



Investigation(s) related to the Santa Rosa County Solid Waste Division

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July 1, 2021

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SANTA ROSA COUNTY BOARD OF COMMISSIONERS


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MEMORANDUM

To: Board of County Commissioners

From: Dan Schebler, County Administrator 

Date: July 1, 2021

Re: Investigation(s) related to the Santa Rosa County Solid Waste Division

Attachments: 1. Memorandum from third party investigator
2. Compliance audit of solid waste complaint
3. IT report on technology aspects of complaint
4. HR report

An employee of the Waste Compliance Branch of the Solid Waste Division reported concerns to the HR Director at the end of April which included allegations of an improper business relationship and preferential treatment between county staff and Waste Pro. The investigation of this matter was referred out to a third party whose report was completed on June 11, 2021 and is included here as attachment 1. This initial report identified several additional areas that required further investigation. Further investigations have been concluded and those reports are included here as attachments 2 through 4.

Overview:

- The third-party investigator concluded, "...that there have not been improper dealings between the County and Waste Pro; however, the lack of a) operating procedures, b) effective communications internally and with Waste Pro, and c) positive working relationships, have caused a perception of favoritism and mistrust that the Waste Pro contract is being fully enforced."
- An audit of complaints – both citizen initiated, and compliance staff generated – identified 244 total complaints from January 1 to May 31. Two of the 244 complaints were not resolved in the contract required timelines and will be assessed liquidated damages per the contract (\$100/instance). Additionally, resolution for 35 of the complaints is unknown at this time and will be assessed liquidated damages unless further information/documentation can be provided on the corrective action and timeline. A compliance review of the entire contract identified additional instances (by both county and contractor) where the terms of the agreement were not adhered to.

- The IT Director's investigation and report regarding allegations that messages were missing from the employee's government furnished IT equipment and found, "...no actor that would behave outside of the normal parameters of the software as configured and no source of account compromise" on the employee's laptop. Further, "Office/Desktop VoIP phones have voice-mail ability and are secured using a passcode; however, our audit logs and voicemail recovery quota is 14 Mb or 29 minutes of recording, so I am unable to ascertain if any irregular activity was occurring in April or recover any potentially deleted voicemails from that timeframe as the mailbox recovery was capped within approximately 30 days. In summary, due to technical limitations, I was unable to determine the legitimacy of any data compromise with iPhone texts or VoIP voicemails."
- The HR Director's investigation found, "There is reason to believe that some of the situations described in the complaint did occur as they were reported, some were interpreted differently by the parties involved and some were not supported by the evidence. However, I do not believe that the situations described rise to the level of severe or pervasive, nor create a work environment that someone would consider intimidating, hostile, or abusive. It is recommended that senior management within the solid waste/environmental departments express a clear expectation with employees that unless a situation specifically affects them, they are not to gossip, speculate or otherwise instigate. In addition, if they have concerns within the workplace, they should bring them to department management's, human resources', or county administration's attention."

Recommendations/Actions:

- Waste Pro has been notified in writing of all potential contract compliance issues in a letter dated June 29, 2021.
- Standard operating procedures for contract enforcement, compliance and audit have been drafted and will be approved by the Environmental Director.
- Waste Pro will be notified of the liquidated damages to be assessed totaling \$3,700 per the contract terms for complaints from January 1 to May 31.
- Disciplinary actions, additional training and other personnel actions are being reviewed and considered.
- The Waste Compliance branch will report directly to Administration effective Tuesday July 6th for at least the next 6 months.

Attachment 1

Memorandum from Third Party Investigator

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MEMORANDUM

TO: Greg Stewart
County Attorney

FROM: Michelle Anchors
AnchorsGordon, P.A.

RE: Santa Rosa County Waste Management Inquiry

DATE: June 11, 2021

1. SCOPE OF WORK

You requested that I investigate concerns that were brought to your attention regarding Santa Rosa County's (the "County") Waste Management operations, specifically with respect to the County's relationship with Waste Pro of Florida, Inc. ("Waste Pro"). I have interviewed multiple witnesses and reviewed documents provided to me by those witnesses. I have not attempted to report every single detail from those interviews; nor have I attempted to follow every single lead, but I am responding to the primary issues communicated to me as of June 10, 2021. I have not conducted any forensic analysis of computer or telephone data, accounting, or records of Waste Pro, but I am willing to do so and/or to work with qualified independent professionals in those fields should additional investigatory work be necessary.

I have gathered the information that I believe is responsive to the County's primary objective of determining whether there have been any improper dealings between the County and Waste Pro, as raised from concerns within the Waste Management Compliance office. In summary, it is my conclusion that there have not been improper dealings between the County and Waste Pro; however, the lack of a) operating procedures, b) effective communications internally and with Waste Pro, and c) positive working relationships, have caused a perception of favoritism and mistrust that the Waste Pro contract is being fully enforced.

2. SUMMARY OF WASTE PRO CONTRACT

In 2020, ECUA announced its intent not to renew its contract with the County to provide waste management services to a portion of the County. In July 2020, the County and Waste Pro entered into an "Amended Residential Solid Waste and Recycling Collection Franchise Agreement" for all incorporated areas of the County (the "Contract"). The Contract extended and expanded the preexisting contract between the County and Waste Pro, which was originally entered into in July 2011 and included a smaller geographic area of the County. The amended Contract has an initial term of January 1, 2021, through December 31, 2025.

According to the Contract, the County and Waste Pro agreed that "uniform and efficient solid waste and recycling collection can best be provided by a single service provider for the unincorporated

area of Santa Rosa County.” The Contract sets forth the obligations of the County and Waste Pro for the collection services for Solid Waste, Yard Trash, Bulk Waste, E-Waste and Recyclable Materials for all Dwelling Units within the unincorporated area of the County. Specifically, the Contract imposes certain record keeping requirements on Waste Pro, as set forth in Article 11 of the Contract. The Contract also includes a Liquidated Damages provision in Article 23, which states as follows:

23.1 Any customer complaint will be resolved to the COUNTY’S satisfaction within twenty-four hours from the time the FRANCHISEE is notified, or it will become a legitimate complaint. If not resolved within twenty-four (24) hours, the COUNTY may impose a liquidated damages assessment.

Incidents that will be assessed \$100 per occurrence:

- (a) Failure or neglect to provide Collection to any Dwelling Unit in the service area;
- (b) Employee conduct that is not in accordance with Section 9.2;
- (c) Failure to clean-up spillage caused by the FRANCHISEE to the satisfaction of the Environmental Manager. In addition to the liquidated damage cost, the COUNTY may charge the cost of cleanup of such locations;
- (d) Failure to maintain and/or submit to the COUNTY all documents and reports required under the provisions of the Agreement;

...

Incidents that will be assessed \$500 per occurrence:

- (i) Repeat failure or neglect to provide Collection to any Dwelling Unit in the service area within three (3) months of a previous failure or neglect at the same Dwelling Unit location.
- (j) Failure or neglect to provide Collections to more than 10 Dwelling Units along the same collection route.
- (k) Failure to reconcile property damage caused by the acts or negligence of the FRANCHISEE to the satisfaction of the County

Incidents that will be assessed \$2,000.00:

- (l) Comingling Solid Waste, Yard Waste, Electronic Devices, Illegal Dumps, and/or Recyclable Materials. The assessment will double for every subsequent occurrence.

(The liquidated damages described in Article 23, quoted above, are commonly referred to by County staff as “fines”, and that term is used in this report.) The Contract further provides that the County may assess fines on a monthly basis and Waste Pro may contest those fines, pursuant to the procedures set forth in section 23.4 of the Contract.

3. COUNTY STAFFING FOR CONTRACT RELATED SERVICES

Following the execution of the Contract, the County created three new staff positions to monitor and otherwise support the Contract. These positions included one “Waste Franchise Compliance Supervisor” (the “Supervisor”) and two “Waste Franchise Compliance Officers” (the “Officer”).

The Supervisor’s general job description is: “[s]upervises and monitors franchise agreement, solid waste inspectors, solid waste transportation and recycling operations.” The job functions include, in part, the following:

- Supervises and evaluates staff; provides input in hiring, termination and disciplinary action decisions.
- Monitors service provider contracts; reviews service provider compliant log and performs on-site inspections; investigates violations of the franchise agreement and the recycling program; ensures procedures to abate the violations are in compliance; handles the issuance of notices and other correspondence specifying corrective action plans.
- Investigates requests and complaints due to reports of customer service problems and franchise equipment issues.
- Ensures that regulations and procedures are enforced; advises citizens and outside agencies on acceptable solid waste practices.
- Maintains records of complaints, violations, rechecks and vehicle travel.
- Answers and follows up on solid waste collections complaints and violations until resolved.
- Prepares monthly reports on activities.

The Officer’s general job description is: “[c]onducts various compliance reviews and inspections related to residential solid waste and recycling collections, audits all field operations of the solid waste franchisee, reports violations and enforces recycling in accordance with franchise agreements.” The job functions include, in part, the following:

- Conducts field investigations and inspections concerning repeated waste collections violations.
- Makes and/or arranges inspections to determine if violations of waste collection and regulations have occurred and prepares written reports of inspections and investigations.
- Ensures that regulations and procedures are enforced.
- Follows up on complaints and violations until resolved.
- Prepares reports on various activities involving solid waste collections.
- Identifies/responds to reports of illegal dumping within the county.

In October 2020, the County hired Natasha Borneo (“Borneo”) to serve as the Supervisor. Since she began her employment, she has been supervised by Andrew Hill (“Hill”), the County Environmental Manager. The County did not immediately fill the other two positions. In early 2021, the County hired Jordan Dahdah (“Dahdah”) to the position of Waste Compliance Officer. Borneo was Dahdah’s supervisor for the brief period of his employment. No other Compliance Officers have been hired until very recently when Treval Young from the County’s landfill team was hired to fill one of the Officer positions.

4. CONTRACT COMPLIANCE CONCERNS

A. Dahdah's Ride Along

Prior to receiving a job with the County, Dahdah desired to work in the public sector and to develop a career in government service. He had previously worked in a role related to bridge inspections and was initially excited about his position with the County. On his third day in his new role, Dahdah reports that he participated in a "ride along" with Borneo and Rick Chancey ("Chancey"), Division Manager of Waste Pro, in Chancey's vehicle. The purpose of the "ride along" was to drive the service routes.

The following describes Dahdah's recollection of the "ride along."

- Chancey drove them by Senator Broxson's home and Chancey spoke of how he knew Senator Broxson personally and keeps an eye out for when he has debris. During the ride, Chancey said to Dahdah that waste management was not like the bridge system and you "don't have to ride us too hard."
- Chancey drove them by the houses of some County Commissioners. Chancey said that he throws "chocolate parties" for them where they "party it up and talk business . . . it's all legal by the way." Dahdah thought it was odd that Chancey specifically pointed out that what he was describing was legal.
- Dahdah perceived that Chancey's comments were a subtle show of force and intended to show he had powerful relationships.

(Please note that I have not interviewed Chancey, who is not an employee of the County, and do not have the benefit of his response to these allegations.)

B. Dahdah's Observations

During Dahdah's first week on the job, Dahdah received customer complaints regarding Waste Pro's service. Dahdah believed that the complaints amounted to violations of the Waste Pro contract, for which fines should have been issued to Waste Pro. Dahdah discussed these violations with Andrew Hill. According to Dahdah, Hill stated that "we are not looking to fine them . . . we are just trying to keep everyone happy." Dahdah stated that he and Borneo felt like "their hands were tied" when it came to enforcing the contract.

Dahdah felt like there was a "smoke and mirrors" approach when it came to the enforcement of the Waste Pro contract. Dahdah said he was told by Hill to focus on the illegal dumps when he was in the field, which Dahdah found odd because Waste Pro is reimbursed by the County for pickup of illegal dumps. Hill said he did not tell Dahdah to focus on illegal dumps, which the Code Enforcement team typically identifies. Hill said that the illegal dumps are only one part of Waste Pro is expected to do.

Dahdah said that the computer program created to catalog complaints about waste management, called Cartagraph, was not transparent to the public. He indicated that County staff frowned upon him using the County's email system to communicate with Waste Pro. Rather, he was encouraged to use the waste management data system so that the public could not as easily see what was being communicated.

Dahdah got the impression that others in the County were trying to defend Waste Pro, even though Waste Pro was committing fineable offenses. The County encourages the staff to use Cartagraph because it was created as a system for tracking complaints. If the system is not used, then the information is harder to track.

Dahdah believed that his supervisor, Borneo, was honest. But he became increasingly uncomfortable with what he perceived to be a “bad situation” within the department. He said he wanted to help, but he did not think it was possible in that environment. After three and a half weeks of employment, Dahdah resigned with two weeks-notice.

After Dahdah submitted his resignation, Hill contacted DahDah by telephone. Although Hill and Dahdah have somewhat different versions of the phone call between them, the final result was that DahDah did need to serve his two weeks-notice period. Hill explained to me that because Dahdah was such a new employee still in training, there was not much he could do in two weeks. Dahdah indicates he was told not to return to work and he was surprised by that, and this made him skeptical about the reasons he was asked not to serve for the two week-notice period.

Dahdah completed an exit interview questionnaire, which asked: “Please provide any additional comments or recommendations that you feel would improve employment with Santa Rosa County.” Dahdah provided the following response: “Look into conflicts of interest between County employees and the franchisee.” Human Resources took that information, and in combination with other issues that were communicated by Borneo, referred it to the County Attorney’s office, who triggered this investigation.

C. Borneo’s Observations and Obstacles

Borneo knew that Dahdah had expressed in writing his concern about the existence of a conflict of interest. Her frustration continued to mount regarding the enforcement of the Contract. Borneo states that she is not able to fully perform her job because of obstacles that interfere with her ability to monitor the Contract.

When the County hired Borneo, she was given the Waste Pro contract and was told that it was the contract that drives her job. She was not provided any training specific to her job description. Borneo feels that she is not permitted to enforce the contract because others, in the County and at Waste Pro, are protecting Waste Pro and/or making it more difficult for her to field and respond to complaints about Waste Pro’s service. When she takes action to try and enforce the Contract, she feels that her supervisor, Hill, gives her “pushback” about how she is supposed to be performing the job. She feels she may have been hired under false pretenses because she is not permitted to do the job she was hired to do.¹

According to Borneo, Hill frequently meets with Chancey on Friday. Then usually on Sunday or Monday, Hill provides Borneo with feedback on her job performance or on the compliance evaluation

¹ I asked Borneo whether she believes that her race, national origin, color or gender are factors in her experience on the job. She replied that “the jury is still out on that.” I am not aware of any direct evidence of any discriminatory actions.

process. Borneo believes this timing trend indicates that her job duties have been guided more by Waste Pro's expectations than by the County's.

Borneo reports that Hill has told her that the County does not want to fine Waste Pro. Hill indicates that he has never intended that to mean that fines should not or could not be imposed. Rather, Hill believes that ideally the Contract obligations should be performed in such a way that the fines do not have to be imposed.

Borneo believes that as the Compliance Supervisor, she is responsible for holding Waste Pro accountable. She travels "into the field" of Waste Pro's service area, monitors the area, and handles customer complaints. She said that she needs to fully investigate the complaints and get results that satisfy her and/or the customer. If violations of the Contract occur, then it is Borneo's understanding that Waste Pro should be fined. To date, Borneo has fielded numerous documented complaints, but Waste Pro has not been fined. (The question of whether those complaints justified a fine is beyond the scope of this report.)

D. Young's Observations

Treval Young was recently hired as a Compliance Officer and transferred from the County's landfill department. He has observed that there is a "disconnect" between Borneo and Hill. He believes that improving communication in the department would help the situation. He also observed that it is important for the County to determine how Compliance Officers should perform inspections in the field, without input from Waste Pro. He defers to his superiors on these issues and wants to stay out of any conflict. He reported that it would make sense for the Compliance Officers to perform inspections randomly in an area of service, rather than merely following a route in which the Waste Pro driver knows he or she is being followed by County Compliance Officers.

E. Alleged Improprieties or Actions

i) Boat Transaction

In the spring of 2021, Borneo became aware that Hill was selling a boat to Chancey. Standing alone, this conveyance did not necessarily trouble Borneo. But in light of her view of the circumstances relating to the County and Waste Pro and the perceived reluctance to fine Waste Pro, Borneo had become suspicious about why the fines had not been imposed. Hill stated that the subject of boating came up in a conversation between he and Chancey. Hill told Chancey he should buy a boat and that Hill even had a boat he could sell him. Hill sold the boat and a trailer to Chancey for fair market value.

Borneo questioned whether Hill and Chancey had a personal relationship that might be part of the problem in the enforcement of the Contract. Hill states that he has not socialized with Chancey or let him use a condominium, which had been previously alleged. Hill does not own a condominium or any property other than his home. Another employee mentioned that Chancey and Hill might play golf together. Hill has never played golf with Chancey. The information I gathered does not reflect an especially personal relationship between Hill and Chancey outside of their friendly working relationship.

ii) Waste Pro's Responsiveness

Waste Pro's trucks contain video equipment that record the operations of lifting and setting down the trash cans. When Borneo investigates a customer's complaint or when she identifies a service problem, Borneo contacts Waste Pro and requests that Waste Pro provide her with a time stamped video of the service incident. Borneo reports that Waste Pro would provide only the video, without the date and time included. The omission of this information regarding the date and time made it possible for Waste Pro to "explain away" the service incident, interfering with Borneo's ability to ensure compliance.

The type of information requested by the County and provided in response by Waste Pro has been a source of confusion and conflict both internally and with Waste Pro. Young observed that the sometimes Waste Pro provides information in a format that makes it difficult to decipher the information being reviewed. For example, if Waste Pro provides a list of customers with payment issues, it is not always in a searchable format.

iii) Waste Pro Personnel Incident

In one incident when Borneo was in the field doing her job, she encountered a situation which has caused her concern on a number of levels. While following a Waste Pro truck, Borneo noticed that the driver missed picking up a trash can. She took a photograph of the missed can so that she would have proper documentation for a complaint, and emailed the complaint to Waste Pro. Very shortly after reporting the incident, while Borneo was pulled over on the side of the road, the Waste Pro truck passed her. The driver reversed his truck, got out and approached Borneo's window in the county vehicle she was driving. The driver verbally "went off" on Borneo.

Borneo then contacted Chancey and told him that his employee should not have gotten out of his truck and yelled. Chancey reported the incident to Hill, who told Borneo she needed to write up a statement for Human Resources. Borneo wrote the statement as requested. However, she felt like this incident with the Waste Pro driver was a Waste Pro problem, not a Human Resources problem. Specifically, Borneo believed that this incident violated the contractual provision that required Waste Pro to serve the public in a "courteous, helpful and impartial manner." But to her knowledge, Waste Pro has not been cited for this incident and she is not aware of what action, if any, was taken with respect to this Waste Pro employee.

iv) Nepotism at Waste Pro

Borneo acknowledges that she makes mistakes, but she documents her timeline of events, including when complaints come in, when she makes requests for information, and when and how Waste Pro responds to her requests for information. If Waste Pro gives her incomplete information, she does not feel like she has sufficient support for getting the right information. Waste Pro employs Rick Chancey's daughter as the dispatch person who communicates with Borneo on behalf of Waste Pro, and Waste Pro also employs Rick Chancey's son as the operations manager. The Compliance office employees perceive that the Waste Pro employees protect each other in part because they are family, and that this contributes to the lack of complete information being provided to the County. The Compliance office employees have

noted that it is harder for Waste Pro to be objective regarding their operations and the information they provide when their employees are so closely related.

v) Internal County Issues

Borneo reports that she communicated her frustration to Michael Schmidt, the Environmental Director, who is Hill's supervisor, in a meeting in which Hill was present. Borneo explained that she felt she was getting the "run around" from Waste Pro and not getting responsive information from Waste Pro within the required 24-hour timeframe. Schmidt affirmed that when the County signed the Contract with Waste Pro, Waste Pro representatives had committed to certain things happening that would allow the County to have the information it needed.

After some time passed and Borneo did not get any follow-up from the meeting with Schmidt and Hill, and no improvement in Waste Pro's responsiveness, she determined that there was an attitude of "business as usual" with no change and no pressure on Waste Pro to improve. Borneo then addressed her concerns with the County's Director of Human Resources, GinNeal McVay ("McVay"). Borneo explained that she felt she was not able to perform her job. From Borneo's perspective, the County gave her a badge, a truck, and an email address, but she felt more like she was an employee of Waste Pro than the County. McVay, assistant county administrator Mark Murray, and Borneo met to discuss these concerns. At that point, the County Administrator and the County Attorney were notified of the potential issues, which caused them to trigger this investigation.

Part of what drives Borneo's suspicions about someone in the County protecting Waste Pro is the way customer complaints may have been removed from Borneo's intake system. For example, Borneo has some evidence that voicemails forwarded to her direct office line have been diverted or deleted, or that calls from customers that should have gone to her have been handled by someone else. Similarly, Borneo believes that some of her emails have been tampered with and that calls to her cell phone have been deleted. (I have separately reported these allegations to the County Manager for further investigation and analysis. I have no information or even any allegations about any specific person being involved in any interference with her phone or computer.)

When Borneo is purposefully or inadvertently left off a group email regarding a customer complaint, such an omission contributes to her perception that others are involved in keeping her from performing her job. In short, Borneo believes one or more people have attempted to remove her "footprint" from the County with respect to Waste Pro complaints.

Another issue developed within the department which caused some conflict with Borneo and other employees. Although the details of that incident were addressed with Human Resources and are not necessary to address here, Borneo's lingering concern is that Hill went to HR to discuss that particular issue without also discussing it with Borneo. Hill understood that was an appropriate action to take to ensure that the issue was being handled properly. Borneo feels as though going to Human Resources was an attempt to create a basis for terminating her, just to keep her from enforcing the contract with Waste Pro and doing the job she was hired to do.

F. Summary of Borneo's Perspective

In summary, Borneo wants to perform her job as it has been defined. She does not want to be the representative of the County with respect to the Waste Pro contract if she is not going to get the

internal support she needs to make Waste Pro accountable and compliant with the Contract. She wants to do her job and she wants the Contract to be fulfilled without obstacles to her receiving, investigating and handling customer complaints.

5. SENIOR MANAGEMENT'S PERSPECTIVE

Schmidt, the Environmental Director, has been employed by the County for seventeen years and was the assistant county engineer before taking his current position. He reports that the Waste Compliance Program was created because the pick-up of trash for approximately 80,000 people had caused some problems and frustrations for the public and the County. According to Schmidt, the County believed it would be helpful to have a position created in which someone could monitor the situation and ensure waste and debris are being picked up on schedule, and that waste streams (recycling, trash, vegetative materials) are not being mixed.

Schmidt believes that the system is generally working as issues of concern regarding Waste Pro's performance are being identified. He reports that Waste Pro expects to be fined, because there are new routes and new drivers, and there is a learning curve for them as they expand their service area. Schmidt acknowledged that Borneo has identified problems and that the public appreciates her when they work with her. Schmidt stated that Borneo is pleasant, smart and has good ideas. He also stated, however, that some of her communications have been abrasive and accusatory, which causes friction internally and with Waste Pro. He also believes that the process for documenting, investigating, and communicating complaints to Waste Pro needs to be improved.

Schmidt feels like Borneo is included in the process for addressing the performance issues, but if she is not being heard, he says he would like to hear from her on how things could be done differently. Borneo feels like she has tried to communicate repeatedly on this subject, but that she has not been heard or respected. Regarding fines, Schmidt indicated that "the idea is not to fine Waste Pro, but to make the system run right." Schmidt said that Waste Pro has not been fined because the program is new. He indicated that he and Hill speak daily, and that Hill is not reluctant to impose fines.

In addition to the statements Hill communicated to me that are set forth elsewhere in this report, Hill stated that he is deeply troubled by the nature of the allegations regarding the Contract. Hill has indicated he has "no problem" issuing fines to Waste Pro. He wants it to be documented with sufficient detail to support the fine. Hill unequivocally denies any favoritism toward Chancey or Waste Pro. He is especially disappointed about the allegations raised in this investigation because he was part of the staff driven effort to have the County place the waste management contract out for bid. He said that from the outset of this process, since ECUA announced its decision to no longer provide service, he and the staff wanted to avoid the appearance of any impropriety. He believed that putting the contract out for bid would have helped accomplish that.

6. CONCLUSION AND RECOMMENDATIONS

I did not find evidence of any improper dealings between the County and Waste Pro.² I did find, however, that the working environment in the Waste Management Department contributes to a lack of trust, which in turns causes doubt as to whether the Waste Pro Contract is being enforced to the fullest extent. To regain trust internally and to establish productive lines of communication between the County's existing Waste Management Compliance Department and Waste Pro, significant improvements will need to be made in the processes, communications and relationships within the department.

The County Manager has indicated to me his expectation that the County should be fully enforcing the Contract and should be ready, willing and able to impose fines when they are warranted and justified. The County staff with whom I spoke do not seem to have any partiality toward Waste Pro, but they do want to minimize friction between the County and Waste Pro. This effort to minimize friction has been interpreted by some in the Waste Management department as a reluctance to impose fines pursuant to the Contract.

I recommend that the Environmental Director, the Environmental Manager, and the Compliance Supervisor develop a common understanding of the Contract's provisions regarding the basis and process for imposition of fines. I recommend that the County develop standard operating procedures, with input from all levels of employees, including the Compliance Officers and Compliance Supervisor, who have a ground level understanding of the customers' experiences and the responses from Waste Pro. The procedures should address the processes, timing, and standards for the following issues, including but not limited to:

- Front end receipt and processing of customer complaints;
- Investigation of customer complaints, including allowing the County to have real time access to information to verify Waste Pro's field operations;
- Fair and random inspections of Waste Pro's operations in the field;
- Direct access to tracking information for Waste Pro's operations in a searchable format;
- Communications with County staff, customers and Waste Pro regarding the complaint process, the status of the investigation, and the outcome;
- Monthly reporting of complaints and fines; and
- Process for imposing fines.

I realize that this type of investigation and report are difficult for all of the individuals involved, particularly when they are devoted to their jobs and their sense of public service. I sincerely hope that this report, rather than becoming a source of additional negativity and gossip, can serve as a platform for improvements. This will take hard work, maturity, and patience, but I am confident that these improvements can be made and will be made, and that the County will be the better for having been willing to be transparent about its imperfections and determined about shaping its future.

² This conclusion may be modified if the forensic analysis of any computer, data, or telephone usage indicates an intentional interference with the communications of the Compliance Supervisor.

Attachment 2

Compliance Audit of Solid Waste Complaint

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SANTA ROSA COUNTY ENVIRONMENTAL DEPARTMENT

MICHAEL W. SCHMIDT P.E., Environmental Director
michaels@santarosa.fl.gov

ANDREW HILL, Environmental Manager
andrewh@santarosa.fl.gov

6051 Old Bagdad Highway, Suite 301 | Milton, Florida 32583

MEMORANDUM

To: Dan Schebler, County Administrator

From: Michael Schmidt, Environmental Director

Date: June 30, 2021

Re: Compliance audit of solid waste complaint

1. Customer complaints (e.g., missed trash pickup, damaged container) and requests (e.g., establish new service, bulk collection) are logged by Santa Rosa County Environmental Department staff in a software application named Cartegraph. When requests are entered in Cartegraph, an email is automatically generated and sent to alert Waste Pro to the issue for a resolution. Ideally, Santa Rosa County Environmental Department staff receive follow-up information from Waste Pro and document resolved issues accordingly. During the period beginning January 1, 2021 and ending May 31, 2021, two-hundred forty-four (244) requests were entered in Cartegraph.

Of the 244 requests entered in Cartegraph:

- 141 were initiated by county staff performing compliance checks throughout the county
- 103 were initiated by customer phone calls, emails, and web-based entries on the county's Waste Complaint form

The 244 requests in the five-month period are categorized as follows:

- 50 requests to establish service/verify non-active accounts
- 163 complaints regarding missed waste collection
- 18 requests to remove illegally dumped waste
- 12 complaints regarding damaged waste containers
- 1 complaint regarding a truck leaking fluid(s)

193 complaints/requests were resolved as follows:

- 151 complaints/requests were resolved through Waste Pro action (e.g., recovering a missed pick-up, establishing a new account, etc.)
- 42 complaints/requests were for accounts which were on a credit hold or not signed up for services at the time of contact
- 51 complaints/requests did not have sufficient evidence of resolution at the time of this analysis

51 unresolved complaints/requests remain in an unknown or unresolved status for the following reasons:

- 16 instances were not communicated to Waste Pro and subsequently logged in Cartegraph
- 35 instances require additional information from Waste Pro to determine the final disposition

Unless satisfactorily proven otherwise by Waste Pro, liquidated damages are assessed as follows:

- The 35 legitimate complaints/requests for which additional information is required from Waste Pro are assessed at \$100 per occurrence under the franchise agreement
 - There are 2 instances in which Waste Pro reported resolution, but the evidence indicates resolution in excess of the contractually required timeframe. These are assessed at \$100 per occurrence
 - Liquidated damages are assessed at \$3,700 for the period beginning January 1, 2021 and ending May 31, 2021
2. Article 11 of the solid waste franchise agreement requires the vendor to provide 24/7 access to a database of all customer issues received by Waste Pro. Staff reviewed Waste Pro's data to determine compliance with Article 11. There were 137 instances in which County staff provided written notification of customer issues to Waste Pro, yet those matters were not included in the database maintained by Waste Pro. Most matters were resolved as noted in the preceding sections. However, the lack of an efficient system for tracking customer issues in real-time has resulted in inefficiencies regarding follow-up on customer issues.

Additional Contributing factors to the Incomplete Data Set:

- Lack of guidance and training provided by the Environmental Department supervisory staff
 - Standard Operating Procedures were not established and agreed upon by both parties
3. The Santa Rosa County Environmental Department has undertaken administrative improvements to provide increased oversight while enabling the equitable enforcement of the Amended Residential Waste and Recycling Collection Franchise Agreement. These improvements include:
- **Trac EZ:** Waste Pro will provide the County with a customer service tracking program named "Trac EZ." This program will serve as the information sharing platform for county staff and Waste Pro staff to document all customer complaints/requests and responses. This system should be ready for implementation on July 6, 2021
 - **Routeware:** Waste Pro provided county staff with access to this real-time truck routing and tracking software. County staff is currently working with Waste Pro to refine this program to enable county staff to use it more efficiently while performing desktop and field work
 - **Standard Operating Procedures (SOP):** An SOP has been established for county Waste Compliance staff and Environmental Department supervisory staff to follow during day-to-day operations to ensure Waste Pro complies with the Amended Residential Solid Waste and Recycling Collection Franchise Agreement and that uniform and efficient solid waste and recycling is being offered to all residents of Santa Rosa County who choose to participate in these services.

Attachment 3

IT Report on Technology Aspects of Complaint

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SANTA ROSA COUNTY INFORMATION TECHNOLOGY/GIS

ADRIAN LOWNDES
IT Director
AdrianL@santarosa.fl.gov

6495 Caroline Street, Suite L | Milton, Florida 32570

MEMORANDUM

To: Dan Schebler, County Administrator

From: Adrian Lowndes, Information Technology Director

Date: June 25, 2021

Re: IT report on technology aspects of complaint

Investigation of alleged deleted emails from Natasha Borneo's account as related to Waste Pro

1. The purpose of this memorandum is to detail the findings and list of the facts and events as related to incoming emails to wastecompliance@santarosa.fl.gov and the disposition thereof.
2. The appointing authority (County Administrator, Dan Schebler) directed me to issue findings covering the following areas of inquiry:
 - a. Explain the fundamentals of Microsoft Security and User accounts as it applies to email and Santa Rosa County BOCC Employees.
 - b. Describe the methodology used when a member of the public submits a Waste Complaint to the Waste Compliance Branch and what mechanisms and technology are used.
 - c. List the events that occurred, from an IT perspective, from Natasha Borneo's date of hire since 16 November 2020 until 21 June 2021.
 - d. Offer any findings, conclusions, or perspectives surrounding events.
3. Fundamentals of Microsoft Security and User Accounts
 - a. The Santa Rosa County BOCC uses Microsoft Windows Domain user accounts in an Active Directory environment. Each user has a login and password that must meet strict password requirements (Exhibit A – Security Policy & Audit Limits). Active Directory user accounts are also tied to a specific email address and have permissions allowed them within the networked environment. Most of the security policies within an Active Directory environment are by design; they are implemented to prevent ID theft and are engineered to meet NIST (National Institute of Standards and Technology) requirements under the Department of Commerce.
 - b. Users log into computers and have access to resources (servers, files, email, printers, etc.) based on the permissions assigned to their account by a Network Administrator. No user has *Administrator* privileges on a computer but are allowed certain types of access in order to perform their job functions with as

- little hindrance as possible while still maintaining a firm network security posture.
- c. Network Administrators DO NOT have the ability to view users' passwords. Network Administrators DO NOT have the ability to log in to any computer using the user's account without having access to the user's password. Network Administrators DO NOT have the ability to give other users access to other users' mailboxes. Network Administrators DO have the ability to reset a user's password if the end user forgets their password. This is by design so that the account is not locked out forever if the password can never be remembered. Once a password is reset, the user can change their password at any time outside of the audit policy (Exhibit A – Security Policy & Audit Limits).
 - d. A Network Administrator or another user CANNOT access another user's email without first logging in as that person requiring that password to be known. The only other method that could be used to acquire a user's password is through prohibited/illegal actions, such as hacking or phishing, but due to our complex password requirements it would be a difficult process without alerting IT staff via internal monitoring. Other than a hacking or phishing attack, the only way a user's password could be known is if that user gave their password to another user, thereby giving that other user their credentials to log in as them. Example: *Bob* gave *Sue* *Bob's* login credentials and *Sue* then logs in as *Bob*, then for all intents and purposes, *Sue* is now impersonating *Bob* in the Active Directory.
 - e. When a user logs into a device, their profile and settings are applied. These settings are unique to the user account and are completely independent of the machine. Machine Accounts (Computer Accounts) are independent of user accounts. For example, certain machines are designated to do certain things like File Server, Environmental Department PC, etc. If user *Bob* logs on to machine *ABC*, then user *Bob* will see his environment based on his user profile. If user *Bob* then logs into machine *XYZ*, his environment will practically look the same as on machine *ABC* – it will be based on his profile. User *Bob's* ability to perform actions within the network are restricted by his account regardless of the machine he is logged into as long as those resources are available on the domain, the device, and/or the connected network.
 - f. When a user opens Microsoft Outlook, the outlook client will verify their authentication token – their login and password – to allow them access to that mailbox. Only one user is assigned to one mailbox. No two users have the same mailbox, just as no two users have the same profile. The only way another user may access that mailbox is if the user grants it. For example, *Bob* may share his inbox with *Sue*. If *Bob* gives *Sue* full access, she could read, edit and delete emails out of *Bob's* inbox. Network Administrators DO NOT have the ability to give other users access to other users' mailboxes.
 - g. A distribution group is used to send email to group of people without having to type each individual recipient's name or each individual recipient's email. They provide a way to automatically forward email to multiple email addresses which was used in the creation of *WasteCompliance@santarosa.fl.gov*. They are designed so that members can be changed within the group, but the email address stays the same.
 - h. If user *Bob* and *Sue* are members of the *WasteCompliance@santarosa.fl.gov* distribution group, both users will receive the email. In this case, the distribution group forwards the email to *Bob@santarosa.fl.gov* and *Sue@santarosa.fl.gov*. The distribution group IS NOT an email account – it DOES NOT have a login or password - it merely forwards the email to those members within the group. If user *Bob* reads the email, it will still display as 'unread' in *Sue's* inbox. If user *Bob* deletes the email, it will still be in *Sue's* Inbox. Section 4.d below lists the *WasteCompliance@santarosa.fl.gov* distribution group members.

- i. Users can create their own Outlook rules to automatically delete emails so that they are never seen in their inbox. These rules can move email from one folder to another, delete them or flag them for follow-up based on who sent the mail, key words, or combinations of variables. They can also click *Ignore* or *Junk/Block* on an email which would put that email and any future emails (matching Microsoft's logarithm) in the *Junk* email folder which are then automatically deleted after 30 days.

4. Waste Complaint Collection Methodology

- a. A citizen can submit a Waste Complaint by either calling the phone number (850-981-7158) or clicking a link on our county website (www.santarosa.fl.gov).
- b. Prior to 9 March 2021, clicking the link would execute an HTML MAILTO command which would call-up the local mail client on the citizen's computer. The HTML MAILTO would populate the *To* Line of the email with *WasteCompliance@santarosa.fl.gov* which is a Distribution Group (Exhibit B – Terminology).
- c. After 9 March 2021, an additional link was added *Waste Complaint Form*. After clicking the link, the citizen was presented a form (see Exhibit C – Complaint Form) to complete. After the citizen completed the form and clicked a 'submit' button, the form would send the data entered, including any file attachments, to *WasteCompliance@santarosa.fl.gov* (Exhibit D – Form Events).
- d. Santa Rosa County employee members of the *WasteCompliance@santarosa.fl.gov* distribution group were:
 - i. Andrew Hill, Environmental Manager (andrewh@santarosa.fl.gov).
 - ii. Kaz Szymoniak, Environmental Supervisor (kazs@santarosa.fl.gov).
 - iii. Natasha Borneo, Waste Franchise Compliance Supervisor (natashab@santarosa.fl.gov).
 - iv. Treval Young, Landfill Service Technician (trevaly@santarosa.fl.gov).
- e. Any email sent-in via the online form or by clicking the *WasteCompliance@santarosa.fl.gov* would be sent to all members listed in the Distribution Group. See Section 6 – Timeline for changes to group memberships directed by IT Work Order.

5. Waste Complaint Action Methodology

- a. Once a member of the group received a waste complaint email, they would enter the information sent into Cartegraph as a *New Request* and list the citizen as *Requester* with citizen's contact information including email address. A staff member could then create a Cartegraph task to take action on that request.
- b. The task would then have an activity assigned from the below list:
 - "Investigate" – have county employee investigate further to determine if further action was needed.
 - "Refer Department" – have another county department (such as Facilities, Public Works, etc.) investigate the request.
 - "Refer External" – have another company (such as ECUA, Adams Sanitation) other than Waste Pro investigate the request.
 - "Refer Management" – Andrew Hill to investigate
 - "Refer Hauler" – send to Waste Pro for action.
- c. If "Refer Hauler" is selected as the activity, Cartegraph sends email to two addresses: *cchancey@wasteprousa.com* and *rchancey@wasteprousa.com* for their action. Once

Waste Pro completes their action on the task assigned to them, they must send an email to WasteCompliance@santarosa.fl.gov so that a member of the Waste Compliance distribution group can close the Cartegraph request.

6. Timeline of IT Staff Action for Waste Compliance

- 11/16/2020 - Natasha Borneo's hire date
- 12/09/2020 8:29 am – Help Desk Ticket #5823 submitted by Jessica Mailhot. *Setup Roger Blaylock's old phone to use new number for Natasha Borneo to route Waste Compliance calls.*
- 12/10/2020 10:05 am - Help Desk Ticket #5823 closed by Doyle Donegan. *981-7158 assigned as Natasha Borneo new number.*
- 12/22/2020 2:02 pm – Help Desk Ticket 5844 submitted by Jessica Mailhot. *Create two distribution groups – Wastecompliance@santarosa.fl.gov and srcmanualevents@santarosa.fl.gov. Wastecompliance@santarosa.fl.gov is to receive emails for Waste complaints.*
- 12/23/2020 7:13 am – Help Desk Ticket 5844 closed by Corey Adkinson. *Wastecompliance@santarosa.fl.gov and srcmanualevents@santarosa.fl.gov Distribution Groups created. Natasha Borneo (along with Andrew Hill, KazSzymoniak, and Jessica Mailhot) are added to both groups.*
- 12/1/2020 - 4:38 pm – Cartegraph goes live for Waste Compliance.
- 12/29/2020 9:14 am – Help Desk Ticket 5846 submitted by Jessica Mailhot. *Add Natasha Borneo to Ricoh Printer/Scanner so she can scan to email and scan to computer.*
- 1/19/2021 9:19 am - Help Desk Ticket 5846 Closed by Chris Paden. *PC was connected to Ricoh.*
- 2/17/2021 2:02 pm – Help Desk Ticket 5927 submitted by April Mitchem *Natasha's Internet not working on laptop*
- 2/19/2021 10:53 am - Web Map Application: <https://bit.ly/37uG02h> went live.
- 2/25/2021 7:54 am – Help Desk Ticket 5944 created by Natasha Borneo *helping another monitor.*
- 2/26/2021 11:25 am – Help Desk Ticket 5954 created by Joe Thornton *create automation to email ticket to WastePro when entered into Cartegraph with activity of Refer Hauler'.*
- 3/3/2021 5:02 pm – Help Desk Ticket 5954 closed by Joe Thornton *added automation to email ticket to WastePro when entered into Cartegraph with activity of Refer Hauler'.*
- 3/9/2021 Online form in CivicPlus was created by Jesse Williams-Houchin for Waste Compliance complaints.
- 3/17/2021 10:36 am – Help Desk Ticket 5944 closed by Chris Paden *helping another monitor – docking station not supported.*
- 3/18/2021 10:10 am – Help Desk Ticket 5927 closed by Chris Paden *Internet not working 'on laptop when laptop screen closed – changed settings.*
- 5/3/2021 7:49 am - Help Desk Ticket 6089 by Jessica Mailhot *add Treval Young to Wastecompliance@santarosa.fl.gov and remove Jessica Mailhot, Kaz Szymoniak and Andrew Hill.*
- 5/3/2021 8:01am – Help Desk Ticket 6089 closed by Corey Adkinson *add Treval Young to Wastecompliance@santarosa.fl.gov and remove Jessica Mailhot, Kaz Szymoniak and Andrew Hill.*

- 5/3/2021 8:05 am - Help Desk Ticket 6091 by Jessica Mailhot *add Andrew Hilland Kaz Szymoniak to Wastecompliance@santarosa.fl.gov.*
- 5/3/2021 8:21am – Help Desk Ticket 6091 closed by Corey Adkinson *addAndrew Hill and Kaz Szymoniak to Wastecompliance@santarosa.fl.gov.*

7. Conclusions & Findings

- a. I was first made aware of possible data deletions on multiple devices (text deletions on iPhone, voicemail on VoIP phone, and emails) on the week of 14 June 2021 by the HR Director. I was told that an ongoing investigation was underway and that the alleged data deletions were for the month of April. I checked on the amount of failed password attempts for Natasha's account for April which would have caused an account lockout and was unable to find any historical lockouts suggesting that it was highly unlikely that any account penetration attempts were made by an unauthorized actor. No user accounts reported excessive failed password attempts for that month.
- b. On 25 June 2021 at 1:32 pm I took physical receipt of RT04502 (Dell Precision 3551 laptop) assigned to Natasha Borneo. I requested her permission to access the laptop and she agreed. I was not given her iPhone. I was accessing the laptop for the purposes of investigating possible nefarious activity by an unknown actor or trojan that could access either Natasha's account or RT04502. I was also looking for any setting that could have been inadvertently changed in the device or the Outlook client to cause undesired behavior (such as emails being deleted, moved, etc.). Findings of potential areas of concern are as follows:
 - i. Potential Virus – As soon as I received the laptop, I reset Natasha's password so that I may gain access to her account. As soon as I logged in, I started a Full Antivirus scan to ensure the device had not been compromised due to a virus or trojan. The result of the scan was 0 threats found (Exhibit D – Full Antivirus Scan results).
 - ii. Review of Office Audit Logs - We verified that basic auditing was turned on for this mailbox (Exhibit M – Verified mailbox auditing) however, the audit logs were empty. I called Microsoft support (ticket #26368553) and they verified we had the proper configuration, however, they stated that auditing was malfunctioning on this mailbox and that auditing had to be reapplied (Exhibit N – MS Ticket #26368553). Therefore, no auditing for this mailbox was available for the dates specified.
 - iii. Potential Ransomware – Checkpoint Sandblast Anti-Ransomware was enabled and working (Exhibit E – Anti-Ransomware Status).
 - iv. Potential threat penetration though improper device configuration – Virus Protection, Account and Firewall protection were all normal requiring no past due action (Exhibit F – Computer Local Security Status).
 - v. Improper or additional Microsoft Outlook email rule – The only rule configured was that any email sent to the distribution group WasteCompliance@santarosa.fl.gov be sent to a subfolder marked <mailto:wastecompliance@santarosa.fl.gov> (Exhibit G – Rules and Alerts).
 - vi. Improper Inbox Permissions – no permissions were given by the user to any other person. Default permissions of NONE were applied to the mailbox (Exhibit H – Inbox Permissions).
 - vii. Improper Subfolder Permissions on wastecompliance@santarosa.fl.gov folder -

NO permissions were given by the user to any other person. Default permissions of NONE were applied to the subfolder (Exhibit I – Subfolder Permissions).

- viii. Improper Subfolder Archiving – as per default, archiving not configured on *wastecompliance@santarosa.fl.gov* subfolder (Exhibit J – Outlook Archive Settings, Exhibit B - Terminology).
 - ix. Improper Email Forwarding – as per the default, no email forwarding was configured (Exhibit K – Forwarding).
 - c. General Observations of the laptop– The laptop looked to be virus free and performed well. No indications of penetration or malignant software were found. In Natasha’s Outlook Client, many subfolders had been created (Exhibit L – subfolders). There were also 404 unread emails in the *mailto:wastecompliance@santarosa.fl.gov* subfolder and 37 unread in the *Deleted items* folder (Exhibit O – Deleted items). Except for the *Web Email – Waste Compliance* rule, no other rules were found but many subfolders had unread email. The Outlook settings were all in compliance. Junk email looked to be correctly configured (Exhibit L – subfolders). **As of this writing, I can find no actor that would behave outside of the normal parameters of the software as configured and no source of account compromise.**
 - ci. Investigations into other devices – Without being able to access Natasha’s iPhone nor know its passcode, I was unable to determine its status. Also, Apple iPhone natively uses the iMessage end-to-end encryption protocol which means that I have no way of seeing those messages unless I also have the other iPhone that Natasha’s was communicating with to determine if there were any deleted messages. Office/Desk VoIP phones have voicemail ability and are secured using a passcode; however, our audit logs and voicemail recovery quota is 14 Mb or 29 minutes of recording, so I am unable to ascertain if any irregular activity was occurring in April or recover any potentially deleted voicemails from that timeframe as the mailbox recovery was capped within approximately 30 days. **In summary, due to technical limitations, I was unable to determine the legitimacy of any data compromise with iPhone texts or VoIP voicemails.**
-


Exhibit A – Security Policy & Audit Limits

- Domain has 90-day password expiration policy requiring users to change their password.
 - Password Policy requires a password length of 14 characters and must be complex including special characters and numbers.
 - User account lockout after 3 failed password attempts.
 - Domain has a 90-day Basic mailbox audit limit enabled by our G3 licensing through Microsoft (Exhibit M – Office 365 Licensing).
 - Voicemails have 14 Mb quota on office phones for voicemails.
 - Email Retention Policy – indefinite via Secure Content Search
-

Exhibit B – Terminology

- **Active Directory** - a directory service developed by Microsoft for Windows domain networks. It is included in most Windows Server operating systems as a set of processes and services.
 - **Actor** - source of an action regardless of its status as a human or non-human.
 - **Cartegraph Software** - a web-based database application for documenting assets, resources, and work performed on those assets and with those resources.
 - **Cartegraph Request** - a perceived issue or complaint submitted to the county and subsequently documented in the Cartegraph Software.
 - **Cartegraph Task** - an individual work order, or job done or planned to be done. A Task can be added to a Request and can be completed to close out the Request. Every Task has an Activity, the type of work to be done.
 - **Distribution Group** - a distribution list or group is used to send an email to multiple people without having to add each name to the To, Cc, or Bcc line individually.
 - **Email Archiving** – an action that will move emails off the network mail server to a local computer. After archiving, the emails are removed from the Inbox and subfolders.
 - **Email Mailbox** (also electronic mailbox, email box, email mailbox, e-mailbox) - the destination to which electronic mail messages are delivered. It is the equivalent of a letter box in the postal system.
 - **HTML** – Hyper Text Markup Language, or HTML is the standard markup language for documents designed to be displayed in a web browser.
 - **IT Work Order** - A task created in Solarwinds help desk software that can be scheduled and assigned to members of IT staff.
 - **Windows Domain** - A Windows domain is a form of a computer network in which all user accounts, computers, printers, and other security principals, are registered with a central database located on one or more clusters of central computers known as domain controllers.
-

Exhibit C – Complaint Form

**SANTA ROSA
COUNTY** FLORIDA

Find or Phone

Select a Category

DEPARTMENTS▼ RESIDENT SERVICES▼ DOING BUSINESS▼ OTHER AGENCIES▼

By signing in or creating an account, some fields will auto-populate with your information and your submitted forms will be saved and accessible to you.

Online Waste Complaint Form

Sign in to Save Progress

Only complaints relating to Waste Services provided by Waste Pro.

Note - Anonymous complaints will not be processed. The complainant must provide valid contact information (name, address, phone number) below for the complaint to be valid.

Contact Information

Full Name*

Address*

City State Zip Code

Phone* Email

Complaint Information

Description of Complaint or Violation*

Exhibit D- Complaint Form Events

Form Center - Santa Rosa Court

santarosa.fl.gov/Admns/FormCenter/Item/Edit/118/CategoryID=15

CIVICENGAGE CENTRAL

HOME PAGE DASHBOARD MODULES

Form Center - Subcategory - Modify Online Waste Complaint Form

EDIT CONDITIONS

Disclaimer: Information submitted on this form will be sent via email. To protect sensitive information, do not request the following information on this form: Social Security numbers, driver's license numbers, bank account information, routing numbers, medical information, passport numbers, and passwords.

Name *

Online Waste Complaint Form

Description

You have 1000 characters left.

Type

Regular

Submit Option

Submit

Confirmation Page

☒ After user submits form, go to category's confirmation page.

☐ After user submits form, go to this page:

Submit To

wastecompliance@santarosa.fl.gov

Separate each email address with a comma.

Form Details

Last modified:
by Jesse Williams-Houchin
on June 15, 2021

Created:
by Jesse Williams-Houchin
on March 9, 2021

SAVE

SPELL CHECK

CANCEL

9:40 AM 6/23/2021

Exhibit D – Full Antivirus Scan results

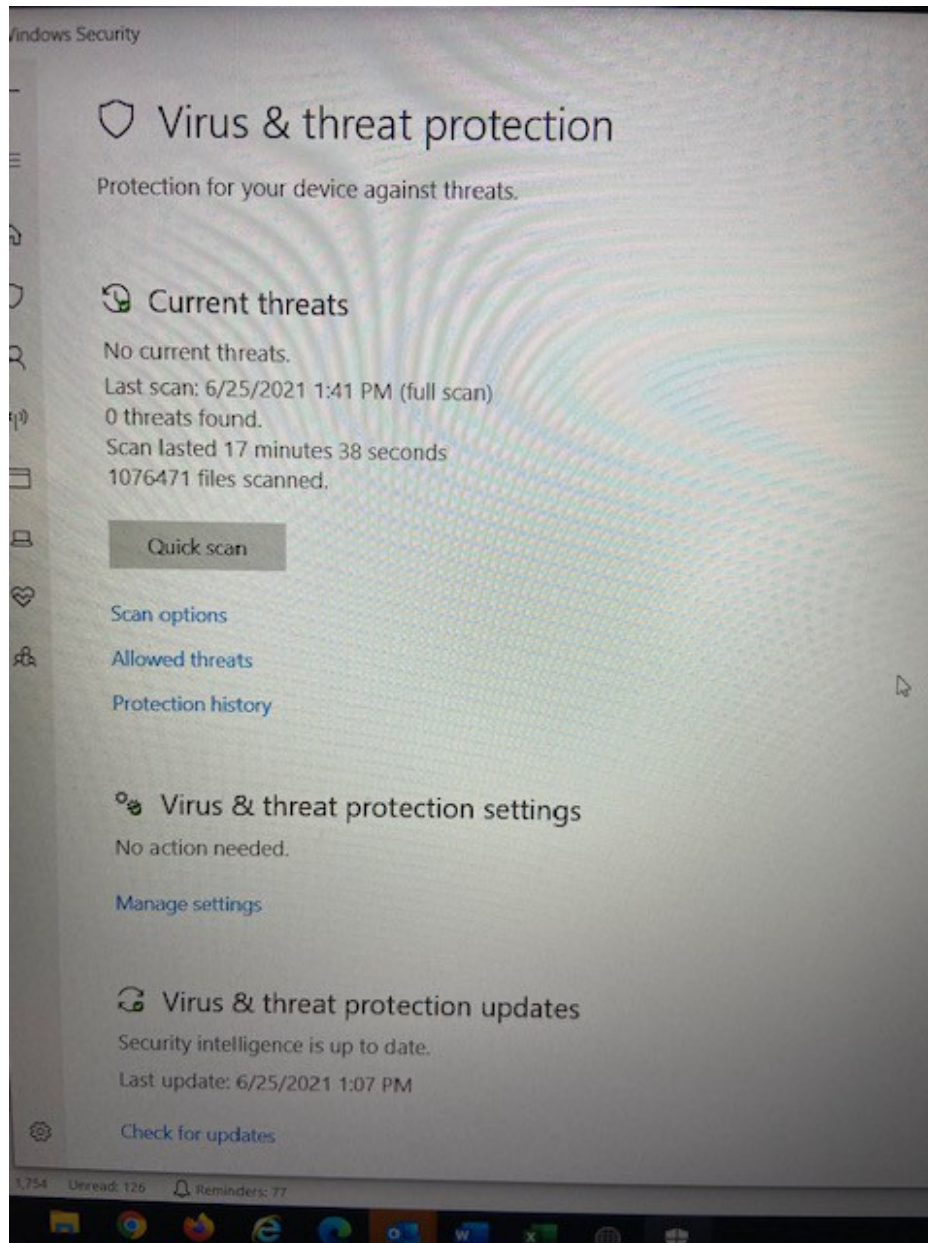


Exhibit E – Sandblast Anti-Ransomware Status

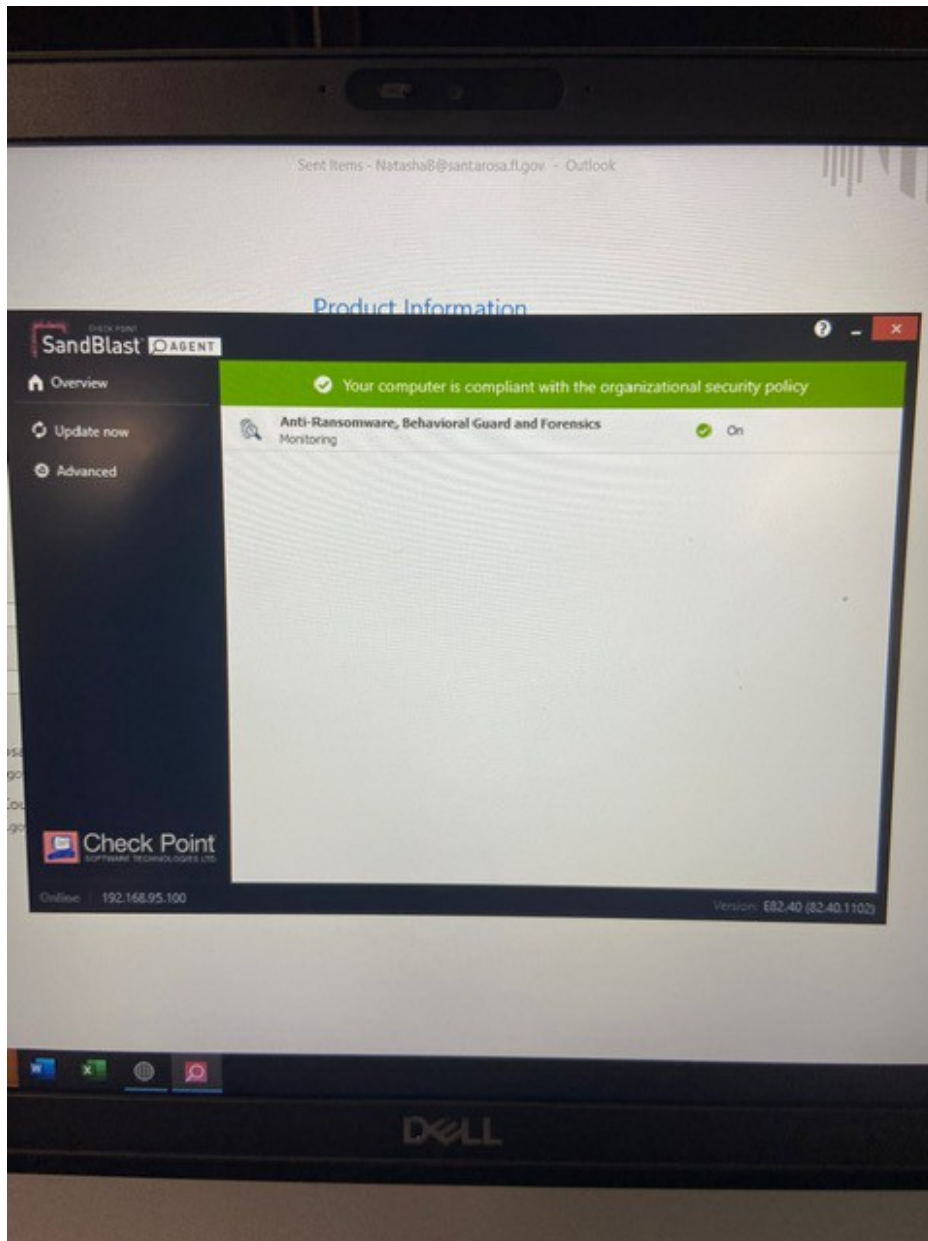


Exhibit F – Computer Local Security Status

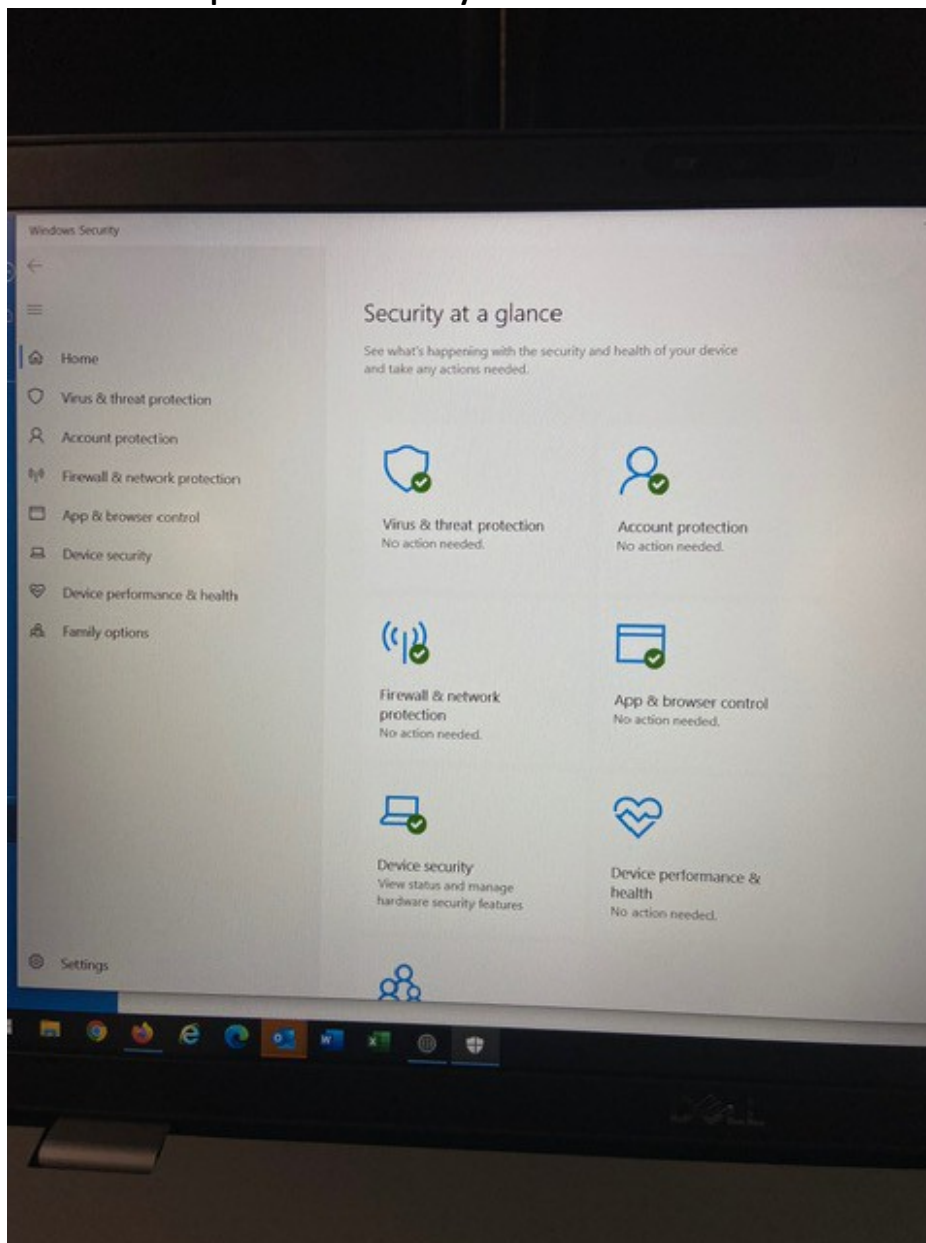


Exhibit G – Rules and Alerts

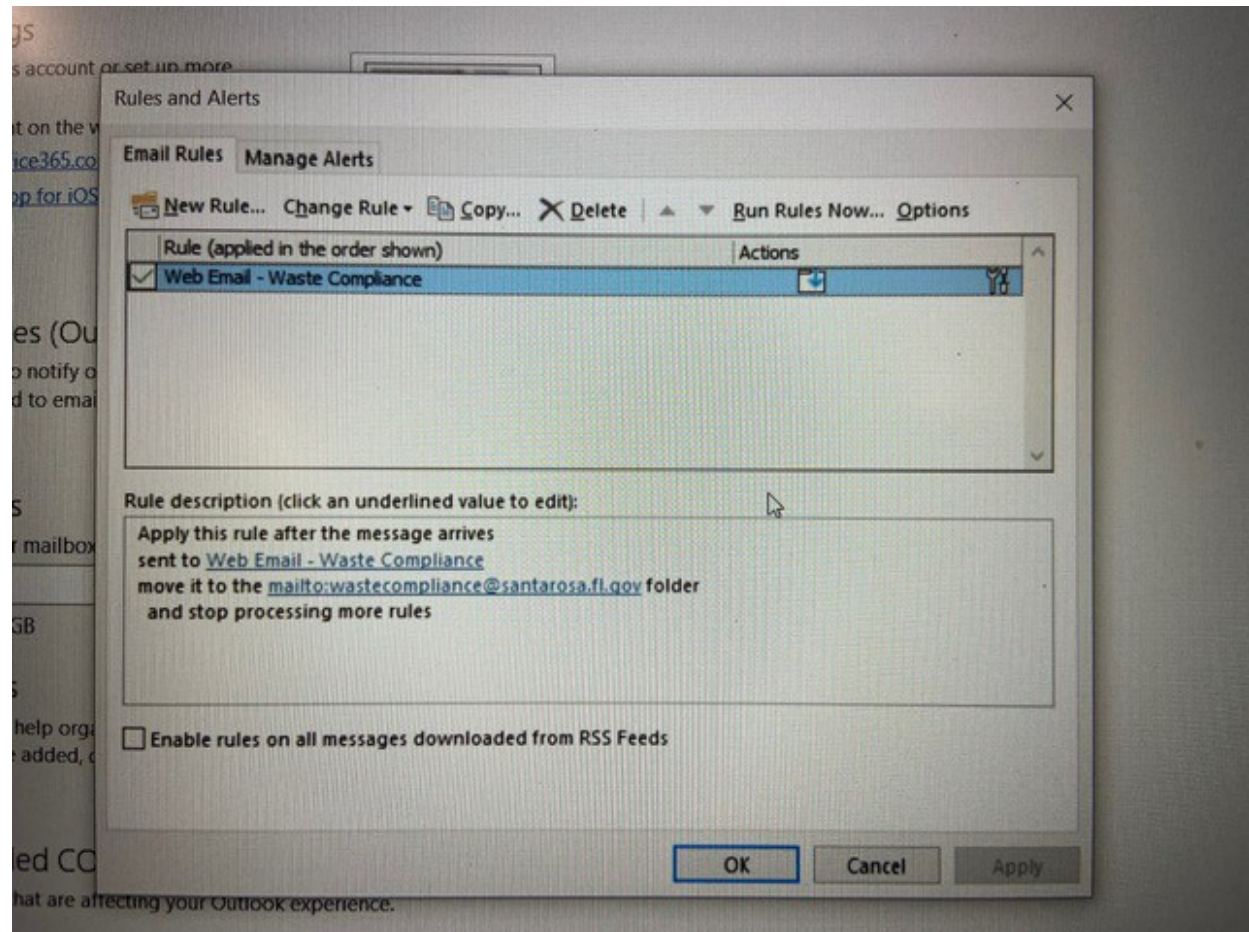


Exhibit H –Inbox Permissions

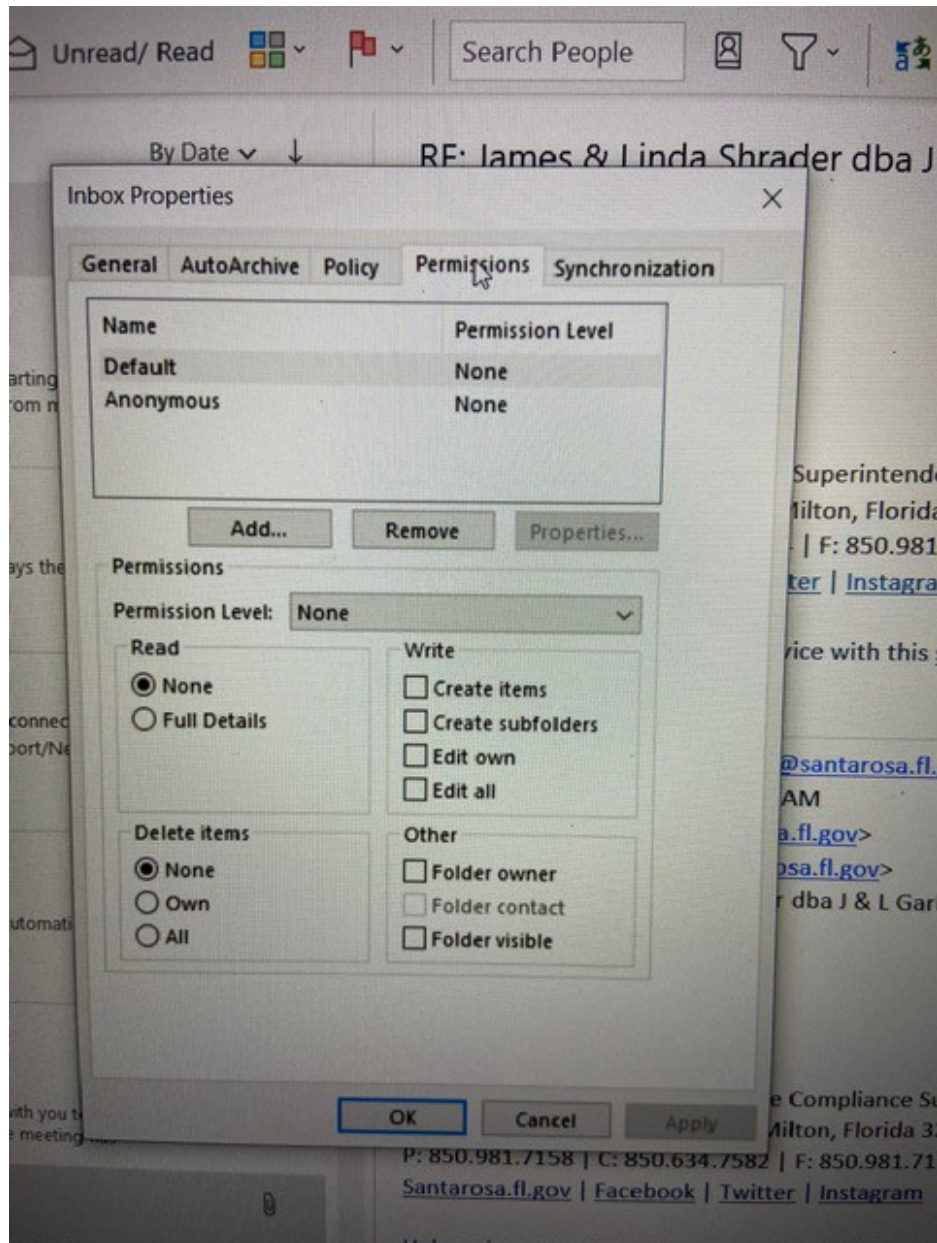


Exhibit I –Subfolder Permissions

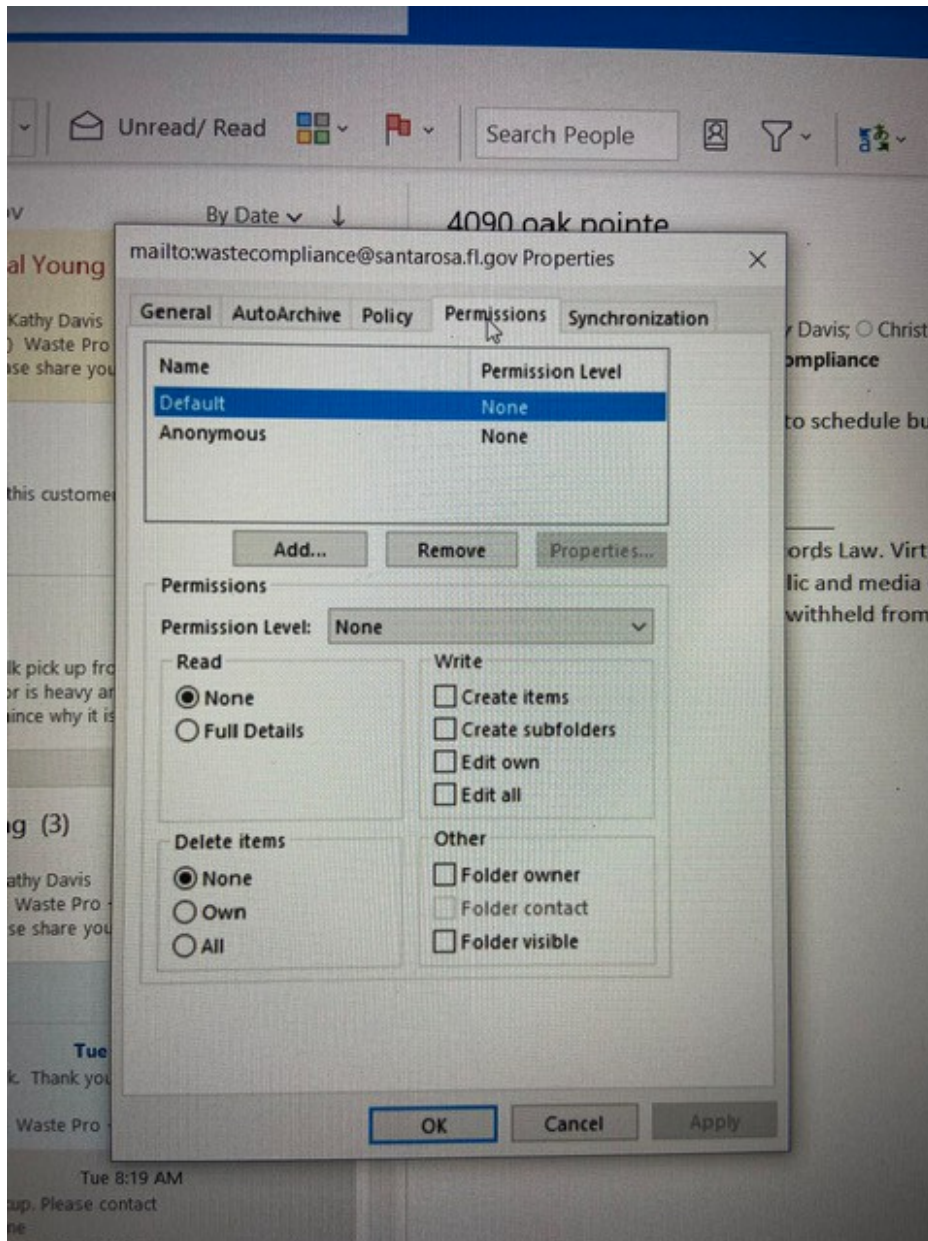


Exhibit J – Outlook Archive Settings

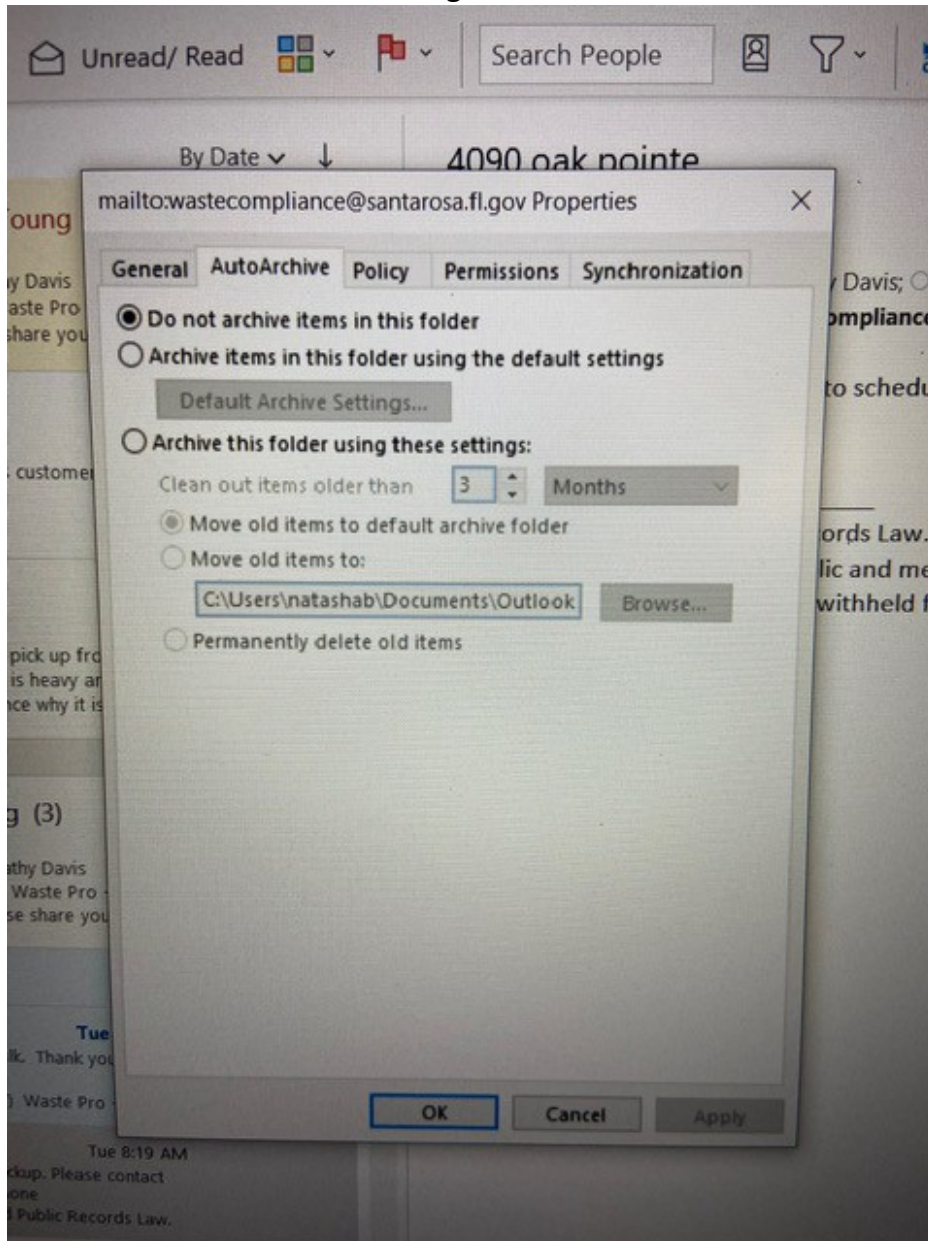


Exhibit K – Forwarding

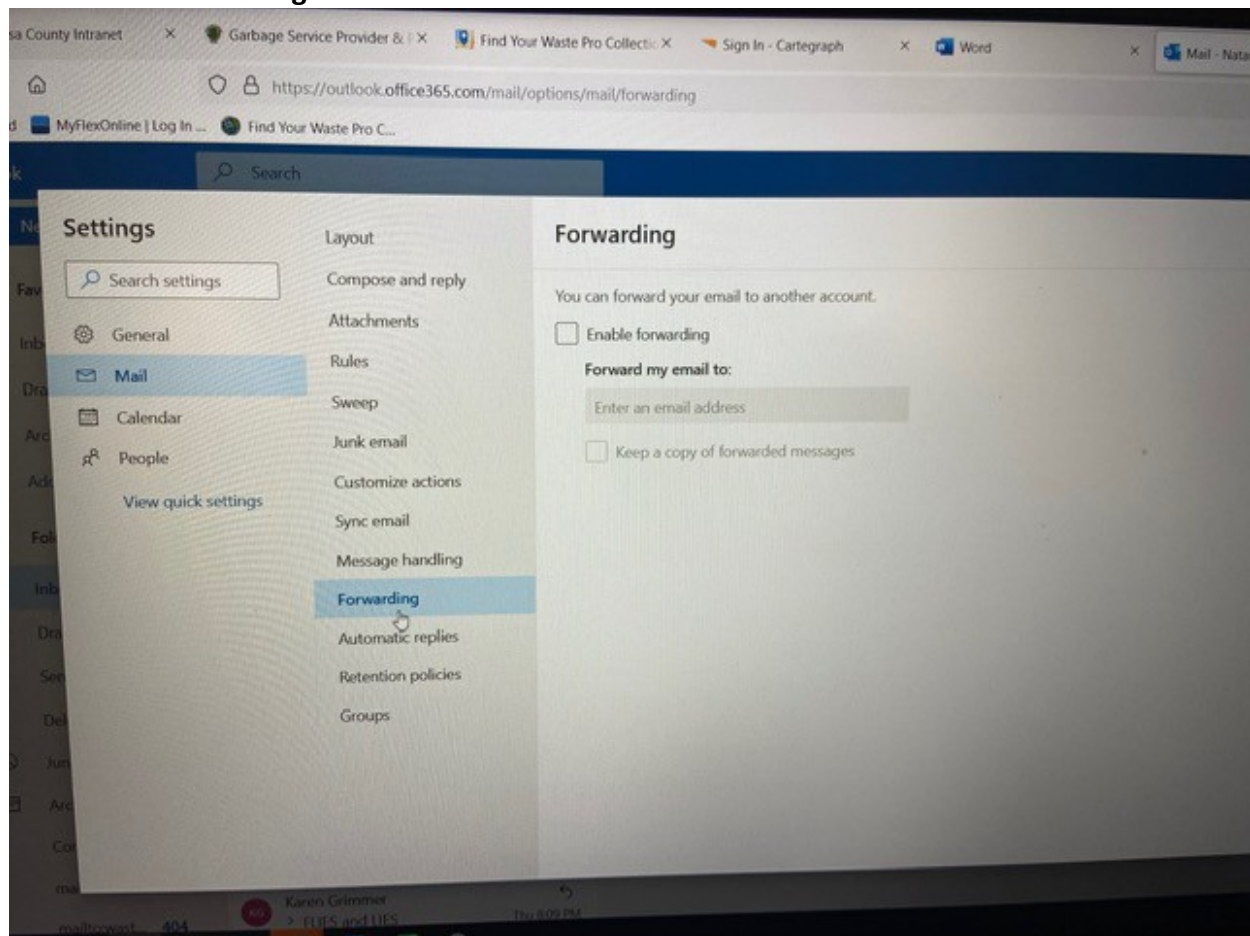


Exhibit L – Subfolders

The screenshot displays an Outlook email client interface. On the left, a sidebar lists various subfolders and their item counts:

- Inbox: 126
- Sent Items
- Deleted Items: 37
- MISSED PICKUP: 0
- NETWORK TEAM
- RICK CHANCEY RESPONSE: 1
- Solid Waste Association: 2
- SWANA: 3
- TREVAL YOUNG: 11
- VACATION HOLDS: 1
- WASTE COMPLIANCE QUESTI...: 12
- WebEmail-Environmental...: 12
- YARD WASTE TAG: 37
- Sent Items
- > Deleted Items: 37
- Archive
- Conversation History
- Junk Email: [19]
- mailto:srcmanualevents@santar...: 404
- mailto:wastecompliance@...: 404
- Outbox
- RSS Feeds
- > Groups
- > Search Folders

The main pane shows a list of emails with columns for From, Subject, and a date/time indicator. The emails are grouped by time periods:

- Three Weeks Ago**
 - David Biderman** - **Four Reasons to Join SWANA** - Thu 6/2/21
 - Georgina Cook** - **Successful Candidate** - Wed 5/27/21
 - NetworkTeam@santaro...** - ***** Microsoft Security Updates and Patches Install - RESTART YOUR COMPU...** - Wed 5/27/21
- Last Month**
 - Georgina Cook** - **CEO Today Magazine USA Awards 2021 - Invitation** - Thu 6/3/21
 - Natalia Giraldo** - **Managing MSW Collection Systems - Certificate of Completion** - Thu 6/3/21
 - your biogas network** - **3 weeks to go: meet your biogas instructors** - Wed 5/27/21
 - Adams Kimberly** - **[NOTICE] Earn up to \$800,000 BTC AS PART OF OUR REWARD TO OUR T...** - Tue 6/1/21
 - Dr. Rezaelkhan Reza Ali** - **Project/Business Loan** - Sun 5/24/21
 - Alexia Jordan** - **NOTICE FOR Santa Rosa County Landfill: Google Maps Street View Photogra...** - Thu 5/27/21
 - Epoxy Links** - **Interested in purchasing your products** - Sun 5/23/21
 - ann.brown@mamma-a...** - **RE: A Powerful Contribution to your Blog** - Sat 5/22/21

Exhibit M – Verified NatashaB@santarosa.fl.gov mailbox auditing enabled.

```
Administrator: Windows PowerShell
Windows PowerShell
Copyright (C) Microsoft Corporation. All rights reserved.

Try the new cross-platform PowerShell https://aka.ms/pscore6

PS C:\WINDOWS\system32> Connect-ExchangeOnline -UserPrincipalName coreya@santarosa.fl.gov

-----
The module allows access to all existing remote PowerShell (V1) cmdlets in addition to the 9 new, faster, and more reliable cmdlets.

-----
| Old Cmdlets | New/Reliable/Faster Cmdlets |
|-----|-----|
| Get-CASMailbox | Get-EXOCASMailbox |
| Get-Mailbox | Get-EXOMailbox |
| Get-MailboxFolderPermission | Get-EXOMailboxFolderPermission |
| Get-MailboxFolderStatistics | Get-EXOMailboxFolderStatistics |
| Get-MailboxPermission | Get-EXOMailboxPermission |
| Get-MailboxStatistics | Get-EXOMailboxStatistics |
| Get-MobileDeviceStatistics | Get-EXOMobileDeviceStatistics |
| Get-Recipient | Get-EXORecipient |
| Get-RecipientPermission | Get-EXORecipientPermission |
|-----|-----|

To get additional information, run: Get-Help Connect-ExchangeOnline or check https://aka.ms/exops-docs

Send your product improvement suggestions and feedback to exocmdletpreview@service.microsoft.com. For issues related to the module, contact Microsoft support. Don't use the feedback alias for problems or support issues.

-----
PS C:\WINDOWS\system32> get-mailbox natashab@santarosa.fl.gov | select userprincipalname,auditenabled

UserPrincipalName      AuditEnabled
-----
NatashaB@santarosa.fl.gov      True

PS C:\WINDOWS\system32>
```

Exhibit N – Microsoft reply to audit logs.

[Service request history](#) > Basic Auditing not working for some employees.

Ticket #	Date opened	Status
26368553	6/29/2021, 1:49:07 PM	In progress
Created by	Phone	Email
Adrian Lowndes	+1-850-983-1845	CoreyA@santarosa.fl.gov

Description

We did an audit log search on a user for Moved messages to deleted items folder and the search came back no data available. We know that the user has deleted items and we are wondering why no data is available. I can do the same search on myself and get over 1950 items. I know that the system is logging data on the user because I can do a search for all activities and the report comes back with 43 items.

o365su17@microsoft.com

Thank you for your time over the phone. |

As discussed, the Mailbox Audit logging can be enabled for individual Mailboxes where logging is not recording by using the PowerShell cmdlet as seen in the Microsoft arrive below.

- **Set-Mailbox -Identity "Ben Smith" -AuditEnabled \$true**

This procedure is applied when mailbox Auditing is enabled for the Organization and some Mailboxes are not producing Audit data when an Audit search is done.

Best Regards,

Savior Douglas
Support Engineer | Exchange Online

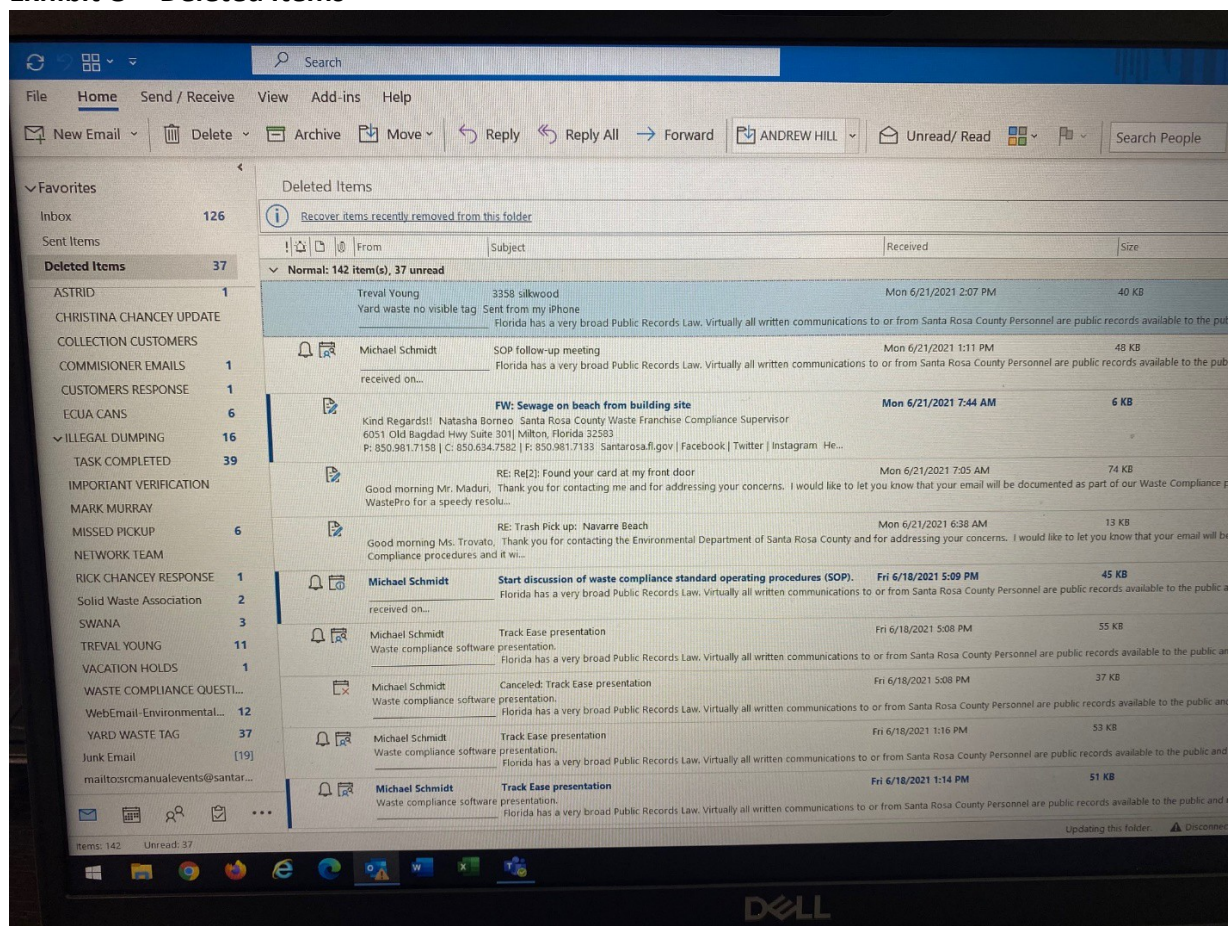
Working Hours: M-F 12h00 – 21h00 UTC

Need help outside of my working hours?

Technical Lead: **Obinna** v-obhart@microsoft.com
Manager: **Chukwuma** v-cokoli@microsoft.com

Technical Advisor: **Krishan** krishp@microsoft.com

Exhibit O – Deleted Items



Attachment 4

HR Report

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SANTA ROSA COUNTY HUMAN RESOURCES

GINNEAL MCVAY, Director
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MEMORANDUM

To: Dan Schebler, County Administrator
From: GinNeal McVay, Human Resources Director
Date: July 1, 2021
Re: Prohibited Harassment Investigation Report

Investigators:

- GinNeal McVay, Human Resources Director
- Evelyn Hamilton, Executive Assistant to County Administrator
- Michael Schmidt, Environmental Director

Individuals Interviewed:

- Natasha Borneo
- Andrew Hill
- Kelly Hobbs
- Kim Little
- Jessica Mailhot
- April Mitchem
- Kaz Szymoniak
- Nikki Tyree
- Treval Young

Complaint:

On various dates in May and June 2021 the human resources department received complaints from Natasha Borneo related to a hostile work environment, harassment, retaliation. Due to an on-going whistleblower investigation during May and June 2021, the hostile work environment complaints were held for investigation. GinNeal McVay and Evelyn Hamilton met with Ms. Borneo on June 25, 2021, to discuss the hostile work environment, harassment, retaliation, and additional whistleblower complaints.

Investigation Summary:

Complaint 1: During a conversation on May 7, 2021, with Mr. Hill regarding Waste Pro, Ms. Borneo stated Mr. Hill suggested she look for a management job at Lowes as she worked there part-time.

Response 1: Mr. Hill explained that he encourages everyone in his department to better themselves, even if that means they take a position outside the department and/or County. He indicated he has not specifically encouraged Ms. Borneo to look for other employment. In addition, Mr. Hill believed Ms. Borneo worked for Lowes part-time early in her employment but had not been employed there in some time.

- Complaint 2: After noticing Ms. Borneo was at the landfill, Mr. Hill went to the recycling building to ask Ms. Little how Ms. Borneo was doing.
- Response 2: Mr. Hill and Ms. Little did confirm that Mr. Hill went to the landfill and asked Ms. Little about Ms. Borneo being at the landfill/recycling area. Ms. Little indicated that Ms. Borneo comes down to inspect the area when Waste Pro trucks bring in loads, have personal conversations with her and to vent as she does not want to be in the office. Ms. Little stated that Ms. Borneo's chief complaint was with Waste Pro.
- Complaint 3: Ms. Little told Mr. Hill that during a ride along Rick Chancey brought Ms. Borneo by Senator Broxson's, Commissioner Piech's and Rick Chancey's home.
- Response 3: Ms. Little confirmed that Ms. Borneo told her about the ride along with Rick Chancey. Ms. Little confirmed that she told Mr. Hill about the ride along. Ms. Little stated that Mr. Hill appeared surprised that Rick Chancey would take Ms. Borneo to those locations. When asked, Mr. Hill stated he was unaware of the locations visited during the ride along before Ms. Little told him. Mr. Hill further stated he did not know why Ms. Borneo was taken to those locations.
- Complaint 4: Ms. Little told Ms. Borneo to be careful that the County had a long reach that could affect her family.
- Response 4: Ms. Little adamantly denied telling Ms. Borneo to be careful that the County had a long reach that could affect her family. Ms. Little denies feeling like the County could affect her family.
- Complaint 5: Mr. Hill discussed Ms. Borneo and a Facebook post made by a citizen regarding damage a Waste Pro truck had caused with Mr. Young.
- Response 5: Mr. Young indicated he knew about the incident involving the Waste Pro truck damaging some property. While Mr. Young did not remember saying specifically "I told you if you can't say anything while she is here don't say anything to me about her when she is gone" during this incident, he indicated it sounded like something he would say. Mr. Young stated he gets along with everyone. Mr. Young stated he has not felt uncomfortable with any direction given by Mr. Hill when Ms. Borneo is not there.
- Complaint 6: Mr. Hill, Ms. Mailhot and Ms. Mitchem were discussing finding posts on Facebook made by Ms. Borneo. During that conversation, someone said "we've got her".
- Response 6: Ms. Mailhot stated she does monitor Facebook posts to keep up to date on the types of complaints citizens are having with Waste Pro. Ms. Mailhot indicated she also monitored Facebook posts when ECUA had a waste hauling contract with the County. Ms. Mailhot confirmed she was not instructed to monitor Facebook but does it so they can fix problems before they get big. Ms. Mailhot confirmed that she did find Facebook posts by Ms. Borneo. Ms. Mailhot indicated that she did show Ms. Borneo's posts separately to Ms. Mitchem and Mr. Hill. Ms. Mailhot, Ms. Mitchem, Mr. Hill, and Mr. Young deny making/hearing the statement "we've got her."

- Complaint 7: Mr. Hill was taking screenshots of Ms. Borneo's Facebook posts/comments. Ms. Borneo stated that other employees within the solid waste department post on Facebook.
- Response 7: Mr. Hill stated he is unaware of his employees monitoring and/or commenting on Facebook related to County operations. Mr. Hill indicated he does not have a Facebook account and therefore does not monitor it. Mr. Hill denied directing any staff member to monitor Facebook and/or take screenshots of posts/comments. Mr. Hill denied directing any staff member to monitor Ms. Borneo's Facebook page. Mr. Hill further denied collecting screenshots of Ms. Borneo's Facebook posts/comments. Documentation was provided during the investigation that shows at least one other employee has provided a Facebook comment related to solid waste operations.
- Complaint 8: Ms. Borneo indicated confidential medical information had been shared with an administrative person within the solid waste department.
- Response 8: No confidential medical information was provided to an administrative person within the solid waste department.
- Complaint 9: Ms. Mitchem asked Mr. Young why he closed his office door and if he was told to.
- Response 9: Mr. Young confirmed that he had his office door closed to listen to voicemail. When he opened the door, Ms. Mitchem gave Mr. Young some uniform pants and asked him if he was instructed to close the door. Mr. Young stated he responded "no, not really." Mr. Young stated he didn't think anything of the inquiry.
- Complaint 10: Ms. Mitchem asked Mr. Young if Ms. Borneo was at work and why Ms. Borneo's car was at the office if she was not.
- Response 10: Mr. Young confirmed that Ms. Mitchem had asked him if Ms. Borneo was at work. Mr. Young indicated he didn't know as he believed Ms. Borneo was late for work. Ms. Mitchem denied asking Mr. Young about why Ms. Borneo's car was in the parking lot and asserted she did not know what type of car Ms. Borneo drives.
- Complaint 11: Rick Chancey's son has called Ms. Borneo a bitch.
- Response 11: Ms. Tyree confirmed that a Waste Pro driver referred to Ms. Borneo as a "bitch". Ms. Tyree does not know Rick Chancey's son and does not know who the driver was.
- Complaint 12: Ms. Mailhot peeks in Ms. Borneo's office to see if she is there. If Ms. Borneo is there, Ms. Mailhot will knock on Mr. Hill's office wall to let him know that Ms. Borneo is in the office and they cannot talk about her.
- Response 12: Ms. Mailhot and Mr. Hill denied having a special code to know when Ms. Borneo is in the office.

- Complaint 13: Ms. Borneo puts her keys in her back pocket and when solid waste staff members hear her coming, they stop talking about her.
- Response 13: Ms. Mailhot and Mr. Hill did not know anything about Ms. Borneo putting keys in her back pocket. Ms. Mailhot did comment that Ms. Hobbs had a lot of keys and she normally hears her come in.
- Complaint 14: Ms. Borneo discussed two personal situations involving her family that made her feel uncomfortable.
- Response 14: Questions were asked of Ms. Mitchem and Mr. Hill regarding knowing specific individuals outside of the County. Ms. Mitchem did indicate she had a personal affiliation with an individual but did not discuss work issues with them. She further stated the individual is now retired. Mr. Hill denied having any personal knowledge of any of the individuals he was asked about.
- Complaint 15: During a conversation with Rick Chancey regarding information received from Rick Chancey's daughter, Ms. Borneo stated Rick Chancey told her if she was unhappy, she should quit her job.
- Response 15: Mr. Hill indicated he was unaware of Ms. Borneo's assertion that Rick Chancey told her if she was unhappy, she should quit her job.
- Complaint 16: Ms. Borneo described feeling in danger coming to work.
- Response 16: Ms. Borneo expressed three areas she was concerned about her and her family's physical safety. Ms. Borneo denied any specific incidents had occurred.
- Complaint 17: Ms. Mailhot used her friendship to get a contractor business to repair the recycling building following damage from Hurricane Sally.
- Response 17: The recycling building sustained water damage during Hurricane Sally. Mr. Hill contacted Risk Management to determine how to proceed with immediate remediation of the building. Risk Management suggested using Escarosa Cleaning & Restoration to remediate the building. To date the recycling building has only been remediated, it has not been repaired. Ms. Mailhot denied knowing the contractor who had remediated the recycling building. The County began utilizing Escarosa Cleaning & Restoration in 2009. Ms. Mailhot became employed with Santa Rosa County in January 2017. Ms. Mailhot indicated she had talked with Ms. Cheryl Powell in Engineering about replacing the office furniture in the recycling building. Ms. Powell informed her that the County had previously used McAleer's in Pensacola to measure for, purchase and set up office furniture. Ms. Mailhot indicated she contacted McAleer's to get information on the replacement of the recycling building's office furniture. When the representative arrived to measure the workspace, Ms. Mailhot indicated she recognized the representative from their childhood. Ms. Mailhot stated she did not know the individual worked at McAleer's when she initially contacted them. Ms. Mailhot indicated the McAleer's representative did measure the building for the office furniture replacement. However, because the recycling building has not been repaired, no office furniture has been purchased.

- Complaint 18: Mr. Szymoniak has documentation of Waste Pro commingling yard debris and household trash at the landfill.
- Response 18: Mr. Szymoniak described on occasion household waste has been dumped in the yard waste area. The trash includes bags of household trash, mattresses, treated lumber and other non-yard waste items. When the improper commingling occurs, Mr. Szymoniak stated he instructs the employees at the landfill to transfer the household waste to the correct place in the landfill. Mr. Szymoniak indicated Waste Pro and citizens use the same place for yard waste. Mr. Szymoniak stated that if Waste Pro was suspected of dumping improper items in the yard waste area, no one had been able to provide a truck number to follow up with Waste Pro.
- Complaint 19: Ms. Hobbs is friends with a contractor responsible for removing recyclables from the landfill; the county does not have a valid contract to haul recyclables; ECUA does not have a contract with the County to accept our recyclables.
- Response 19: Santa Rosa County has an interlocal agreement with ECUA to accept and process recyclables until September 2021. The agreement does not however include hauling service from Santa Rosa County's landfill to ECUA's facility in Escambia County. RFP 19-045 was competitively advertised and the recycling haul service was awarded to WPR, Inc. The contract was for a one-year term beginning on January 1, 2020, with up to five one-year renewals. In January 2021, Santa Rosa County and WPR, Inc. decided not to extend the contract for one year but opted to operate on a month-to-month basis. Ms. Hobbs denied knowing anyone at WPR, Inc. prior to the inception of the contract. March invoices from WPR, Inc. and ECUA were obtained and reviewed. The recyclables picked up in March 2021 by WPR, Inc. at the Santa Rosa County landfill weighed a total of 68.21 tons. In March ECUA documented 68.52 tons of recyclables being delivered from Santa Rosa County.

Conclusion and Recommendations:

Ms. Borneo has a sincerely held belief that complaints 1 through 16 are evidence of a hostile work environment, harassment, and retaliation because of her filing a complaint with the human resources department in April 2021. There is reason to believe that some of the situations described in the complaint did occur as they were reported, some were interpreted differently by the parties involved and some were not supported by the evidence. However, I do not believe that the situations described rise to the level of severe or pervasive, nor create a work environment that someone would consider intimidating, hostile, or abusive. It is recommended that senior management within the solid waste/environmental departments express a clear expectation with employees that unless a situation specifically affects them, they are not to gossip, speculate or otherwise instigate. In addition, if they have concerns within the workplace, they should bring them to department management's, human resources', or county administration's attention.

In the solid waste department's operations, it is recommended that Facebook not be used as a tool to monitor and collect citizen complaints. The county has established an official process for collecting and adjudicating complaints and that process should be followed to ensure all complaints are handled in accordance with the terms of the contract. It may be beneficial for the solid waste department to partner with the public information office to publish public notices or develop an education campaign to inform citizens with complaints to use the appropriate process to ensure timely resolution.

While representatives from Waste Pro were not contacted to provide information related to complaints 3, 11 and 15, senior management within the solid waste/environmental departments are encouraged to discuss the issues with Waste Pro and set expectations for how Waste Pro should interact with county staff in the future.

There does not appear to be any inappropriate connections with the contracts described in complaints 17 and 19.

The solid waste department is encouraged to look for ways to strengthen the ability to identify individuals who incorrectly deposit household waste in the yard waste area. This will allow for further contract enforcement with Waste Pro or the opportunity to educate citizens on the proper location to dispose of items.

