

**REGULAR SESSION –WEDNESDAY, JULY 21, 2021**

STATE OF KANSAS     )  
  ) SS  
CITY OF KANSAS CITY )

The Board of Public Utilities of Kansas City, Kansas (aka BPU, We, Us, Our) met remotely in Regular Session on Wednesday, July 21, 2021 at 6:00 P.M. The following Board Members were on the teleconference: Robert L. Milan, President; Mary Gonzales, Vice President; Rose Mulvany Henry, Secretary; Jeff Bryant, Thomas Groneman, and Ryan Eidson.

Also on teleconference: William Johnson, General Manager; Angela Lawson, Deputy Chief Counsel; Lori Austin, Chief Financial Officer/Chief Administrative Officer; Jeremy Ash, Executive Director Electric Operations; Johnetta Hinson, Executive Director Customer Service; Dong Quach, Executive Director Electric Production; Jerry Ohmes, Executive Director Electric Supply; Jerry Sullivan, Chief Information Officer; David Mehlhaff, Chief Communications Officer; Glen Brendel, Director Electric Production Operations/Maintenance; Steve Nirschl, Director Water Processing; Dennis Dumovich, Director of Human Resources; Robert Kamp, IT Project Manager; and Patrice Townsend, Director Utility Services.

A tape of this meeting is on file at the Board of Public Utilities.

Mr. Milan called the Board Meeting to order at 6:00 P.M. He welcomed all that were listening or viewing the meeting. He stated the COVID-19 pandemic had made it necessary to conduct the meeting using technology for staff as well as for the general public. Those wishing to offer comments during the Public Comments section could click on the raised hand feature at the bottom of the application or window or press Star 9 and be connected by phone. As always, the public could email or call the BPU with any concerns. The agenda could be found on the BPU website. If they were using Zoom, it would appear on their screen. Mr. Milan introduced himself and the other Board Members along with the General Manager, and Legal Counsel.

Roll call was taken and all Board Members were present via teleconference.

**Item #3 – Approval of Agenda**

A motion was made to approve the Agenda by Jeff Bryant, seconded by Mr. Eidson, and unanimously carried.

**Item #4 – Approval of Work Session Minutes**

A motion was made to approve the minutes of the Work Session of July 7, 2021 by Ms. Gonzales, seconded by Ms. Mulvany Henry, and unanimously carried.

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**Item #5 – Approval of Regular Session Minutes**

A motion was made to approve the minutes of the Regular Session of July 7, 2021 by Mr. Bryant, seconded by Mr. Groneman, and unanimously carried.

**Item #6 – Approval of Special Session Minutes**

A motion was made to approve the minutes of the Special Session of July 13, 2021 by Ms. Gonzales, seconded by Mr. Eidson, and unanimously carried.

**Item #7 – Public Comments**

Mr. William Johnson, General Manager, asked Mr. Robert Kamp, IT Project Manager, if there were any visitors wishing to speak.

Mr. Kamp said that no one had their hand raised via teleconference.

**Item #8 – 20/20 Leadership**

Ms. Marnie Morgan gave an overview of the 20/20 Leadership program year, and spoke about how COVID had impacted their work. (See attached) She also introduced Ms. Sophia Taylor, Ms. Briana Ayala, Mr. Curtis Smart, and Mr. Cameron Morgan. These four students, current, as well as past, spoke about the impact 20/20 Leadership had on their lives and how the experience followed them through the years and instilled the spirit of community in them.

Ms. Morgan addressed comments from the Board.

**Item #9 – General Manager / Staff Reports**

- i. *KERA Program Update:* Mr. Johnson, first gave an update on COVID-19. He then gave an update on the KERA program which included: Current numbers on applications submitted to KERA; customers with flags on their accounts not to disconnect; customers whose services had been paid for by KERA; and the number of customers who rent and could make application.

After discussion about renters who had not applied, it was agreed that BPU would reach out to let those applicable know that KERA, as well as the utility assistance program,

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and hardship program was out there in hopes they would consider submitting an application.

A motion was made to extend the existing moratorium through August 4, 2021, by Mr. Bryant, seconded by Ms. Mulvany Henry, and unanimously carried.

- ii. *Electric Production Quarterly Report:* Glen Brendel, Director Electric Production Operations/Maintenance, delivered a PowerPoint presentation to update the Board about their Strategic Plan and their effort to help and enhance the culture at Nearman Power Plant. (see attached)

Mr. Brendel responded to comments from the Board.

- iii. *Human Resource Quarterly Report:* Dennis Dumovich, Director of Human Resources, offered a PowerPoint presentation to the Board outlining their key performance indicators to give an overview on how they were doing compared to previous years and the market. (see attached)

Mr. Dumovich responded to comments from the Board.

- iv. *Miscellaneous Comments:* Mr. Johnson had Mr. Dumovich, Mr. Jeremy Ash, Executive Director Electric Operations, and Mr. Steve Green, Executive Director Water Operations report to the Board about a recent labor negotiation meeting with IBEW.

**Item #8 – Board Comments**

Mr. Eidson expressed his pleasure about beneficial information given by staff this evening.

Mr. Groneman echoed those comments.

Mr. Bryant agreed with the above comments and also thanked 20/20 Leadership.

Ms. Gonzales had no comments.

Ms. Mulvany Henry echoed the comments made by the other Board members and thanked Mr. Brendel and Mr. Dumovich for the helpful presentations.

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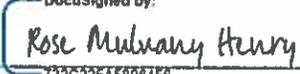
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Mr. Milan echoed the thanks to staff. He also congratulated Mr. Johnson, on receiving the Mark Crisson Leadership and Managerial Excellence Award during the APPA National Conference.

**Item #10 – Adjourn**

A motion was made to adjourn the Regular Session at 8:00 P.M. by Mr. Eidson, seconded by Ms. Mulvany Henry. and unanimously carried.

ATTEST:

DocuSigned by:  
  
732C225A5806456  
Secretary

APPROVED:

  
President



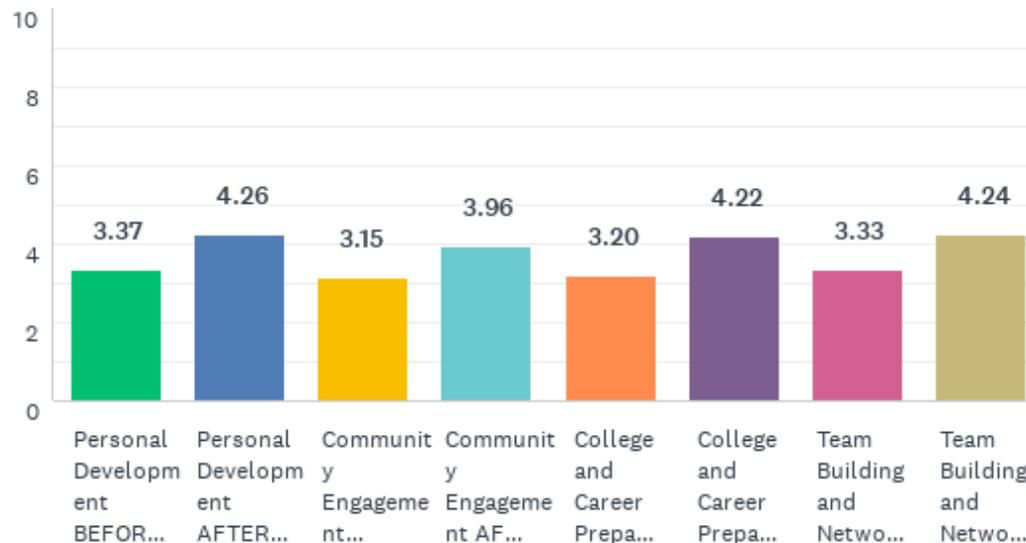
# 20/20 Leadership

## 2020-2021 Outcomes

Pre/Post Program Year Student Surveys  
District and Student Data

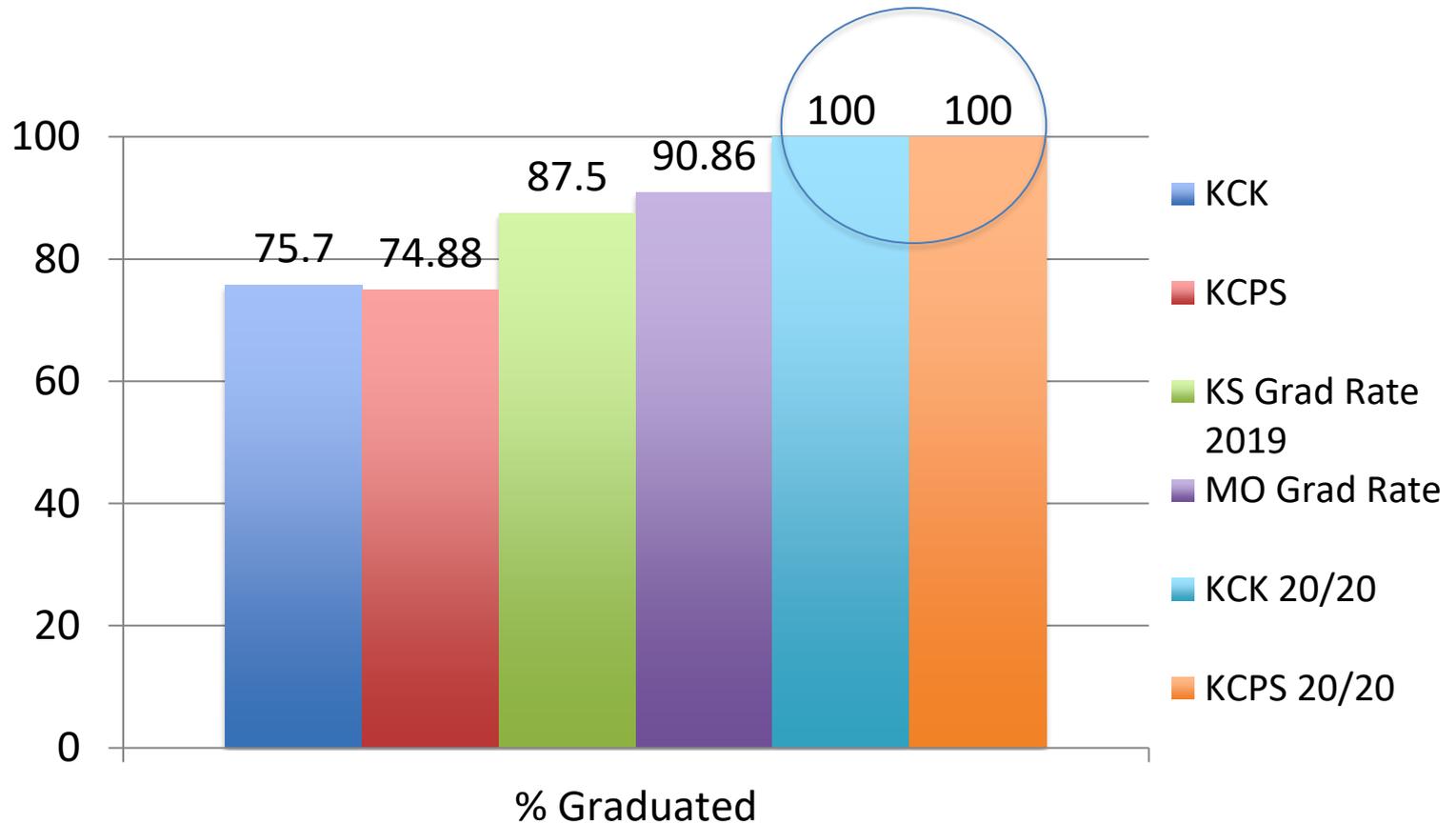
# Students Report Growth After Completing 20/20 Leadership 2020=2021 Program Year

Q3 Please rate yourself on the following attributes both BEFORE and AFTER the 20/20 Leadership Program 2020/2021 Year, definitions are included under each.



N=46 20/20 Leadership Student Participants, 9-12 Grades  
(first time survey for grades 9 and 10)

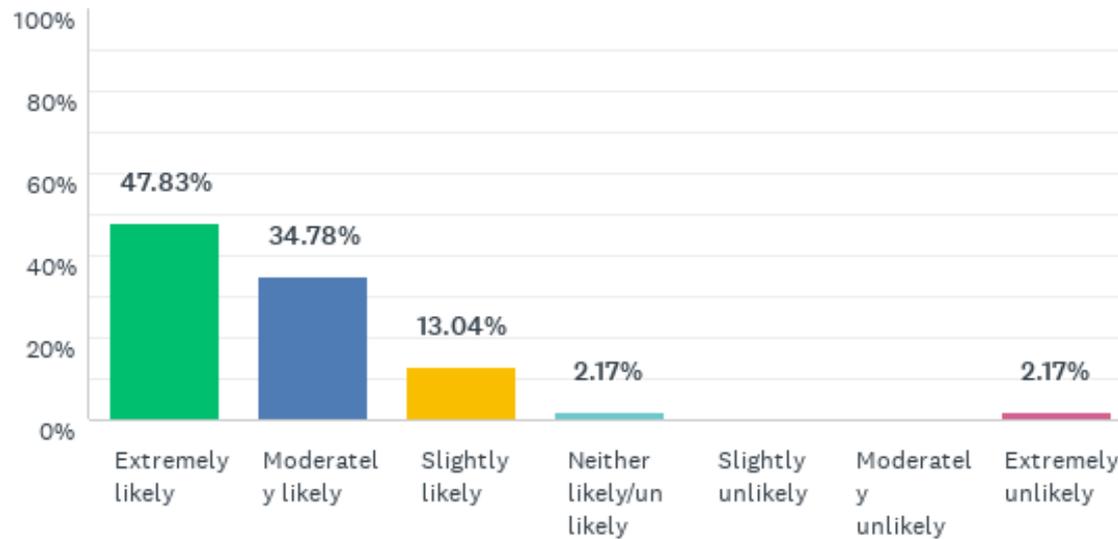
# 100% 20/20 Leadership Students Graduate from High School



Source: High School Counselors/Staff;  
KS and MO Dept of Education – 5 year Grad Rate – info gathered 2020  
N=138 2021 Grads

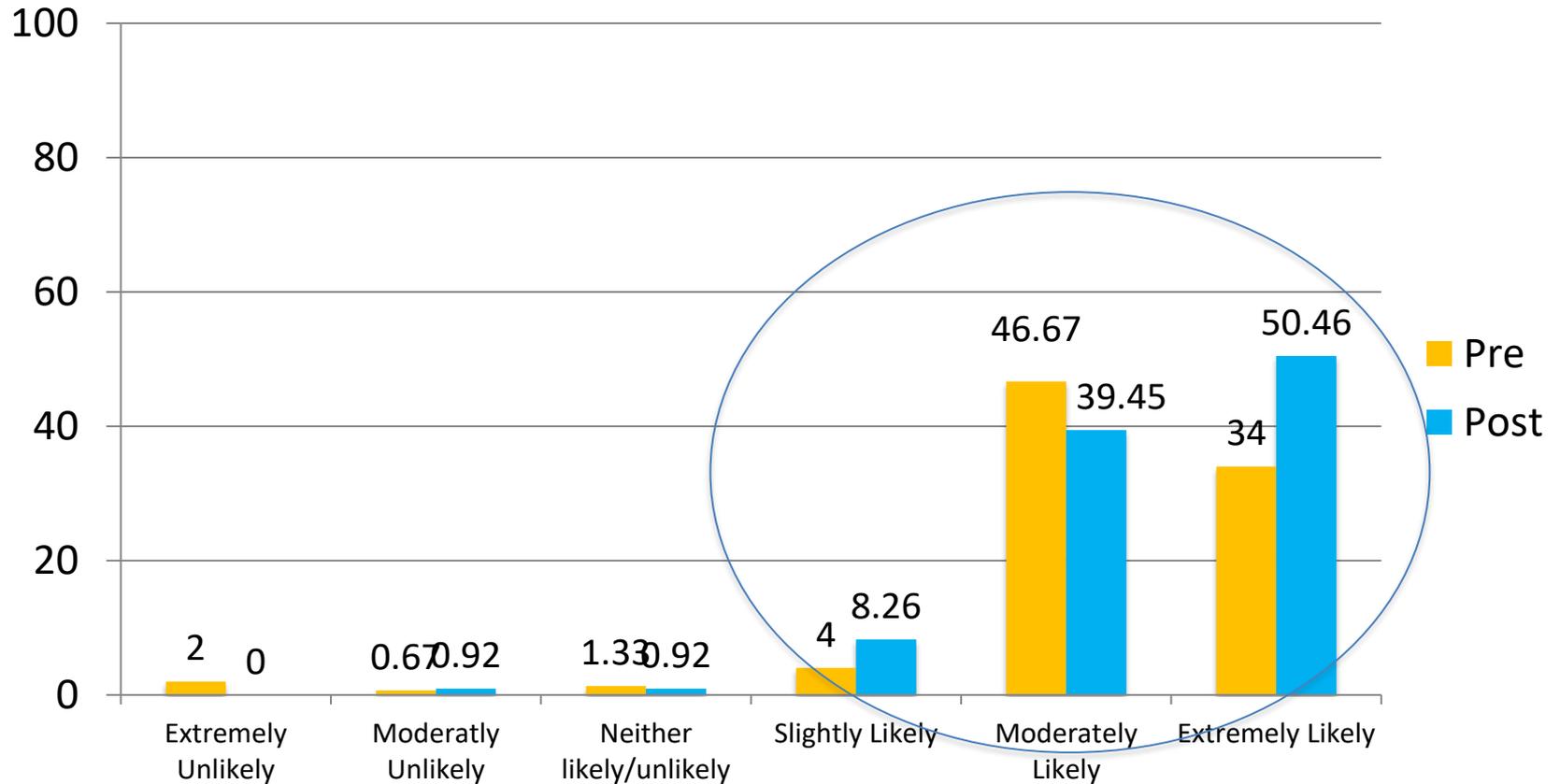
# Student Confidence High After 20/20 Experience in 2020-2021

Q2 How likely do you think you are to be successful in your plan identified in previous question?



N=46 20/20 Leadership Student Participants, 9-12 Grades  
(first time survey for grades 9 and 10)

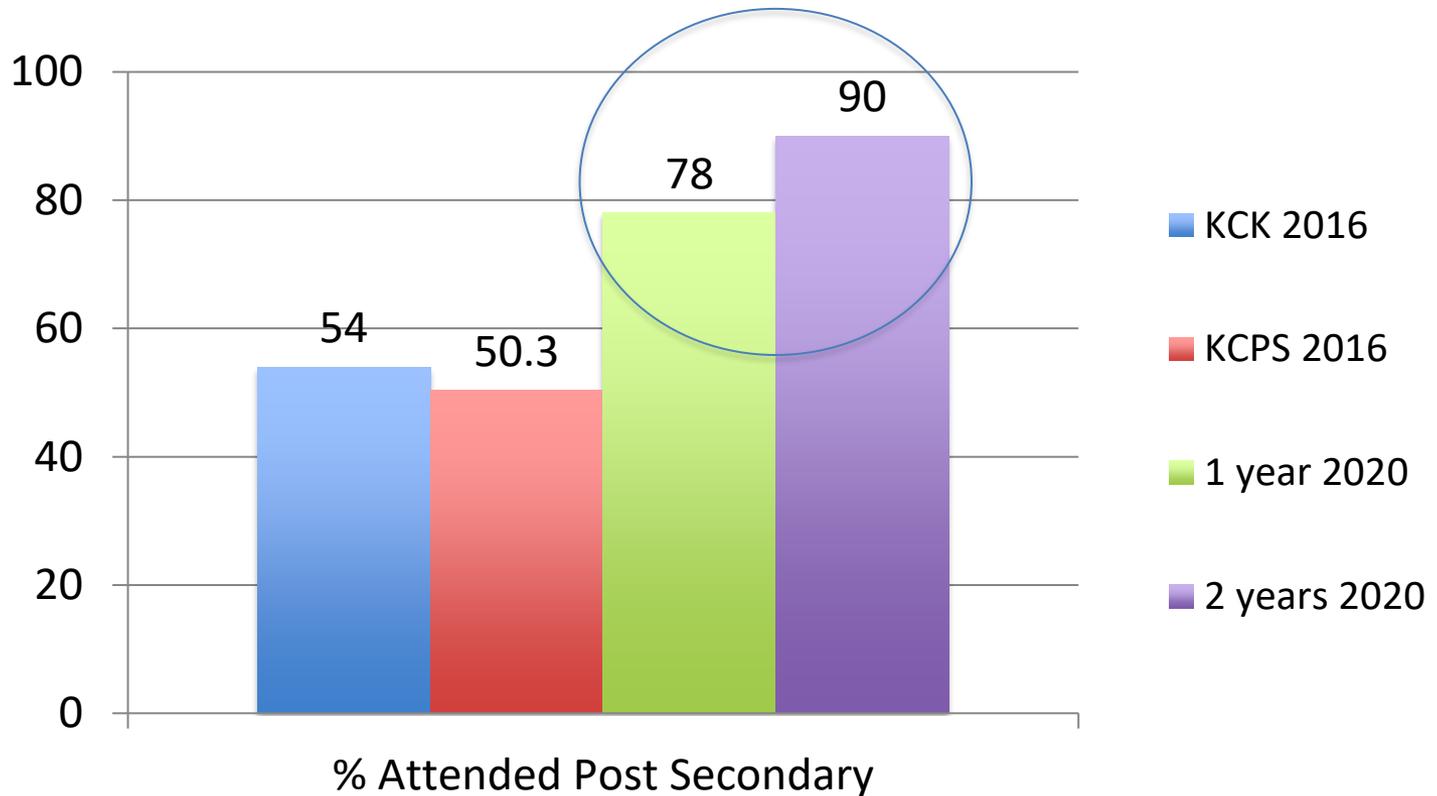
# Student Confidence Goes Up After 20/20 Program Year



Q: How likely do you think you are to be successful in the plan identified in previous question?

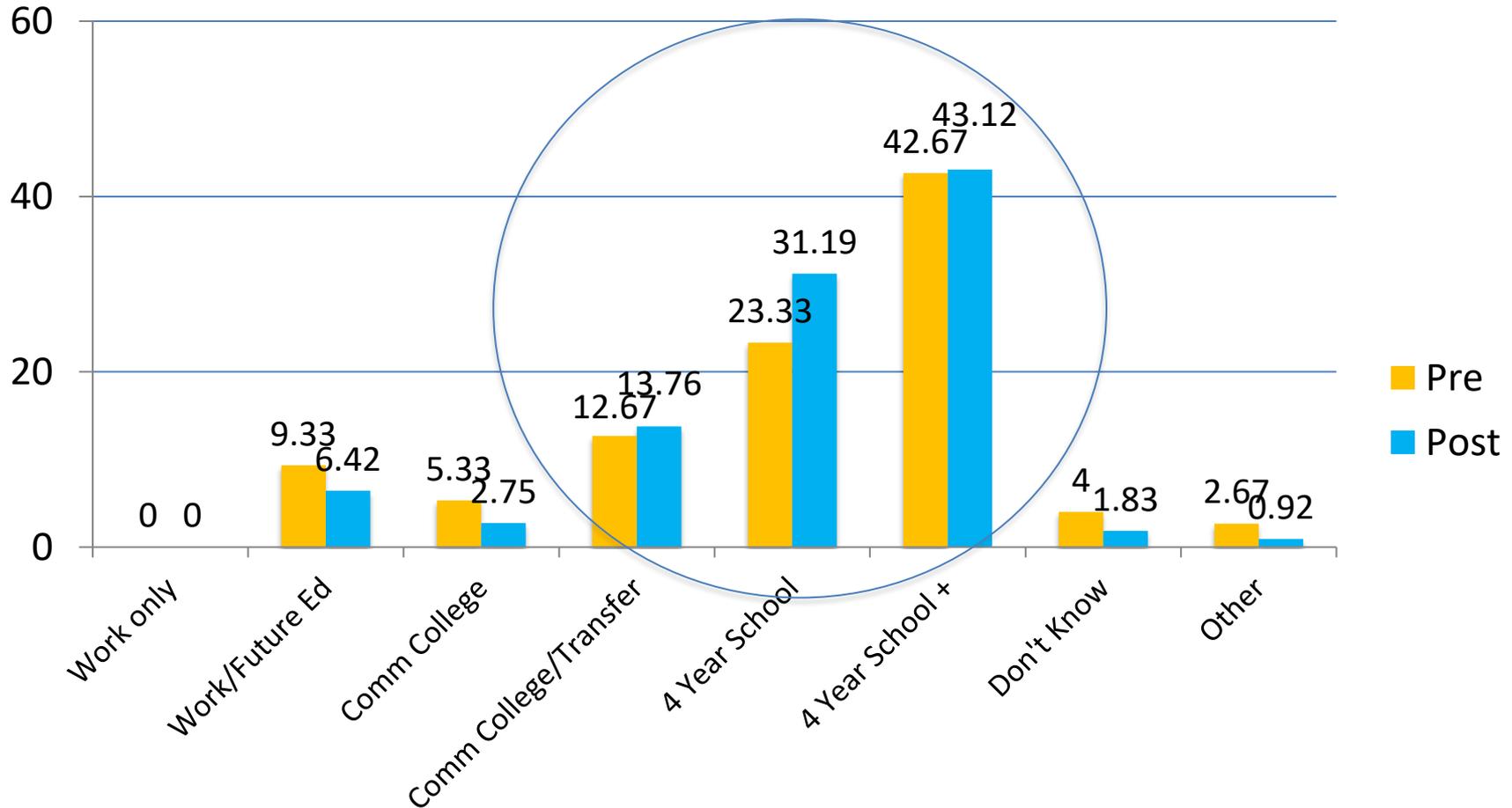
Pre/Post Program Year Student Survey, May 2019. N=150 Pre; 109 Post

# 20/20 Leadership Students Are Highly Likely to Attend Post Secondary Institution



Source: National Clearinghouse and 20/20 Leadership Staff  
N=500 2016 and 2017 Grads who participated in 20/20 Leadership  
KS & MO Dept of Education Data from 2017 (MO=4,2yr & Tech; KS=4 & 2 yr))  
(National Average in 2017 is 67% per National Center for Education Statistics)

# Students Alter Future Plans After 20/20 Program Year

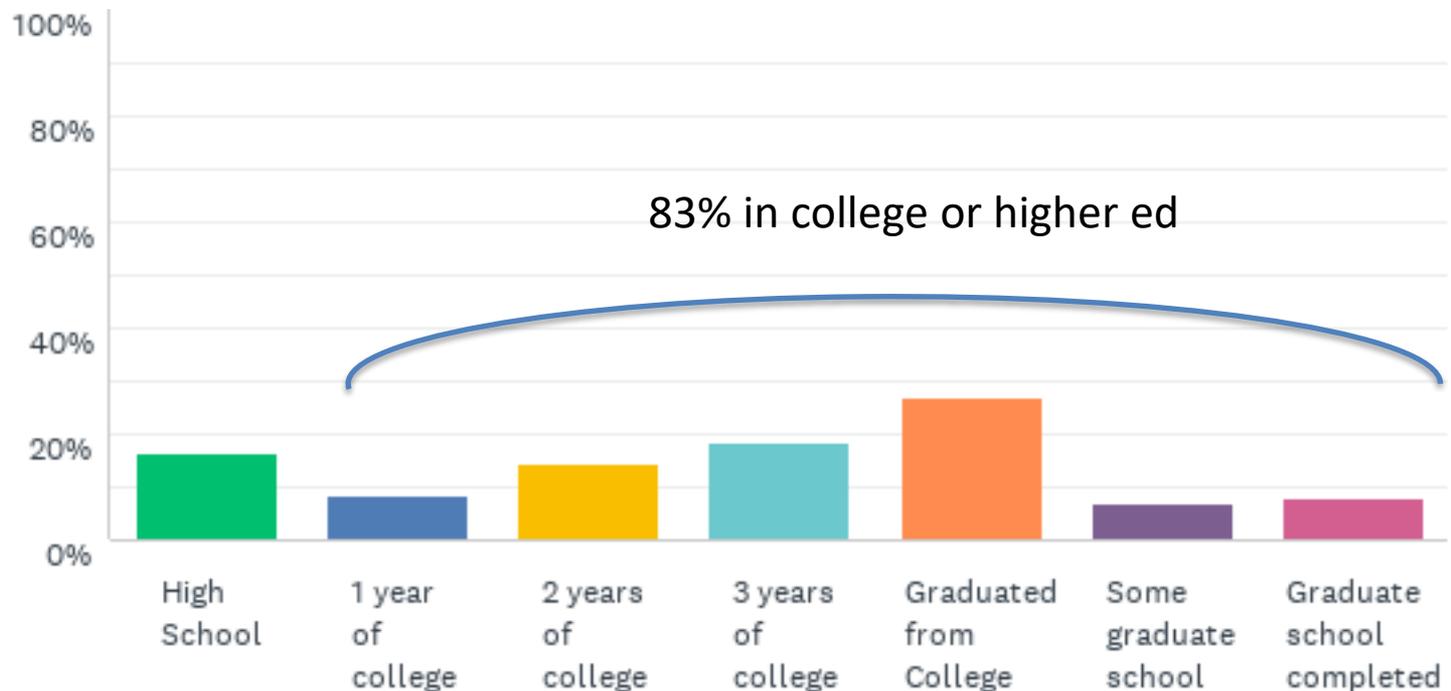


Q: What best describes your career or education plans after high school?

Pre/Post Program Year Student Survey, May 2019. N= Pre 150; 109 Post

# 83% of Surveyed 20/20 Leadership Alumni are in College, or have completed higher education

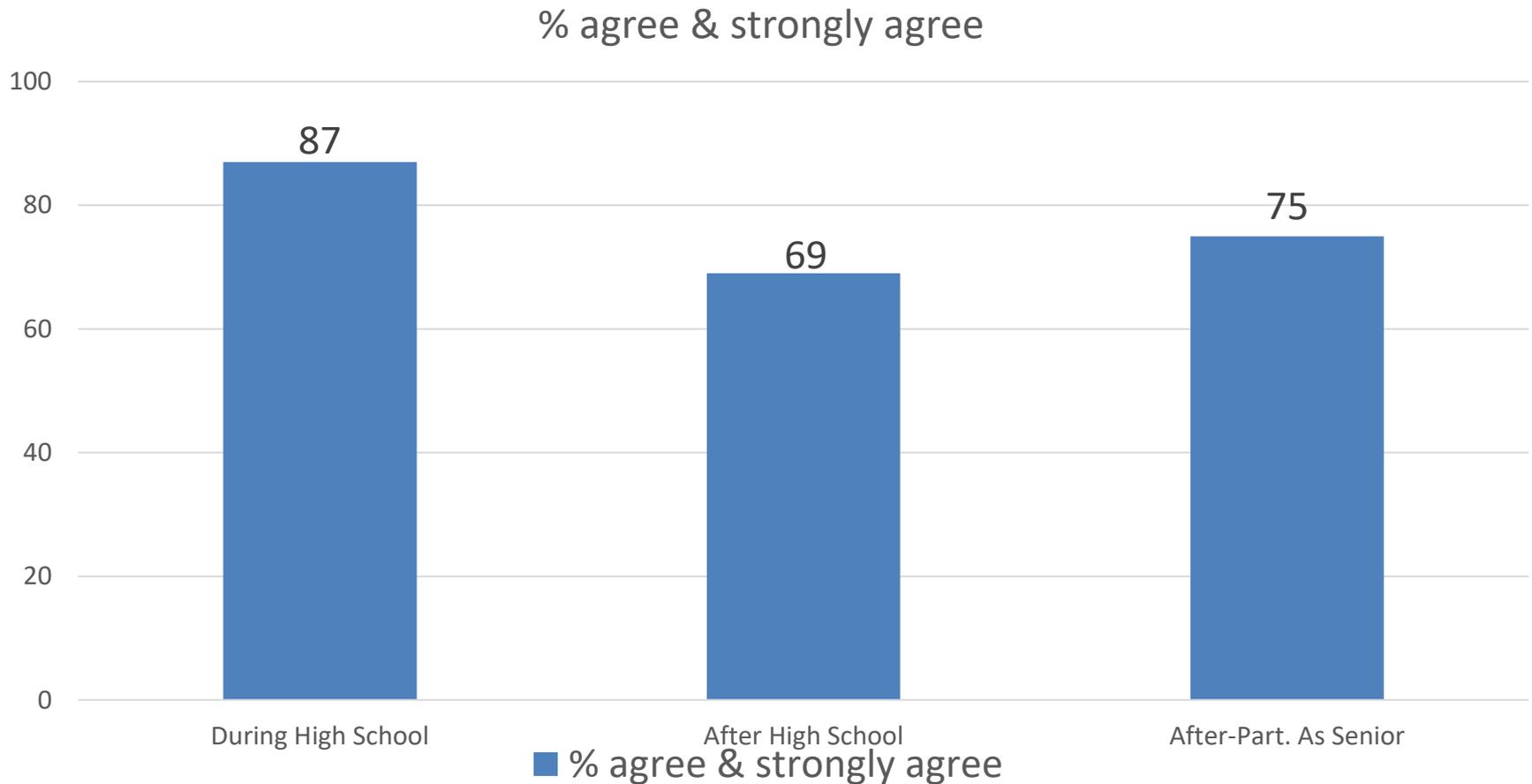
What is the highest level of education you have completed?



Source: 20/20 Leadership Alumni Survey, July 2020

N=272

# 20/20 Leadership Helps Students Achieve Goals



Source: 20/20 Leadership Alumni Survey, July 2020  
N=286

# Electric Production Update

Glen Brendel



# EPROD Strategic Plan

**Safety Focus:** Enhance and develop our safety culture.

**Zero Blame Culture:** Trust always out performs talent.

**Root Cause Analysis:** Find the cause, fix the real problem.

**Unit Reliability and Availability:** SPP day ahead market, online on time.

**Customer Focus:** Prioritize projects that add value.

**Financial:** Adherence to budget and accurate projections.

**Maximo:** Maximo upgrade status at EPROD.

**Condition Based Maintenance Strategy:** 15/35/50 model.

## Safety



Lingering safety issues need a resolution. It is okay to try and fail but keep trying.

## Understanding Why



We are striving to understand the “**why**”

Injuries and incidents are preventable. “Asking why do we do an activity” which results in an injury needs to be challenged.

## Team Approach



Employee collaboration  
on safety builds better  
solutions and trust

# Innovation. Challenge the Status Quo



Pre-engineered Platforms for safer access to work. Finding innovative solutions and taking advantage of technology.

## Zero Blame Culture

Establishing trust is critical to improve performance.

We are focusing on process improvements that minimize human performance errors.

A blue rectangular graphic containing the word "TRUST" in large, purple, sans-serif capital letters. Below it, the phrase "Hard to build, easy to lose." is written in a smaller, purple, sans-serif font.

**TRUST**

Hard to build, easy to  
lose.





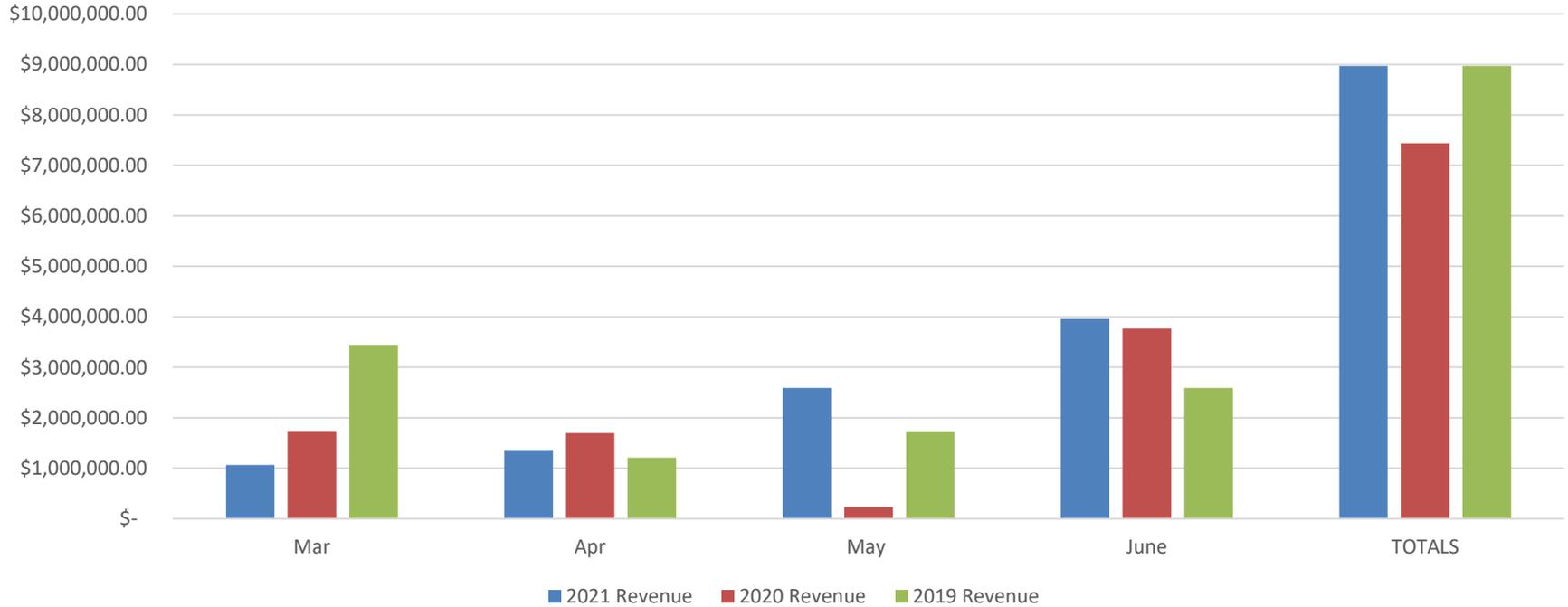
# Reliability and Availability

Since January 1<sup>st</sup> 2021 Nearman, CT2, 3, and 4 are in the SPP day ahead market.

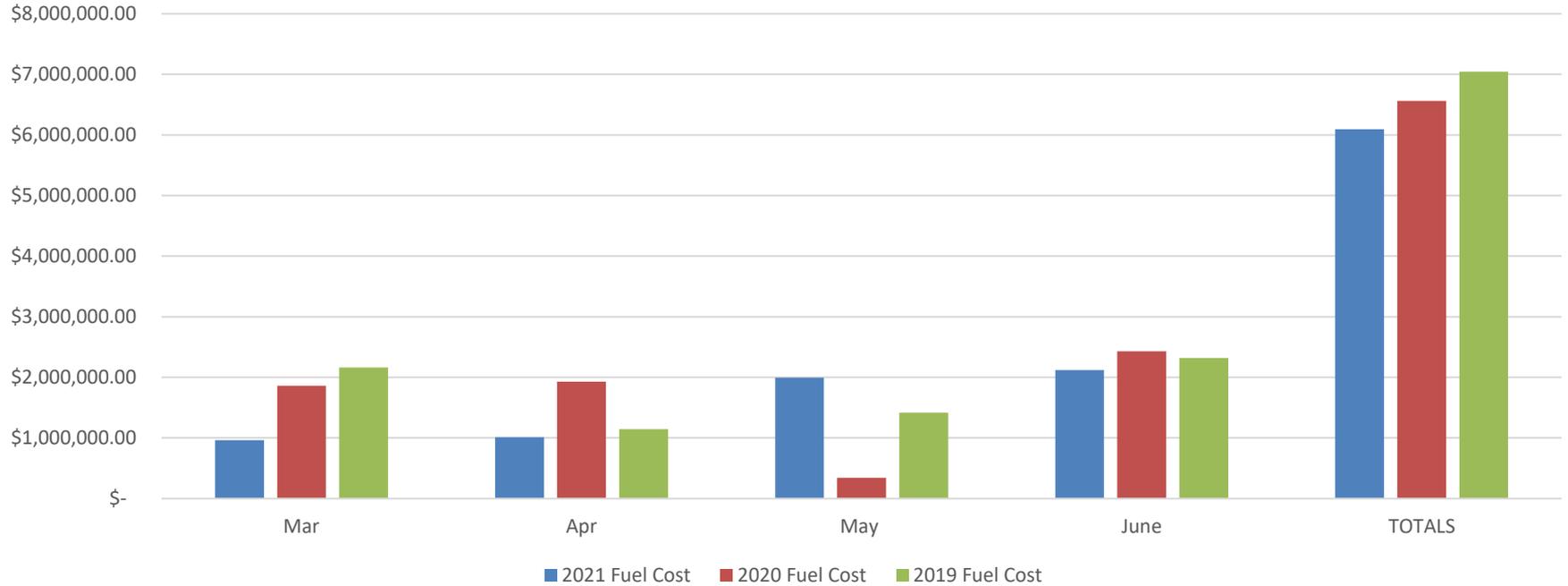
- Positive revenue by cost avoidance when LMP pricing is below our cost
- Review and revise SPP unit submittal data
- Focus on unit startup performance
- Maintain environmental compliance in a market committed environment
- Evaluate unit heat rate losses and focus investment to maintain performance.
- Expand unit load ranges to minimize revenue losses when prices fall “off peak”.
  - Previous ranges 2-Mill (160-182) 3-Mill (220-250)
  - Revised ranges 2-Mill 1 BFP (150-180) 2 BFP (150-205) 3-Mill (210-260)
- Work closely with ECC and communicate issues and opportunities.

17.59	18.51	17.6	17.99	17.33	18.73	20.11	25.69	23.84	24.25	22.64	22.49	22.78	23.11	23.08	24.01	23.33	23.45	23.64	23.86	39.72	21.98	19.49	14.81
17.58	14.83	16.68	16.42	17.32	23.59	22.06	19.54	19.7	22.87	23.73	24.16	26.39	94.28	25.51	29.32	31.02	32.41	36.73	25.39	24.33	23.23	21.47	12.45
9.58	2.04	2.56	13.33	13.56	15.85	15.42	18.32	23.8	26.08	28.04	41.18	31.2	29.71	31.84	32.28	34.98	35.77	38.21	47.02		2.19	-33.8	-47.52
-51.67	-63.84	-48.63	-47.91	-45.68	-23.75	-7.4	16.29	23.17	20.15	21.81	22.7	22.98	22.38	23.79	23.63	23.82	24.27	18.04	18.9	24.6	73.13	48.33	51.48
6.56	-38.58	-35.06	-35.38	-18.3	8.29	5.62	25.81	51.29	24.55	95.45	26.48	17.64	20.39	26.01	54.08	30.38	30.34	28.51	22.09	42.54	21.09	13.13	10.16
10.13	3.94	13.28	12.84	14.2	11.49	11.94	32.53	32.12	34.49	23.55	24.09	29.06	24	29.73	33.59	29.65	31.74	27.9	22.09	20.68	21.61	27.89	36.67
25.9	15.12	11.19	15.65	18.76	17.26	14.2	20.84	23.99	25.69	27.24	24.15	25.31	27.62	30.64	33.91	35.87	34.05	31.37	29.53	27.34	9.25	13.59	-6.58
13.02	13.24	13.92	17.36	17.68	19.67	20.49	23.62	35.95	126.5	40.16	72.4	84.63	88.34	82.23	70.26	49.62	68.93	62.52	37.01	51.61	45.35	19.57	15.38
9.26	14.56	13.51	14.32	16.33	19.3	16.8	19.53	24.33	26.96	51.22	29.14	27.54	36.41	45.3	119.82	98.24	131.58	95.45	63.98	44.35	33.31	23.77	15.14
10.3	8.52	9.75	13.36	15.7	17.03	18.19	26.14	53.22	40.36	41.51	33.71	37.35	40.84	34.38	34.73	32.65	31.82	28.63	23.43	138.83	265.64	6.47	-12
2.08	7.71	8.57	11.68	14.91	12.39	10.67	22.79	25.98	23.75	22.74	20.97	128.46	39.31	63.61	24.74	20.65	16.7	22.06	20.21	17.71	16.45	16.33	16.28
16.95	11.83	15.45	12.8	6.52	15.67	15.94	17.6	24.37	29.08	29.6	65.26	71.95	34.29	36.9	44.04	52.29	48.23	42.81	37.26	29.3	24.27	20.78	18.72
12.67	15.72	9.59	4.85	3.48	8.18	4.09	16.99	18.6	22.9	25.27	27.62	35.6	63.66	56.39	43.55	152.12	90.23	39.19	36.89	34.77	23.67	20.87	15.01
13.68	14.78	11.16	14.09	15.37	16.48	16.27	19.38	22.74	27.4	29.89	30.33	33.72	37.08	41.53	51.03	54.05	52.61	49.16	43.73	34.14	21.61	15.43	12.16
12.35	9.39	6.19	13.52	15.98	16.1	15.44	18.43	24.98	26.84	31.31	33.91	36.85	34.09	40.42	46.55	210.59	64.18	49.37	50.26	30.81	18.42	7.84	-2.75
1.82	6.45	6.71	5.93	11.31	12.89	7.57	17.15	24.76	23.95	28.35	26.62	17.66	43.07	42.64	47.12	88.69	83.21	60.64	61.37	61.56	49.82	15.74	24.6
13.31	-3.87	3.65	8.89	11.63	11.39	14.32	14.78	20.88	18.25	29.81	31.95	35.8	21.3	70.03	39.73	70.57	103.69	91.22	80.31	54.86	33.83	14.04	4.02
10.78	3.81	10.75	8.7	14.22	7.26	-6.72	7.67	20.04	28.54	29.85	41.07	45.89	121.64	196.33	227.5	219.52	228.37	205.99	66.66	36.99	163.64	48.7	-1.77
9.5	13.22	8.45	12.05	13.83	14.33	-2.73	18.27	21.74	20.46	23.6	34.69	32.91	35.97	33.49	40.66	47.76	43.67	33.82	28.99	16.5	17	1.11	-12.2
8.89	19.42	11.54	9.62	5.86	7.87	1.46	14.63	17.83	16.77	19.31	24.3	32.66	43.55	35.3	57.03	58.16	44.13	37.62	15.63	15.85	17.97	2.63	1.11
-4.58	2.48	-0.16	-3.71	4.13	14.7	42.86	20.79	25.53	127.33	13.27	4.33	5.68	6.18	19.18	32.21	24.57	121.78	122.65	32.84	34.23	34.64	33.19	25
16.12	-5.47	-20.2	-32.64	-38.83	-27.18	-6.9	19.81	24.29	18.7	16.53	47.61	171.79	27.87	52.75	65.51	29.38	92.56	29.35	33.37	11.9	9.13	-6.4	-4.06
-16.01	-24.28	-32.82	-26.26	-29.73	-29.84	-15.02	26.41	26.29	20.03	17.69	20.56	19.23	18.64	46.99	42.09	41.67	54.6	56.26	46.42	25.55	26.81	24.3	-0.75
5.34	-1.53	-1.28	11.29	13.03	20.93	12.43	23.82	15.62	22.21	18.54	20.04	32.04	46.75	58.27	37	34.02	32.84	27.51	20.05	21.03	28.34	26.29	9.79
5.32	7.76	15.81	12.83	20.51	20.43	16.67	17.34	19.01	23.24	26.38	26.19	29.66	38.32	109.64	224.32	60.48	35.11	24.44	25.81	-4.16	17.25	13.07	2.05
17.61	26.21	7.78	16.39	14.7	7.9	8.33	13.7	4.77	0.96	7.32	3.72	-4.56	12.18	22.72	20.08	11.81	22.64	20.5	22.18	19.19	21.43	18.8	11.55
18.52	15.64	16.94	16.66	16.08	17.01	15.28	16.8	14.69	18.08	7.84	18.95	21.88	28.72	31.6	33.9	41.06	38.22	31.82	32	27.07	26.52	13.72	7.72
14.48	14.71	14.3	12.28	17.37	15.5	15.62	22.96	28.49	38.86	113.26	37.04	53.37	37.98	36.74	31.82	27.45	20.13	22.6	28.59	16.92	29.95	21.98	18.86
10.05	16.65	20.24	19.58	22	22.79	17.07	22.11	26.13	36.75	90.35	24.82	28.57	15.27	21.92	27.44	29.73	39.17	40.9	41.82	38.96	37.69	32.69	23.4
23.77	13.79	16.59	16.05	20.2	21.5	21.53	29.83	98	49.34	39.46	39.97	41.62	42.43	42.13	41.33	41.05	42.78	44.87	41.42	80.62	38.59	33.23	33.3

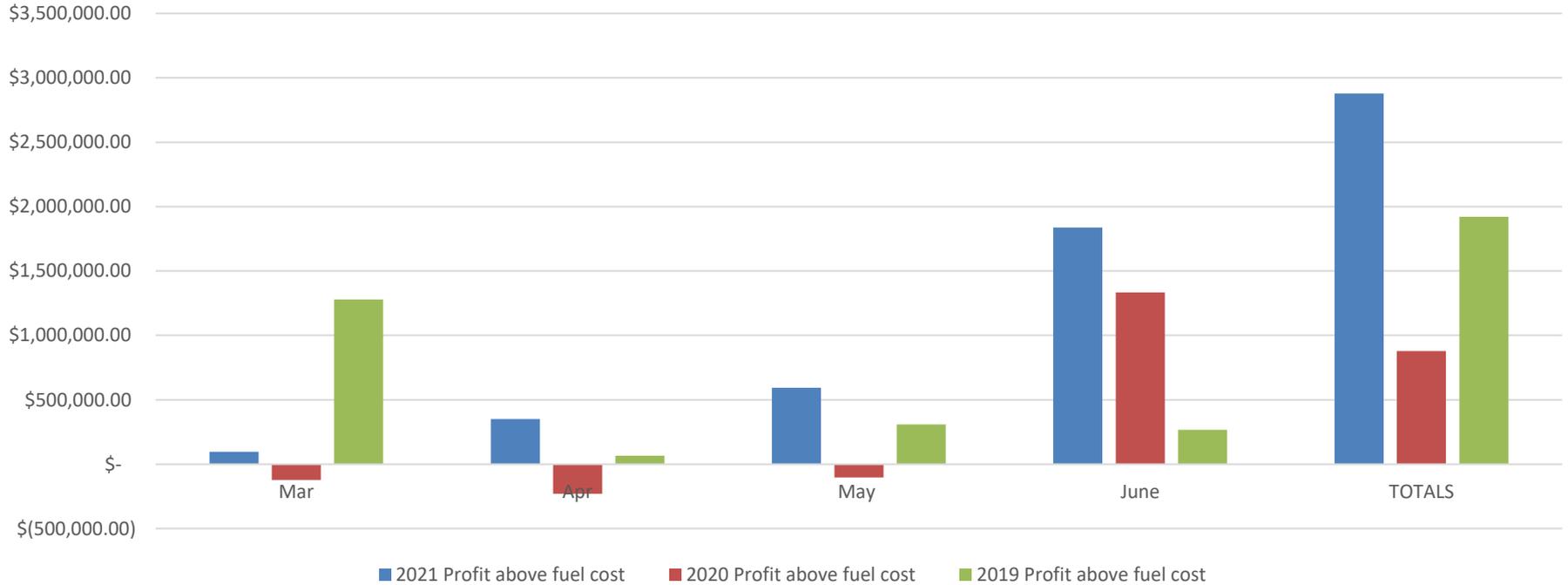
# Revenue



# Fuel Cost



# Revenue Above Fuel Cost



Equivalent Availability Factor- YTD 96.0/(2019) 90.0

**How we compare:**

**N1/(USA-2019) Statistics % (Jan – Jun 2021)**

- Availability Factor – 87.51/81.56
- Planned Outage Factor - 10.91/11.7
- Forced Outage Factor - 1.57/6.74
- Capacity Factor - 60.95/61.74

## Customer Focus

Execute projects that add value for operations:

- Alarm management
- Automation
- Process improvements
- Training
- Lean principles

**Customer**  **FOCUS**



# Financial

## KANSAS CITY BOARD OF PUBLIC UTILITIES Budget Variance By Class Fiscal Year: 2021 Period: May-21

Department	Annual Budget	YTD Budget	YTD Actual	% YTD Variance	Remaining Budget	% Remaining
1101-EP Admin-Maintenance	119,721	49,884	50,535	(1.30)%	69,186	57.79%
1300-Quindaro Common	83,100	36,931	22,830	38.18%	60,270	72.53%
1301-Quindaro Maintenance	629,000	316,950	57,239	81.94%	571,761	90.90%
1302-Quindaro Operations	33,450	13,938	86,986	(524.11)%	(53,536)	(160.05)%
1400-Nearman Common	229,300	62,463	96,600	(54.65)%	132,700	57.87%
1401-Nearman Maintenance	8,669,414	3,685,431	2,618,475	28.95%	6,050,939	69.80%
1402-Nearman Operations	9,232,026	3,846,029	3,706,450	3.63%	5,525,576	59.85%
1500-Common Plant Maintenance	4,183,759	1,747,016	1,639,562	6.15%	2,544,197	60.81%
<b>Report Totals</b>	<b>23,179,770</b>	<b>9,758,641</b>	<b>8,278,676</b>	<b>15.17%</b>	<b>14,901,094</b>	<b>64.28%</b>

## Asset Hierarchy

- Correct accounting for assets
- True asset cost accounting for time and materials
- Identify bad actors. Where do we spend the most time and money
- Revised asset structure for all EPROD assets

Asset Criticality Assignments.

Operator Logs, Rounds (mobile and flexible).

LOTO (lock out tag out).

Hot Work Permits, Confined Space Permits, Management of Change.

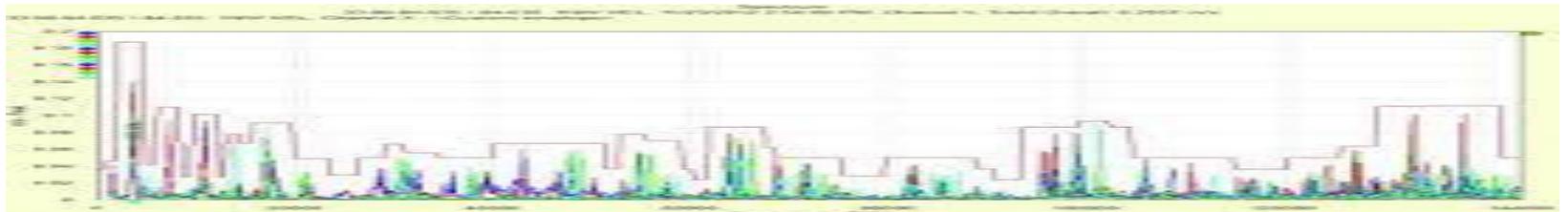
Failure analysis and problem codes to understand how assets are failing.

Back end analytical analysis and asset health assessments.

# Condition Based Maintenance

What is the 15/35/50 model.

- 15% of assets require constant monitoring and planned maintenance. These are our most critical assets and deserve the most attention.
- 35% of our assets require condition based monitoring and rounds such as vibration analysis, thermography, testing, and enhanced alarming. Focus needs to be on being ahead of failures and monitor equipment condition before it fails.
- 50% of our assets are run to replace or repair. These are redundant systems or equipment that has little to no effect on unit reliability or availability.



# Questions?



# Human Resources

## Performance Metrics

# Key Performance Indicators

## Long Term - Company

**Compensation as % of Revenue - 15.13% =**

Rev \$303,049,019 / Sal \$45,858,532

**Salary Compa Ratio - 2020 - 93%; 2021 - 93% (7% below market)**

**Staffing Levels per Customer Served -**

1:230 Total; 1:311 Water; 1:191 Electric

# Key Performance Indicators

## Training

<b>Department</b>	<b>New Hire</b>	<b>Ongoing</b>
Administration	10 hrs	12 hrs
Water Ops - Green	305 hrs	49 hrs
Water Ops Nirschl	10 hrs	10 hrs
Water Ops Stewart	615 hrs	271 hrs
Electric Supply	10 hrs	3 hrs
Electric Ops	10 hrs	45 hrs
Electric Production	10 hrs	45 hrs

**Employee Accident Rate - 2019 - 6.68; 2020 - 4.8**

**Lost Time Injury Rate - 2019 - 1.06; 2020 - .90**

**Safety Training Hours - 2019 - 10 hrs; 2020 - 14 hrs; 2021 YTD - 15 hrs**

# KPIs - Employment

**Average Vacancies per Year - 2020 - 88; 2021 - 88**

**Average Time for Placement -**

2019 - 96 days; 2020 - 89 days; 2021 - 63 days

**Turnover Rate - 2020 - 6.29%; 2021 YTD - 4.53%**

**Voluntary Turnover Rate - 2020 - 5.33%; 2021 - 4.15%**

# KPIs - Employment

RACE	WYCO NUMBER	WYCO PERCENT	BPU NUMBER	BPU PERCENT	DIFFERENCE
One Race	156,055	95.6%	518	99.6%	4.0%
White	98,530	60.4%	376	72.3%	11.9%
Black or African American	37,774	23.1%	122	23.5%	0.3%
American Indian & Alaska Native	847	0.5%	5	1.0%	0.4%
Asian	6,325	3.9%	13	2.5%	-1.4%
Native Hawaiian & Other PI	163	0.1%	1	0.2%	0.1%
Some Other Race	12,416	7.6%	1	0.2%	-7.4%
Two or More Races	7,172	4.4%	2	0.4%	-4.0%
<b>Total Population</b>	<b>163,227</b>	<b>100.0%</b>	<b>520</b>	<b>100.0%</b>	<b>0.0%</b>
<b>Hispanic or Latino</b>					
Hispanic or Latino (of any race)	45,791	29.3%	59	11.4%	-18.0%

## **HR Team to Total BPU FTE Ratio -**

BPU is 1.3 HR Staff per 100 employees; Standard per BNA is 1.4 : 100

**% Contractors - 2020 - 3%; 2021 - 3%**

## **% Grievances to Discipline -**

2020 - 45% of disciplinary actions resulted in grievances (26 third step grievances / 58 conduct memos)

2021 YTD - 10% of disciplinary actions resulted in grievances (3 third step grievances / 31 conduct memos)

# KPIs - General HR

**Eligible Retirees** - 2020 - 99/513 or 19%; 2021 YTD - 96/520 or 18%

**Benefit Value Determination** - 1.5 - The money invested rendered a positive ratio due to the benefit cost savings; the money allocated to benefits came in under budget



Thank You!