considered a public record under the Kansas Open Records Act, K.S.A. 45-219 et seq., and must be retained in accordance with Kansas law and Unified Government records retention policies.

B. The director will maintain a record of each Unified Government social media site, including the following:

1. A log file containing the name and location of the social media site, account ID, password, registered email address, date established, authorizing representative, and name of the person who created the account and agreed to the site’s terms of use agreement or policy;

2. A record of the site’s terms of use agreement or policy at the time the site was created and any updated versions;

3. A list of authorized site content authors and editors; and

4. A list of all past and current subscribers to the site.
C. The director must retain a copy of all content posted on any Unified Government social media site that is not maintained by a specific department and of all content removed by the director under this policy.

D. The department head must maintain a copy of all content posted on any Unified Government social media site maintained by the department, including any content that has been removed, and on any non-Unified Government social media site used by the department’s employees for work-related purposes. Employees who use non-Unified Government social media sites for work-related purposes must keep a copy of all content posted.

E. The director and the Unified Government’s records manager will establish procedures for preserving social media content to ensure compliance with Kansas law and Unified Government records retention policies.

VI. Intent, interpretation, and application

This policy is not intended to prohibit or otherwise interfere with speech protected by the First Amendment to the United States Constitution or other law or public policy. This policy should be interpreted and applied in a manner consistent with the First Amendment, applicable law, and public policy.