The meeting of the Administration and Human Services Standing Committee was held on February 17, 2015, at 5:15 p.m., in the 5th Floor Conference Room of the Municipal Office Building. The following members were present: Commissioner Markley, Chairman; Commissioners Walker (via phone), Maddox, Kane and Philbrook. The following officials were also in attendance: Gordon Criswell, Assistant County Administrator; Brett Deichler, Director of Delinquent Revenue and 3-1-1 Call Center; Luke Folscroft, 3-1-1 Coordinator; Ken Moore, Deputy Chief Counsel; Todd Kinney, Technical Architecture Manager, DOTS; Sharon Reed, Director of Procurement and Contract Compliance; Jeremy Rogers, Director of Parks and Recreation; George Brajkovic, Economic Development Director; and Lew Levin, Chief Financial Officer.

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

**Chairman Markley** said I will note there are no minutes to approve this month. As you will recall our December 15 meeting was canceled.

**Chairman Markley** said Commissioners received a blue sheet last Friday adding a new item to the Committee agenda relating to the Dairy Farmers of America proposal to locate in Kansas City, Kansas. This item will be heard prior to the measurable goals as outlined on the agenda.

Committee Agenda:
**Item No. 1 – 150036…3 RESOLUTIONS RE: DAIRY FARMERS OF AMERICA**

**Synopsis:** Three resolutions regarding Dairy Farmers of America’s (DFA) proposal to build a 100k sq.ft. Class A office building to serve as their global headquarters on approximately 12 acres within Project Area 3 of the Vacation Village Redevelopment District (near the current...
intersection of France Family Dr. and 98th St.), submitted by George Brajkovic, Economic Development Director.

- Authorize County Administrator to execute a development agreement with DFA
- Authorize $4.5M in street improvements
- Authorize issuance of $4.5M in temporary notes

It it requested that this item be fast tracked to the February 26, 2015 full commission meeting.

**Doug Bach, County Administrator**, said as the Commission is aware, for several months we have been talking with the Dairy Farmers of America about a potential location in Kansas City, Kansas for the relocation of their global headquarters. Last week we were very pleased to hear that their board had determined that the proposal that was on the table from the State of Kansas, the Schlitterbahn EPR team, and the Unified Government was the one which they wanted to move forward with.

This has been a deal that has taken a fair amount of work as we’ve gone forward to be a good proposal which we believe is very fair to the Dairy Farmers for what they are bringing to our community and at least 300 jobs that will be coming here and really continue the advancement according to the Master Plan that we have looked at out in the Village West area. They called for a mix of the retail development which really is the driving force to continue forward and pay off the STAR bonds that were issued for that site. Nothing about this project does anything toward the base of STAR bonds that were originally started and projected to pay off by the end of 2016. Anything in this project identifies incentives that are new to the community that we are currently not collecting.

With this we have several members from the Dairy Farmers team that are here along with our Economic Development team and Finance. I’m going to go ahead and introduce our Dairy Farmers group. We have Joel Clark, Monica Massey, Mark Korsmeyer, and I believe also Alex Bachelor who’s in the back in the room with the Dairy Farmers group that are all here with their company to represent them. Of course we have George Brajkovic with our Economic Development, Lew Levin, our Chief Financial Officer, and Todd LaSalla, our outside real estate attorney who represents us. I’m going to turn this over to George and he’s going to start the presentation and we’ll move from there.

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George Brajkovic, Economic Development Director, said we’ve got a very brief presentation in terms of maybe structuring it.

We’ve got some comments on the project overview. I’d actually like to turn it over at a certain point to the DFA staff and let them talk about their project and what they envision and then kind of come back to staff here to roll through the incentive structure and some of the early revenue projections that we see from the project.
The Project Overview, this is the way we saw this project as it came in as a lead through the Department of Commerce. We weren’t sure exactly who the company was, but we saw global headquarters, up to 400 jobs over five years and the wages weren’t something that we were seeing everyday. From a staff perspective when we saw that lead come through, we got very excited and knew this was a project we’d like to pursue, especially with the office component. You’ll know within our own tax abatement policy we really offer a large abatement percentage in the pursuit of quality office.

From a capital investment standpoint we know this is at least 100,000 square foot Class “A” global headquarters. We believe the value of the land and the building are about $20M, add another $10M in for new equipment and probably equipment they’re bringing, we think it’s about a $30M investment. I’m sure the DFA folks will probably expand on that a little bit.

There are options within this proposal. One is to expand the office or the headquarters building by an additional 50,000 square feet. Another option is to build an innovation center, again another additional 50,000 square feet as a stand-alone building. We’ve got a site plan later in the presentation that will kind of give you a better idea of how the layout might look.

The previous slide had up to 400 jobs over five years. Within the development agreement we called out some minimum standards, so at a minimum it’s 300 new jobs with an average annual base wage of $90,000.

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The project site, itself, is represented by the white star on this map. You see a lot of our other community partners highlighted. You see Cerner just south, Cabela’s directly to the west, Schlitterbahn Waterpark to the east, and then the Auto Mall and the U.S. Soccer components to the north.
Just to kind of bring the site in a little bit more, all of you should be pretty familiar with this. We did this presentation as we advanced the Schlitterbahn project plan as part of their STAR district. Again, the color-coded areas, you see U.S. Soccer again represented in the light blue, the Auto Mall development in the tan above it and then the waterpark in the yellow. Again the black star here would just kind of designate this approximate 12 acre site that DFA is interested in.

Again here’s the site plan. It gives you an idea of how the project will lay out. The front elevation rendering is one that was provided by the DFA staff. If it’s okay, guys I don’t know who’s speaking or if you’re all speaking, but maybe this is a great time to toss it back to you to talk about what you’re project looks like.

**Mark Korsmeyer, Executive Vice President, Dairy Farmers of America**, said on behalf of our 10,000 plus dairy farmers across the country, we are excited to relocate to the Kansas City, Kansas area. We have been looking for quite some time. It’s been a little bit of a challenge. We’ve looked all over the place. We’re a midwestern organization and we’re glad that the Unified Government has worked with us accordingly. Can’t wait to get over and be a resident of the Village West area and the Legends. Joel, why don’t you talk a little bit about the building and the site that we’re going on.
Joel Clark, Senior Vice President of Accounting, Dairy Farmers of America, said the building is approximately 103,000 square feet, three-story facility, lots of glass exterior to bring in the actual light for the workforce. Our building today was constructed back in the 1980s. We’ve been there since 1998. It’s definitely not of the design that we’re talking about with this new construction so we’re very excited. We’ve got a lot of employee engagement in terms of committees that are working on various aspects of the project. We’ve been working on this, actually for about 18 months prior to today, and looked at a lot of alternatives in terms of sites. We feel like this site best suits our needs of company and our employees. We are a cooperative that’s organized in the State of Kansas so our roots are originally in Kansas in terms of organization. Obviously, we are committed to the Kansas City metropolitan area. We have employees that live on both sides of the state line and this suits our needs quite well.

Monica Massey, Senior Vice President, Corporate Affairs, Dairy Farmers of America, said I would echo what both Mark and Joel said. I’m actually a transplant for DFA to the area in 2006. Since that time we’ve grown considerably. We really created a diverse workforce. This area offers the amenities our employees of today and tomorrow are really seeking. We are very excited to be in this area and building a state-of-the-art global headquarters for them.

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<td>• 45% standard, 15% Quality Office, 10% Capital Investment, 5% L/M/W</td>
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<td>• Value of PILOT savings to DFA over term = up to $5.5M</td>
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<td>• Sales Tax Exemption on construction materials</td>
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Mr. Brajkovic said from the Incentives standpoint, again this is a look at locally what was offered. It is the use of IRBs. We’ve used revenue bonds to finance other office projects.

Per the existing policy, this project did qualify for a 75% tax abatement and a ten year term. I broke out the actual individual components of the 75% abatement. Again, we start with the standard 45%, this is a 15% additional for quality office, 10% based on the level of capital investment that they’re making, and then they have also agreed to participate in Local/Minority/Women business enterprises, having a participation rate in the construction of their project.

We think in looking at the projected values, we think this PILOT offers savings to DFA over the ten years of up to about $5.5M. Additionally, the project will qualify through the Department of Revenue for a sales tax exemption certificate on their construction materials. Just haven’t called out a value on that, but we’ll try to get that nailed down, that value actually narrowed down for the public hearing on the 26th.

There is a pledge to offer $1M from a STAR bond issuance for eligible site costs. Again, this is a site within an existing STAR district and we are recognizing that.

An additional component to this is the 98th Street “S” curve. This aerial shows both the current alignment of France Family as it comes underneath the I-435 overpass there and connects into 98th Street. The overlay is showing the “S” curve design.

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The “S” curve design was always part of the original Schlitterbahn agreement. The current alignment with the “T” connection, or the elbow of 98th and France Family was always considered just a temporary solution. We knew that as the additional project areas would develop there would come a time that the “S” curve would need to be put in place. Having this office development proposal just kind of accelerated that time frame.

So we wanted to highlight a few things related specifically to the “S” curve. It does have a cost of about $4.5M. There are three identified funding sources, but to accommodate the accelerated schedule and make sure that we hit these milestones, or give us the best chance to hit all of these milestones, and I think Lew’s here to talk about it if I you have any questions, but we are contemplating the use of temporary notes to get that project started. Again, moving the long term financing back over to either STAR bond proceeds or State of Kansas or the Schlitterbahn Vacation Village, but we are requesting and that’s part of the fast track to the 26th, is the consideration of issuing those temporary notes. So that’s the Incentives package.
So kind of back on the revenue side of things, from a property tax perspective, the current base taxes on that land produces approximately $40,000 a year in revenue. The PILOT, and again only for the 100,000 square foot headquarter building, year 1 of the PILOT is projected at $135,000. There’s incremental growth with each year of the PILOT. In year 10 you see that that value goes to $170,000.

We think that the additional value from the PILOT payment during the term back to all the taxing jurisdictions is just shy of $1.5M.
Additionally, Mike Grimm and Lew, we’re trying to get a grasp of well, what about a sales tax perspective on this. They were able to use the International Council of Shopping Centers and some of the data that they have available. Based on the average incomes, or average salaries of the positions and how many jobs they’re creating, we think that that can have, and again those employees’ buying power, we think that that will translate to at least another $150,000 in sales tax generated within that district just by introducing another 300 employees into that corridor.

And back to the draft site plan. Commissioner Kane I tried to move through that as quickly as possible. We’re available to answer any questions. I know Mr. LaSalla is here. He’d probably love to go through the Executive Summary if you would require that of him. Commissioner Kane said I think he should. Mr. Brajkovic said otherwise we’re available to answer any questions.

Commissioner Kane said first of all, welcome to Kansas City, Kansas. As excited as you are, we are excited as well and realizing that the amount of money that your folks make, and I think the lady said something about employees of the future, and I think that was a great lead-in to what one of my concerns is.
Cerner hired 12 kids from Kansas City, Kansas. They took one from each high school and they had three ones left over, and they hired some more. I don’t necessarily want you to do that, but I would like you to do is contact the school districts and tell them the requirements that it would take to work for you folks. Then that way our kids can have the opportunity to work for you. It’s huge that you’re coming. That’s a lot of money. We’re giving you a lot of money. I believe that’s a small request. We’ve got some outstanding students that would fit in to this perfectly.

We’ve got some really good housing additions too, so you all can move over here. George’s got a couple right by his house. Any commissioners got any questions?

**Commissioner Philbrook** said right on the back of our fearless leader I would like to say also that there’s a workforce group already established in Wyandotte County. They’re really working diligently to create pipelines for certain types of jobs. If there is someway that you could work with the Wyandotte Economic Development and Workforce group through the Chamber that would be great because there’s representatives from all the school districts, the community colleges, etc.

**Commissioner Maddox** said I also wanted to say thank you and welcome to Kansas City, Kansas as well. My question was more along the lines of the 300 jobs. In the presentation it said 300 jobs and my question was are those jobs already occupied or is it 200 jobs and 100, where is that at. **Mr. Korsmeyer** said we have 308 in our building today, 72,000 square feet. The projection by the time this building is completed is that we would be at 330 and that was the initial starting point for this project. **Commissioner Maddox** said yes sir. Along the lines of what Commissioner Kane said, encourage maybe the employees to buy a home in our community where they’ll spend money day and night and grow our tax base. That’s all I wanted to say.

**Commissioner Kane** said I guess this question’s for legal. It looks like there’s three resolutions. Do we have to do them one at a time? **Ken Moore, Deputy Chief Counsel**, said if each commissioner is voting the same on all three, you can do them at one time.

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Action: Commissioner Walker made a motion, seconded by Commissioner Philbrook, to adopt three resolutions authorizing the County Administrator to execute a development agreement with DFA, a resolution authorizing $4.5M in street improvements, a resolution authorizing issuance of $4.5M in temporary notes, and fast tracking the matter to the full commission. Roll call was taken and there were five “Ayes,” Philbrook, Kane, Maddox, Walker, Markley.

Measurable Goals:

**Item No. 1 – 120153 …MEASURABLE GOALS: VARIOUS DEPARTMENTS**

**Synopsis:**

MEASURABLE GOALS:

- Parks
- 3-1-1
- DOTS
- Purchasing

**Chairman Markley** said that does take us to our Measurable Goals for various departments. I’ll note that these are for information only. I’ll let Joe Connor, our Interim Assistant County Administrator, lead us through these four departments.

**Joe Connor, Interim Assistant County Administrator**, said as you’re aware, departments are starting to come up with their measurable goals as part of the initiative from the Commission. This is kind of the first round for some departments that report to me currently. There’ll be more coming in future months but for now we want to start with these and spend just a short amount of time. Again, as we start to refine this process we want to hear from you as commissioners, are we hitting the mark, do you want more information, is it too much, does it make sense. That’s kind of where we’re at with this. This is my group of guinea pigs I guess you want to say, but I think they’re well prepared and I think you’ll enjoy their presentations.

So we’ll start with our new Parks and Recreation Director, Jeremy Rogers. For those of you who haven’t met him Jeremy started December 30 and he’s in the hot seat first.

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Jeremy Rogers, Director Parks and Recreation, said I’m the new Parks and Recreation Director as Joe pointed out. It’s very nice to be here with you guys.

I’m here to talk about our Parks and Recreation revenues and how we can increase that over the next 10.5 months.
As you can see these are some of our main revenue streams. They come from shelters, fishings licenses, boating permits and that bottom is all on the recreation side. As you can see we’ve gone up each year and continue to grow.

These are our year-to-date revenues. The 2015 is my projection. That is what I’m here to tell you guys that I would like to increase our revenues for our department by 10%. That would take us up to almost $700,000.
We have a long task ahead of us, but I have a great staff and here’s how we’re going to do that.

Number one is the upgrades that we made to Wyandotte County Lake. It is our number one revenue source. It is our largest park. It is the heart of our Parks and Recreation Department. Some of the upgrades that we’ve made there, we replaced six new fishing docks. We took out the old ones that were all the styrofoam with the mold and algae growing on them and replaced them with the new rubberized.

The other things that we’re doing at the lake, we’re renovating the concession stand. It was built in 1930. There’s some discrepancy, it was either built sometime between 1936 and 1939 and has only minor improvements over the years. We’re renovating that and that will help generate revenue.

The second thing that we’re doing is hiring key staff. Number one, they hired me to lead the department so I think that’s a good idea. Secondly, I’m currently working to hire a recreation program coordinator. I am looking for somebody with a skill set with some marketing background that can help us improve our department in that area. Our overall marketing we have not done a whole lot in this area, so anything that we do will generate revenue.

Our overall department awareness, we are one of the few Parks and Recreation Departments in the whole State of Kansas that doesn’t have a facebook page. I’m meeting with Edwin tomorrow to go over that. With social media and all that, that’s free marketing. Yes it needs to be limited and it needs to be oversight, but we have the staff that can do that. That will definitely help there.

Secondly, to piggyback off the Police Department, the QR code. Everything that goes out from our department, whether it be emails, flyers, anything that comes out of our department will have a QR code on it that will take people directly to our department’s website.

Finally, we will do monthly reviews to track our revenues to see where we stand and if we need to make any changes or anything like that. That concludes my presentation.

Commissioner Maddox said this is actually my first time meeting you and seeing you, but in my first term I’ve been kind of somewhat a guy that clings to Parks and Recreation and closely looks at what happens, so I’ve got a few questions along those lines.

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One of my questions are is there a possible way like every two years or three years, and maybe this is something you can interact, where all the parks are like analyzed, their equipment from the basketball goals down to the pavement, the benches, to where we are annually making those upgrades maybe every three years systematically to parks. I don’t know that that’s happened in the past but I’d like to see more of that because what I had to do in my first term was kind of get funding going toward the various parks in the area. Mr. Rogers said absolutely. I received a request from Commissioner Philbrook and it consisted of wanting to upgrade our parks. I want to do a complete park inventory of what we have. I’m still learning where our parks are and what we have exactly. We are doing from head-to-toe, complete every park inventory. That’s going to be ongoing. Once I do get that completed, I will have numerous things to point out and changes that need to be made, things like that.

Commissioner Maddox said the other thing I wanted to know is have they spoke to you about the grass mowing in parks across the city. That seems to have been a dilemma the first three years that I was here. Were there any updates or discussions about the ways that we could keep the grass maybe monitored and mowed during the summer so that the parks are appealing. Mr. Rogers said yes I have heard that that is a problem in the past and I am working to see what exactly those problems are. The cause of those problems has not been pinpointed yet, but I am working and hopefully I will see some things that can be changed between now and mowing season which is right around the corner. Mr. Connor said I just want to add to that that in the budget if you remember there’s a youth program. We’re working on buying equipment and coming up with the process and that’ll be part of what Jeremy will do to help with the mowing. So I just wanted to remind the commission that that project will come online here this summer.

Commissioner Maddox said that’s what I was going to ask next because I was trying to find out how would the youth or the young people get involved in that grass mowing. Would they go to Parks and Recreation and maybe apply or does that come through another department? Mr. Connor said as far as I can tell we’re going to run through HR like any other job that we’re going to hire through and they’ll apply through HR and kind of go from there.

Commissioner Walker said Jeremy, I look forward to meeting you. I’m sorry I could not attend tonight. I’ll admit, I guess, some might call it a compliant, I’ll admit that I have had a number of people address me on is that we have a substantial waiting list for boat slips at Wyandotte

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County Lake. Not being familiar with how much space we have or if additional ones could be constructed. I’ve been told that we could certainly add more boat slips, either as extensions to the existing ones. I was under the impression that we had recently extended some of them, but that we did not extend or make available enough to put a dent in that list of people that are waiting for a place to put their boat and use the lake. I ask the question because it seems like to me we could certainly make more slips available for, and I think most of the people that rent there are Wyandotte County people, and make that more available. I certainly don’t have cost figures and I don’t want to inject so many boats that it kind of ruins the ambience of the lake that people describe to me when they take their pontoon out. But I’d be interested in your either assessment tonight or something in the near future as to the viability of that. That seems to be, if anything approaches me on Wyandotte County Lake other than we have too many geese and that creates a problem down at the south end eventually every year, it’s that we don’t have enough boat slips and it takes too long to get one. I’ll listen to your response.

Mr. Rogers said thank you for bringing that up. The current wait for a boat slip at Wyandotte County Lake right now is about five years. That is one of the red flags that came up. I will be doing, as part of my park inventory that I talked about earlier, I will be looking at that. I don’t have an answer for you tonight on the solution for that, but I know yes we can add more slips, however, I don’t know if that’s reasonable yet. I hope to find out very soon and through my park inventory will have that for you. Commissioner Walker said I’m hopeful that we can address that perhaps in this year’s budget or in strategic planning at least have some idea as to that or perhaps there’s an alternative location for a second site for maybe fishing boats or the smaller boats, the non-pontoon boats that would make that wait, I mean five years is a long time and a lot of changes can happen to a person. I look forward to your report. Thank you. That’s all my questions.

Commissioner Philbrook said I’m really enthused about the fact that you’re wading in right in the middle of everything, taking the bull by it’s horns and re-evaluating our park system because I know that was one of the high priorities when we did our survey. Believe me I get comments on parks every week. I really believe that it sounds like what you’re planning on doing, and please correct me if I’m wrong, that you’re planning on putting together a comprehensive plan for how you’re going to address different parks, what parks to keep, what parks to get rid of,

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which ones to improve, etc. and create a long-term improvement project. Is that what I’m hearing? Mr. Rogers said that is spot on. That is my goal for this department to create a master plan and create goals and give this department a roadmap to go by. Commissioner Philbrook said amen and hallelujah.

Commissioner Maddox asked is the Parks and Recreation Department still currently under the County Administrator’s office now. Mr. Connor said it’s reporting directly to me. Commissioner Maddox said if you have two things that you have analyzed and seen in your early stages as director of the Parks and Recreation, what are two things that you think really need to be fixed at the Parks and Recreation level so that we kind of take this into the budget session. Mr. Rogers said that’s a tough one. From the very beginning, there is no master plan in place. That’s number one. I’ve met with a couple different consulting firms on that. That is a very long and tedious process that I anticipate going through. It does come with a price though. That is my goal. That’s number one.

Number two is going back to my overall department awareness. We are a very large department compared to other departments in the state. We’re maybe the fifth biggest department in the whole entire State of Kansas which is pretty impressive. People need to know what we have. We need to make our citizens in Wyandotte County more aware of what we have and what we offer. Commissioner Maddox said so that plays into you said bringing in some program coordinators who know how to promote. Mr. Rogers said absolutely, market, promote and implement.

Mr. Connor said the next department up is our 3-1-1 Department. Brett Deichler is here along with Luke Folscroft. Brett is the department head over 3-1-1 and Delinquent Tax and Luke is the manager of 3-1-1. So I’ll turn it over to the gentlemen there to go through the presentation.

Brett Deichler, Director of 3-1-1 Call Center, said I appreciate the opportunity to come in and talk a little bit about what’s going on with 3-1-1. I’m going to keep this at a high level just to kind of give you an idea of the real important factors and the things that are going on there right now. A lot of that circles around what I call managing for results and how to basically create operational efficiency and transparency in government.

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Starting with that, we talked about asking the question about transparency and accountability at the forefront of operational efficiency and improved services. It requires these three items right here.

When you’re looking at strategic business alignment, integrated technology solutions and advanced communications, it kind of brings everything into perspective. We’ve got a host of those things that are out there right now and Mr. Todd Kinney’s going to help support some of that for us. He will talk definitely a little more in detail about some of the technologies that we’re going to put in place.
I wanted to bring a high level focus real quick about where we are today. This basically talks about the historical data. Some of the things that we are looking at with the initial hardware, and as you can tell without going into great detail, some of the call volumes there. I made the announcement a couple of weeks back, really about a month ago at the Operations meeting, that we’re approaching our one millionth call. We’re probably within about 30,000 calls of doing it. We’ll probably see that here in the next couple of months. That’s a big benchmark for us. I think it goes to show some of the things that we do and talking about how we actually answer that type of call or those types of call volumes.

As you know we started off in 2008. We had eight staff members. We were basically downsized which is absolutely understandable due to the economic crisis that we went through, but it cut us right in half. We still basically maintained a very solid response rate.

When you look at some of the things we’re taking, Municipal Court is 44% of our call volume right now. At the onset of this thing I understood to be a problem in District Court or Municipal Court basically for them to even answer the phones. Mondays and Tuesdays are really, really heavy for them. We said how do we get into that. How do we help support that. So a lot of our call volume is going into that. We signed an agreement with the Judge down there to support some of those services. You can look down for the UG Treasury, BPU and District Court, they’re big numbers too.

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The more important things are these tags at the bottom when you start looking at calls presented versus how we handle those calls at an 83% right now with four staff members. We’ve looked at, and we’ll talk just in a minute, about centralized versus de-centralized staffing. We’ve looked at a way to help subsidize our current four staff members and basically during those high peak volume times to go in and call, have Luke basically as our coordinator basically call and utilize backup staff members who have been trained that are not necessarily in the central location of 3-1-1, but are throughout the building to help support some of those call volumes.

The max call time right now is about 1.34 minutes where the queue time looks like it’s 55 seconds. 27 seconds after that rings, we answer it. So we’re still doing pretty good. The abandonment rate is setting at 17%. I don’t think that’s alarming. I do think it needs to be adjusted and I’ve got a goal that here’s to measure and how to actually align those strategies to get those calls. My theory is if you can’t answer the phone, you can’t answer the request because you don’t know what it is.

This next slide talks a little bit about the future. Without going into great detail, we’ve got monies that have been set aside to basically re-invent the architecture down there now. Since we were born in 2008 there’s been, as with all technologies, there’s been a vast improvement in Microsoft and the products that we utilize. The stuff now that basically is out there which is

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Microsoft, it’s going to be a 2015 package if we can upgrade to that, it’s at least 2013, is very dynamic. It brings along the opportunity for mobility so the constituent can basically pop us from the phone, doesn’t have to wait in line. We can get that, track those types of requests, etc. It also allows us to put advance reporting models back together including real-time dashboards which are super important.

In that dashboard from the project itself, I’ve basically gone back as part of the requirements and said hey, we need to be able to look at what’s really important to the County Administrator’s Office, to the Commissioners, etc. and to put those types of real time data feeds into that dashboard so you can get it right from your phone and look and see what’s going on in your district.

This next slide talks a little bit about what we show as departmental call percentages. Again, looking at Municipal Court, once again 43%, almost 44. The average queue times and those types of things we talked about a minute ago, it begs the question of how do we actually get there and measure a goal and an objective for this type of environment.

When we asked that question, we say let’s finalize a statement of work. It’s real obvious. We need to get to work and get that thing done. We also will complete the proposed 3-1-1 upgrades by the close of September which is the end of the third quarter which will ultimately

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allow us to get into the real time reporting methodologies at the end of this year and also the revised ad hoc reports that we kind of have some of those still from the old days, but now we’re moving into a new more dynamic reporting methodology which will allow us as an organization internally from an administrative perspective to coordinate basically not only what 3-1-1 does, but the back side of the coin, what the Unified Government does on a department-by-department specific basis.

We should continue to answer calls in less than one minute like we’re trying to do to reduce that abandonment rate and close 80% of all the active work orders, which is a very big deal for us. We get a lot of call backs. We also try to call back and initialize contact to help keep people informed, but we get a lot of call backs on things that are out there that are static that should be active and wanting to know what’s going on with that type of request. It’s very important for the constituent to be able to access us. In the past it’s been a little difficult because the wait times have been tough. But like I said, once we start putting in active measures with the mobility piece and the social media real-time chat upgrades that Mr. Kinney’s going to allow us to get into, I think it’s going to help the 3-1-1 Department actively control the data to where we can model what’s not only going on with 3-1-1, but we can model everything that’s going on in the government operations clear back to the cost allocation and the resources required to complete that.
I can discuss this. I put this on the backside here as an MFR. What I basically did is put a quick model together that shows when you do Microsoft Lync, which is the telephony piece, we’re going to help kind of vet that process again to get our phone operations back in order from cost allocations. It also talks about the data base which is basically what I call central repository to allow us to get down to doing these things over here when you take everything in and funnel it through that architecture there which are those three things that I talked about initially, it allows you to perform most effectively. In reading this right column you can see as accurately as you need be, you can collect the data and you can report it. So we can receive requests directly from you that says tell me A,B, and C and we can report that. This is the model that allows us to get there, but it all starts with managing for results. It’s not about putting widgets together, it’s about getting effective outcomes not just output. You need to measure the outcome and that’s extremely important for all of us to remember as we move forward with this dynamic rebuilding of this operation.

Chairman Markley said it’s great that you’re already tracking some data because it makes it a whole lot easier for us to create measureable goals when we have something to start from. I appreciate that.

Commissioner Philbrook said so that means you’ll be able to tell where the plug is in the stream if something gets slowed down, somebody calls up, something needs to be taken care of, you’ll be able to see where things are slowed down so that can be taken care of as well. Mr. Deichler said it should, yes. We’ll have all the GEO data and the things that tag it literally where it’s at.

Commissioner Walker asked Mr. Deichler, how many of your phone calls relate to code enforcement and how are those handled when they come in there. Mr. Deichler said that’s a very good question. Commissioner Walker said I’ll give you some background on this.

We have at different times over a long period, both when I was an employee and more recently, suggested to the public as well as employees, that complaints that are filed or made retain anonymity. Yet I have recently been provided a sampling of some complaints that were,
and I don’t know that they originate with you, I’m certainly not suggesting that, but in which they identify the complaining party. Then that information seems to inevitably transfer to the target of those code enforcement complaints.

If we’re wanting to encourage people to report code violations and to protect that identity, it has to begin with the intake, whether that intake is at Code Enforcement or whether it is at 3-1-1. Can you comment on your role as 3-1-1 with Code Enforcement. It’s certainly an issue that has troubled me because this creates neighborhood problems. If you have a neighbor that is not maintaining his property and you report it, the fear is that the neighbor will then find out and the situation will become even worse. So protecting the identity of a complaining party is a critical piece of effective code enforcement. We’re not getting it somewhere in the system. I’ll listen to your response.

Mr. Deichler said, Commissioner Walker, that’s an absolutely great question and it was at the forefront of our development clear back in 2008. That was asked as well. I know that the initial development allowed us to click a column that was considered triple A anonymous. It would basically wipe off all the incoming data through the Cisco file when someone called in that would allow us to keep the anonymity intact once we forwarded that information over to MAUWI. Right now we have received about 4,600 calls in the last year that relate to code specific violations that were forwarded to Greg Talkin’s group at NRC.

The issue that we have and that we’re still experiencing with the MAUWI system is the lack of integration between the Microsoft dynamics based product and the only Oracle based, correct me if I’m wrong, product that we have left in the Unified Government’s system which is the MAUWI and Excela product. In stating that, we’ve always tried to look to basically being able to integrate those. I think in the past that when we have put work order requests out there, there’s been some of that information transferred. I’m not saying necessarily from us, but we were sending emails that had certain fields that were stated inside the emails so that they could actually have someone at NRC enter that data.

That will not be the case here with the new system. We’re going to work on a way, like I said back in 2008 it was our intent to keep that anonymous, and I know that we would even go as far as asking because people would call in and say hey, I want to be anonymous for those very reasons that you stated. In stating that, we’ve kept that confidentiality intact. It doesn’t mean that everyone that has called in has requested that, so some of that has probably migrated it’s
way into the MAUWI system. But in the future we need to be very diligent about how we protect that content and maybe it’s just something that’s an exclusion based on that criteria alone at the front end until someone requests otherwise. Because I honestly can’t see anyone calling in and reporting their neighbor and wanting them to be out there just in case just to keep the peace.

We’re working towards that goal. The new system, we will be very cognizant once again in refining and meeting that goal. I think that with working in the future and working with Todd Kinney’s group we will be able to find an adequate resolution to not only help that at the front end, but to actually expedite these types of requests because they’re very, very time consuming for our staff with the lack of integration with MAUWI. We’re working towards an answer for that now as we work through the Statement of Work. Does that answer your question Commissioner?

Commissioner Walker said well I think unless someone says to you I want the individual to know who I am and that I reported you, I would assume the desirable course is there’s no reason for the code inspector in most situations to have any, if I want to be called back, that’s one thing. If I say, look I want to know that something’s been done. Here’s my name, my phone number and I don’t care if he finds out or she finds out. That’s one thing.

On the other hand, there’s no reason for the code enforcement people when they go out, they’re confronted by people who are not happy. They’re not going to be happy and the best policy would be for them, in my opinion, is not to have the information, not be able to defer off the responsibility that they’re just doing their job, but Joe Blow down the street reported you. I know that has happened. I can give you a specific example in my neighborhood.

I think we should address that not only from 3-1-1, but at the code enforcement level too. There’s no reason for anybody enforcing these to know who called it in and where it came from. That’s my opinion and I will pursue that, but I’m glad to hear that you’re working on this issue and that you’re aware of. Thank you. I’ll relinquish the microphone.

Mr. Connor said the next one is from our Department of Technical Services. You’re familiar with Todd Kinney. He’s presented before this Committee before. He’s going to talk about what DOTS is going to be looking at in this coming year.
Todd Kinney, Technical Architecture Manager, Department of Technical Services, said I’ll be talking to you about the Department of Technical Services 2015 key performance goals.

**Department of Technical Services 2015 Key Performance Goals**

- Customer Service
- System & Service Delivery

These goals are in two areas, customer service and system and service delivery. These are two areas the administration has asked us to focus on and improve.

**CUSTOMER SERVICE**

- Successfully deploy 311 Citizen Portal and CRM Dynamics upgrade in partnership with 311 Operations
- Successfully deploy System Center Service Manager and an internal self-service portal
- Re-establish x8000 as internal Technical Support solution to streamline both 311 Operations and the Technical Support Help Desk
- Increase 1st Call Resolution
- Decrease Total Resolution Time
- Enable Immediate Resolution
- 80% of Technical Support calls to Help Desk (Currently 25% to individual staff)

In the area of customer service our first goal is to successfully deploy the 3-1-1 Citizen Portal and CRM Dynamics upgrade and partnership with 3-1-1 Operations as Brett mentioned.

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Our next goal is to successfully deploy System Center Service Manager and an internal self-service portal similar to the Citizen’s Portal internally. Employees will be able to make requests, track requests, see maintenance notices and things of that nature. System Center Service Manager also automates a lot of tasks to help us mitigate our human resources limitation and provide better service.

Lastly, once the first two are completed that will allow us to re-establish extension 8800 as a dedicated internal technical support line, enabling 3-1-1 Operations to streamline their operations to focus on citizens and for Technical Support to focus on technical, internal tickets, and we’re not competing with the limited resources that 3-1-1 has.

Once these are deployed it will allow us to increase first call resolution. That will then become measureable. It will allow us to decrease the total resolution time. Instead of going through two hops for technical support you go straight to technical support. It will also enable immediate resolution, something that’s not available now because we go through 3-1-1 and that’s not their skill set. Once the calls are coming directly to Technology, we think a large portion can be solved right there on the phone call if you have a technical person taking that call.

The next goal will be for 98% of technical support calls to go through the Help Desk. Right now it’s our estimate that roughly 25% go to individual staff and the primary reason is that immediate resolution is not available at 3-1-1. It’s not a problem with 3-1-1. It’s just not what they’re geared for, so people will call directly or send an email. That can get lost. It can result in an email that doesn’t get heard for a week and then we have an unhappy internal customer.
In the area of System and Service Delivery, our first goal is to deploy our new Storage Area Network. That was a huge acquisition that the Administration and the Commissioners supported in acquiring this year and that will help alleviate some of our storage issues. Once that’s in place we will maintain 80% maximum storage utilization. We’re at about 95% now.

We’ll take a look at that visually. In 2014 we were at 95% utilization so the area in red, the unused portion, when we get there that’s when we have an issue. That’s as much room as we have to work with and that can actually disrupt operations. If someone dumps a large set of data it’ll shut down the system. What we hope to do in 2015, or we will do, is maintain 80% maximum utilization. That’ll give us a much larger area to react and manage storage when it becomes an issue. We anticipate that storage will no longer disrupt operations.
Staying with System and Service Delivery, our goal is to maintain 99% system and service availability. What that translates to is a maximum of 3.65 days per year, or 7.2 hours per month, unscheduled downtime annually. Any more than that and we don’t meet that service level and we’ll be sending a report to the Administration as to why and how we’re going to get back to 99%.

Looking at that visually in 2014, our manual records show us at 98% and our goal for 2015 is 99%. You may say that’s pretty easy, that’s just 1%, but when you’re talking about uptime what that translates to in 2014 was 7 days per year total, or 14.4 hours per month. That 1% increase in system availability cuts that downtime in half throughout the whole year only 3.65 days per year, or 7.2 hours per month. Of course, downtime, there is a cost associated with it because when the systems are down people are getting paid and not being able to operate.
In summary, for our 2015 key performance goals—under the area of customer service we will successfully deploy the 3-1-1 Citizens Portal and CRM Upgrade in partnership with 3-1-1 Operations. We will successfully deploy Systems Center Service Manager. We will re-establish the extension 8800 dedicated Help Desk for technical support internally here. Once those are accomplished it will enable us to establish baseline goals for customer service performance metrics so we will then go back and review our goals and we’ll have baseline numbers for all those areas we mentioned before: response time, first call closure rate, etc., etc.

Under system and service delivery, we will maintain 80% maximum utilization. We won’t go higher than that without mitigating it and that will prevent storage from disrupting anyone’s operations. We will achieve and maintain 99% system and service availability.

That’s it. We’ll take any questions and answers and give answers.

Commissioner Walker said I guess I’m, the goals sound reasonable. You make them sound easy. I’m sure there’s much more involved than the brief statement that you made about it. I’m interested in storage capacity. Differentiation between storage capacity and archivial capacity, or if there is any, and also the protocols on the retention of emails or various other kinds of documents, data, etc., and how that plays into what our storage capacity is.

I lack an IT background so I don’t know, perhaps, the correct jargon. For example, do we have every email and every document that’s ever been created on our data system. If I ask
you to go back 20 years and find a document, can you find that document given enough time and enough description? **Mr. Kinney** said well Technology can’t. I believe 20 years ago most of those are going to be physical documents other than those that have been scanned in. Those we will have. We’d have to know specifically what you are asking about to go back and see how far our archiving goes.

With regard to email archiving, that is really under the control of the Legal Department and the Records Manager. Right now I believe they have a policy of save everything after 24 hours. That does effect our storage capacity, but given that that is the current policy, until those change the changes that we’ve put in place in the new SAN that we’ll be implementing, we don’t anticipate that will be a problem for us. We’ll be able to handle that for the foreseeable future.

**Commissioner Walker** said I was just curious about the prevailing industry standards protocols on the retention of that. It seems like over the years we have continued to spend money to add storage capacity that, with few exceptions, most of those documents, emails, data, etc. that we’re storing after, and I don’t know what the appropriate period of time would be, are never going to be accessed again by anyone. I guess the question becomes is this a situation whereas data continues to expand and we continue to operate, that periodically we’re going to have to buy more and more storage capacity in some form or could we rid ourselves of data that is one, either no longer relevant, or has no, I mean there are a number of guides you could use. You could look for civil litigation, criminal litigation, perhaps records, I don’t know how to articulate it over the phone as clearly, but it does seem that we buy storage capacity periodically to retain records that I’m not convinced there’s a statutory basis for the perpetual retention of documents. It always seems to come with a big price tag. I’m curious in what the industry protocols are more so than what, and no offense to Legal because I was Legal, what Legal’s answer is.

This is costing us money we could allocate to other purposes such as we heard tonight, playground equipment perhaps, and so forth. If there’s a purpose in keeping it, then fine. Just to have it to say that we have it I think there’s a point at which it’s no longer relevant to current events and will never be accessed by another human being. It’s just out there.

I’ve offered my opinion and you know what my concern is and my issue. I would like to have a better understanding at some point of the protocols for storage and whether we’re wasting money on storage capacity that could be allocated to other much more relevant services to our
constituents. I’m not saying throw things away, the last five, maybe the last ten years, but 15 years ago, what are those emails and data, what are they going to contribute to the present services we’re providing. If there’s no cost savings then keep them forever. That’d be fine, but it just seems like we’re consistently adding expenses and storage capacity at periodic intervals. Again, maybe I don’t understand IT well enough to know that this is really a very small cost and not worth addressing the issue.

Mr. Connor said last, but not least, is Sharon Reed. Sharon’s been our Purchasing Manager since October. She was the Interim Manager for about 1.5 years before that. She’s really doing some nice things in Purchasing and I look forward to her presentation this evening.

Sharon Reed, Director of Procurement and Contract Compliance, said my measurable goal today is a satisfaction survey that would help us identify our internal and external customers expectations of our department. Also, to help us establish our service expectations with our internal and external clients.
This survey would help us identify the areas in which we are lacking where we can improve in and I hope that this customer service will let us know where we can initiate a degree of transparency, accountability and open up our lines of communications.

Just some of our questions for our external customers would be how we rate our professionalism. That’s where all of our buyers and even me for us to meet the expectations of being professional in extending whatever courtesy we can to our internal/external customers.

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When you contacted or visited the Procurement Services, did you get the information that was required that you needed. Hopefully, everytime that we make a contact with anyone that’s internal and external, that we are definitely meeting those needs and issues. Then, how satisfied are you with the information provided in the ease of use of our website.

Currently we are building our e-procurement site to where bidders can come in and then they can download our bids and RFPs. Not only that, we recently created our SharePoint where our internal customers can go and access all of our contracts, our certificates of insurance, any of the agreements that we have that was initiated from 2009 to currently. That was a great initiative within our Procurement Department for that outreach.

Anyone please provide suggestions on how we can improve our services to the community, whether in person or via our website. We’re open to start the lines of communications with our internal and external customers so we could help, once again, build that ease of transparency and to find out what their needs are so that we could help bridge that gap.

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Some of our external questions would be rate our courtesy and professionalism, positive problem solving attitudes. We just really want to know how we’re doing so we can start to change the face of the Procurement Department with our internal and external customers.

How well do we communicate in different areas. Are we allowing the vendors to come in and to provide their products and services and how do we pass that information on to the different departments to ensure that they’re heard or we get that feedback.
How would you rate us as far as helping the vendors deal with problems. That’s one of the initiatives, as I said, getting that information to the departments and letting them know that we are listening to them.

We recently, last year we did an outreach with BPU called “Let’s Talk Initiative” where we invited some of the local vendors in to showcase their products and services. We did an outreach within that initiative on how to do business with the Unified Government. That included the Accounting Department, the Business License, and BPU was also involved in that initiative. We got a lot of great feedback. People were very interested in that. We’re going to do one again this year.
Internal Survey Questions

How would you rate YOUR understanding of:

- Purchasing process/policy
- Requisition system (Cayenta)

Internal Survey Questions

How well does the Procurement Department service your department in the areas below:

- Requisition processed in a timely manner?
- Were your Visa issues resolved in a reasonable period of time?
- How well did the Procurement Department help resolve the problem in a timely manner?
Just go through how well to rate our departments. We were going to look at putting this out, once again, on doing a QR code so that we can make sure we get the feedback. This is the first time of doing this initiative so we’re going to benchmark it. Hopefully we can get an 80% within for doing this the first year and then we’re going to use all of our resources to initiate the feedback and do all the improvements that we can to ensure that we’re involving our internal and external customers.

Action: No discussion

Chairman Markley adjourned the meeting at 6:25 p.m.