

James
Crosbie
Myers
Gray
Blues
Beard
Henson
Feigel
Lawless
Martin

INTER-GOVERNMENTAL COMMITTEE

October 12, 2010
1:00 P.M.

A G E N D A

1. **Grievance Procedures** – James (1-2)
2. **LFUCG HR Lay Off Policies** - Lawless (3-4)
3. **Board/Commission Term Limits** – James (5-8)
4. **Open Standards/Open Source Data Policies** – Martin (9-28)
5. **Update on Committee Items** (29-30)

“Inter-Governmental Committee, to which should be referred matters relating to wages and classification, personnel, government organization, employee relations, government buildings and property maintenance.”

Council Rules & Procedures, Section 2.102(2)

LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT

Grievance Procedure Survey

Please take a few minutes to complete this survey. Your answers will be completely anonymous, but your views, in combination with those of others, are extremely important. You will notice a number in the bottom, right-hand corner. This number does not correspond with your name or any other identifying information. The purpose of this number is to insure that only surveys that are distributed are returned.

Once you have completed this survey, please place it in the attached self-addressed envelope and return it by **[date to be determined]**. Again, your feedback is very important to us and will remain confidential. If you have questions about this survey you may call me at **[To be determined]**. Thank you for your time and attention to this survey. Your input is valued and appreciated.

[To Be Determined]

The LFUCG has a grievance procedure that is available to classified and unclassified civil service employees.

1. Were you aware that LFUCG had a grievance procedure?
☐ Yes ☐ No
2. How did you become aware of the LFUCG grievance procedure?
☐ New Employee Orientation ☐ Management Advised ☐ Co-worker Advised ☐ HR Advised
3. Do you believe you have a thorough understanding of the LFUCG grievance procedure?
☐ Yes ☐ No
4. Do you believe that LFUCG should continue to have a grievance procedure?
☐ Yes ☐ No
5. What issues do you believe should be grievable?
6. Have you ever utilized the LFUCG grievance procedure?
☐ Yes ☐ No **If you answered No, skip to number 14.**
7. If you have not utilized the grievance procedure, please tell us why.
☐ Have not had a reason to file a grievance. ☐ Was discouraged by management or coworkers ☐ Fear of retaliation ☐ Did not understand the process

Only complete questions 8-13 if you answered "yes" to number 6 above.

8. Did your supervisor appear to be well versed in the grievance procedure?
☐ Yes ☐ No
9. Were you given an opportunity while completing Steps 1-3 of the procedure to meet with your division's management and discuss your grievance?
☐ Yes ☐ No ☐ Only at Step 1 ☐ Only at Step 1 & 2 ☐ At Steps 1-3
10. Were the step by step procedures easy to follow?
☐ Yes ☐ No
11. Do you believe you were treated differently by management after filing your grievance?
☐ Yes ☐ No

12. Do you believe the procedure adequately addressed your grievance?
☐ Yes ☐ No
13. Please list the reasons why you believe the process did or didn't work for you.

My General Information

14. How long have you been working for the Lexington-Fayette Urban County Government?
☐ 1 year or less ☐ 1-2 years ☐ 3-5 years ☐ 6-10 years ☐ 10 years or more
15. Which of the following would you consider yourself as within your division?
☐ Employee ☐ Supervisor ☐ Manager ☐ Director
16. Overall, how satisfied are you with your position at the LFUCG?
☐ Very Satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☐ Very Dissatisfied
17. Would you recommend employment with the LFUCG to a friend?
☐ Definitely Would ☐ Probably Would ☐ Maybe ☐ Probably Not ☐ Definitely Not
18. What causes the most stress for you at work?
☐ Nature of work ☐ Volume of work ☐ Management ☐ Co-workers ☐ Not stressed
19. How would you rate the level of stress that you selected in number 16 above?
☐ Mild ☐ Moderate ☐ Severe ☐ Extreme ☐ Not stressed
20. How motivated are you to see your division succeed?
☐ Very Motivated ☐ Motivated ☐ Neutral ☐ Not Motivated ☐ Not at all Motivated
21. Would you be interested in meeting with someone to discuss your responses in detail and offer further suggestions or feedback?
☐ Yes ☐ No **Name** _____ **Phone** _____
22. What additional information would you like to add? Please include any changes that you believe should be made to the current procedure.

Thank you!

MEMORANDUM FOR THE RECORD

TO : Mr. Tolson

FROM : Mr. Clegg

SUBJECT : [Illegible]

RE : [Illegible]

[Illegible text]

[Illegible text]

[Illegible text]

[Illegible text]


ch
to

Sec. 21-20. - Layoff.

- (a) The urban county council shall in the exercise of reasonable discretion have the authority to abolish any classified civil service position when economic necessity requires it or there is no longer a need for a particular position to exist. Any employee occupying said position may be laid off or suspended until and if such position is recreated or reestablished. The abolition of any position shall not be a subterfuge to effect another purpose but shall be actual and bona fide, and shall not amount to the mere alteration, modification or abolition of title only.
- (b) When employees in a designated class within an executive unit are to be laid off, such employees shall be determined in the following order of succession:
 - (1) Part-time employees;
 - (2) Temporary employees who are filling classified positions;
 - (3) Probationary employees;
 - (4) Permanent employees.
- (c) Any reduction in the number of employees of any executive unit shall to the extent that it requires the layoff of any permanent employees be made in the reverse order of their seniority, computed the same as under section 21-11(b) for original appointments. In case of equal service, regular employees in the class involved shall be laid off in order of the lowest average performance rating for the last two (2) years of service.
- (d) Should any employee contend that he has been aggrieved by the abolition or proposed abolition of his position, he may at any time within ninety (90) days file a petition in the Fayette Circuit Court, stating his reason why it should not be abolished; and upon issue joined thereon, by the urban county government, the burden shall be on the latter to establish the necessity for and the good faith of the urban county government in abolishing said office or position.

(Ord. No. 139-78, § 1(21-20), 6-29-78)

Sec. 22-18. - Layoff.

- (1) Except as otherwise provided by law, the urban county council shall, in the exercise of reasonable discretion, have the authority to abolish any position covered by this chapter when economic necessity requires it or there is no longer a need for a particular position to exist. Any person occupying said position shall be laid off.
- (2) When there is to be a layoff in a designated class within an executive unit, the termination shall be in the following order of succession:
 - (a) Section 22-58 seasonal positions;
 - (b) Section 22-57 part-time positions;
 - (c) Section 22-56 temporary positions.
- (3) Any reduction in the number of positions provided for in article III, within any executive unit, shall be made in the reverse order of the seniority of the incumbents, computed the same as under section 21-11(b). In case of equal service, regular employees in the class involved shall be laid off in order of the lowest average performance rating for the last two (2) years of service.

(Ord. No. 230-83, § 1, 11-22-83; Ord. No. 102-85, § 12, 5-30-85)

Charter reference—Unclassified civil service, § 9.06.

Cross reference—Layoff of classified civil service employees, § 21-20; layoff of employees of division of fire and emergency services and division of police, § 23-24.

§ 22-18. Designation

Planning Commission Membership

During Comp Plan Updates

<u>1988</u>	<u>1996</u>	<u>2001</u>	<u>2007</u>	<u>Present</u>	<u>Term Expires</u>
W. Rush Mathews LT Flynn Alex Boone Thomas Cooper Marty Howard Rose Lucas Anifa Madden Walter May Samuel Milner Roy Walton William Wharton	Walter May Rose Lucas Eugene Ballentine Sarah Gregg Thomas Cooper Dallam Harper Robert Kelly George Logan Dwight Price Don Robinson Leslie Patterson Vose	Don Robinson Keith Mays Lyle Aten Thomas Cooper Randall Vaughn Ben Bransom Dallam Harper Anne Davis Sarah Gregg Neill Day Linda Godfrey	Randall Vaughn Linda Godfrey Lyle Aten K Mike Cravens Neill Day Ed Holmes James Mahan Frank Penn Carolyn Richardson Lynn Roche Phillips Joan Whitman	Carolyn Richardson L Michael Owens K Mike Cravens Lynn Roche Phillips Ed Holmes Marie Copeland Patrick Brewer Derek Paulsen William Wilson Eunice Beatty Carla Blanton	07/01/2011 07/01/2012 07/01/2014 07/01/2013 07/01/2011 07/01/2012 07/01/2012 07/01/2013 07/07/2013 07/01/2014

Bold type denotes did not serve on previous Comp Plan Update

Former Members Served During Update
But Not At Adoption

Eugene Ballentine
George Logan
Steve Kay
Ann Ross

Sec. 4.506. Confirmation of appointments.

- (1) All appointees to the boards, agencies and commissions covered by the provisions of article 7 of the Charter who have served two (2) consecutive full terms shall not be eligible to succeed themselves until the lapse of twelve (12) months from the end of said terms. However, such limitations shall not apply to the following:
 - (a) Appointees serving initial staggered terms that are shorter in length than a full term.
 - (b) Appointees serving a portion of a term after being appointed to fill a vacancy.
 - (c) Ex officio members.
 - (d) Members of bodies created solely by administrative action of the mayor.
 - (e) Members of agencies whose appointments do not require council confirmation such as, but not limited to, the library board of trustees.
 - (f) The membership of boards, agencies and commissions which cannot as a matter of law be limited as to the number of terms served.
 - (2) Any and all terms of office which commenced prior to July 1, 1990, shall not be considered in applying the foregoing policy relating to confirmation of appointments to boards, agencies and commissions.
- (Res. No. 405-81, § 2, 12-15-81; Res. No. 136-90, 3-22-90; Res. No. 113-2000, § 2, 3-9-00)

RESOLUTION NO. 136-90

A RESOLUTION ENACTING SECTION 4.506 OF THE RULES AND PROCEDURES OF THE LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT COUNCIL, AS AMENDED, TO EXPRESS THE INTENTION OF THE COUNCIL TO CONFIRM REAPPOINTMENTS TO URBAN COUNTY BOARDS, AGENCIES AND COMMISSIONS OF PERSONS WHO HAVE SERVED TWO CONSECUTIVE FULL TERMS ONLY IF THERE IS A LAPSE OF AT LEAST TWELVE (12) MONTHS FROM THE END OF SAID TERMS, WITH CERTAIN STATED EXCEPTIONS, PROVIDED, HOWEVER, THAT TERMS OF OFFICE WHICH COMMENCED PRIOR TO JULY 1, 1990 SHALL NOT BE CONSIDERED IN APPLYING SUCH POLICY.

WHEREAS, the Council by Resolution No. 55-79 adopted "Rules and Procedures of the Lexington-Fayette Urban County Council;"

WHEREAS, pursuant to Sections 5.04 and 7.02 of the Urban County Charter, all members of boards, agencies and commissions shall be appointed by the Mayor subject to confirmation by a majority of the Councilmembers, unless otherwise provided by law;

WHEREAS, pursuant to Section 7.02 of the Charter "[t]he Council may, subject to the limitations of applicable state law, prescribe the qualifications required of any member of the boards, agencies and commissions covered by the provisions of this Charter;" and

WHEREAS, it is presently the intention of a majority of the members of the Council to confirm reappointments to urban county boards, agencies and commissions of persons who have served two consecutive full terms only if there is a lapse of at least twelve (12) months from the end of said terms, with certain exceptions, provided, however, that terms of office which commenced prior to July 1, 1990 shall not be considered in applying such policy;

WHEREAS, Section 5.104 of the Rules provides that "[n]o permanent change shall be made to these Rules without notice specifying the purpose and wording of the change given prior to the consideration of the change and the adoption of the permanent change by a majority of all Councilmembers through an amending resolution;" and

WHEREAS, notice of the aforementioned change relating to appointments to boards, commissions and agencies was given to all Councilmembers at the February 27, 1990 Work Session by receipt of the minutes of the February 21, 1990 Planning Committee meeting;

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE
LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT;

Section 1 - That the February 27, 1990 Work Session Summary
Report, which is attached hereto, be and hereby is incorporated
herein by reference.

Section 2 - That Section 4.506 of the "Rules and Procedures
of the Lexington-Fayette Urban County Council," as amended, be
and hereby is enacted to read as follows:

Confirmation of Appointments.

- (1) All appointees to the boards, agencies
and commissions covered by the
provisions of Article 9 of the Charter
who have served two (2) consecutive full
terms shall not be eligible to succeed
themselves until the lapse of twelve (12)
months from the end of said terms. However,
such limitations shall not apply to the
following:
 - a. Appointees serving initial staggered
terms that are shorter in length than a
full term.
 - b. Appointees serving a portion of a term
after being appointed to fill a vacancy.
 - c. Ex officio members.
 - d. Members of bodies created solely by
administrative action of the Mayor.
 - e. Members of agencies whose appointments
do not require Council confirmation such
as, but not limited to, the Library
Board of Trustees.
 - f. The membership of boards, agencies and
commissions which cannot as a matter of
law be limited as to the number of terms
served.
- (2) Any and all terms of office which
commenced prior to July 1, 1990 shall
not be considered in applying the
foregoing policy relating to
confirmation of appointments to boards,
agencies and commissions.

Section 3 - That this Resolution shall become affective upon
passage.

PASSED URBAN COUNTY COUNCIL: March 22, 1990

ATTEST:

Ann Latta
CLERK OF URBAN COUNTY COUNCIL

Seamus Baskin
MAYOR

PUBLISHED: March 28, 1990 - 1c

085/448

Council Report

'Lexington 311' iPhone App is First Step Towards Gov 2.0

by Doug Martin, 10th District Council

Cities all across the country are embracing technology to increase government openness, transparency and accessibility. Governments collect all sorts of data, like crime statistics and geographic information. Governments also interact with the public in many ways, such as providing information about services and handling citizen complaints. Gov 2.0 describes the use of technology to make government information – as well as government itself – more open, transparent and accessible to its citizens.

I was first introduced to Gov 2.0 last winter through a local fountain designer, Russell Sitter, who told me about a new iPhone application that allows citizens to report potholes, graffiti and other issues. As you may know, Lexington operates LexCall 311, a very effective centralized service and information contact center for LFUCG. But with limited resources, LexCall 311 is only staffed Monday through Friday, 7:00 am to 8:00 pm, and is not available after hours or on weekends. (Citizens can call LexCall from their cell phones by dialing 425-2255 or 425-CALL during business hours.)

After coming across a large pothole one Sunday last winter, I asked LexCall how citizens could use e-mail to report potholes and other issues. LexCall's new e-mail service was up and running the very next day, and citizens can now e-mail service issues and requests to LexCall after hours and on weekends through 311@LexingtonKy.gov. (Be sure to include your name, telephone, and a description and location of the problem.) You can even use third party apps to include a GPS tagged photo of the problem and a link to Google Maps in your e-mail. LexCall 311's e-mail service can be accessed on a

wide array of computers and smart phone platforms, including Apple, Android, Blackberry, Microsoft and Palm.

My next experience with Gov 2.0 was the creation of LexCall's new iPhone app – *Lexington 311* – which is currently available for *free* through the iPhone App Store. After seeing the possibilities of *311@LexingtonKy.gov*, I asked LFUCG's Chief Information Officer, Rama Dhuwaraha, to look into developing a new iPhone app for LexCall that could be announced at Lexington's Creative Cities Summit this past April. While the cost of most city apps we found was prohibitive, Rama and his team were able to secure development of the *Lexington 311* iPhone app for less than two thousand dollars. The *Lexington 311* iPhone app allows users to select their issue from a list, take photographs of the issue, fine tune their GPS location on a satellite map, and e-mail everything to LexCall care of *311@LexingtonKy.gov*. LexCall apps for other smart phone platforms are in the planning stages.

So what's next for Lexington and Gov 2.0? Many cities are pursuing open data initiatives so that local software companies can develop new applications custom tailored to their city. Some great examples relating to San Francisco can be found at www.datasf.org/appshowcase/. Given that Lexington was recently recognized by *Business Facilities Magazine* as an Editor's Location Pick and Kentucky's "rapidly emerging high-tech hub," the time has come to begin discussing our own open data policy. To this end, Lexington's Urban County Council approved my motion this past June to refer consideration of an open data policy to our Inter-Governmental Committee. As stated last fall by Portland Mayor Sam Adams after the Portland city council adopted their own open data policy, "software is a key industry cluster, and bringing together a

growing industry with increased public sector transparency means more public involvement, smarter policy, and a stronger economy.”



City of

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Sep. 30, 2009

FOR IMMEDIATE RELEASE

Contact: Roy Kaufmann

Office of Mayor Sam Adams

503.823.4799

Mayor Adams Introduces Open Source Resolution

City and Regional Partners Seek to Put Data to Work with Help of Local Software Professionals

(Portland, OR) The City of Portland today renewed the national call for increased transparency and open government by announcing support for open source software and open data. Developed using a collaborative process often involving commercial vendors, non-profit communities and individual enthusiasts, open source generally gives its users the rights to use, copy, modify and redistribute the software created.

"Today's announcement is about open government, cost savings and job creation for our region," said Mayor Sam Adams. "Software is a key industry cluster, and bringing together a growing industry with increased public sector transparency means more public involvement, smarter policy, and a stronger economy."

The Portland region is already a global leader in the open source industry. The Silicon Forest open source landscape includes vendors like Intel and IBM, software firms such as Janrain, Reductive Labs, and CSI, higher education institutions including Portland State University and OSU's Open Source Lab, and globally visible events, including LinuxCon and Innotech. With the public sector getting involved in three significant ways, the region is well-positioned to maintain leadership on this future-facing innovation.

"The City of Portland has done a remarkable job of bringing civic and institutional bench-strength to its new Open Data Initiative and complementary open source strategy," said Deborah Bryant, Public Sector Communities Manager at Oregon State University's Open Source Lab. "'Open' initiatives are sweeping the imagination of all levels of government. Portland and Oregon are now poised to tap into a wealth of enthusiasm, collaborative talent and technical skills to retain our region's reputation as the epicenter of Open Source Software."

Today's resolution addresses two key areas of opportunity:

- **Open Source Software**

The City of Portland will consider Open Source Software as a viable alternative to proprietary software in future City purchases, especially where doing so can result in savings on software license fees that are common with commercial systems. Open Source Software and open standards offer platform-neutral alternatives to commercial options allowing for data interchange.

The City of Portland will consider Open Source Software when analyzing business requirements during the selection of new software. Additionally, the City will identify existing commercial systems scheduled for replacement in the near future and ensure Open Source Software is also considered in the improvement of the City's technology environment.

- **Open data**

The City is currently working with regional partners to open their data for public access in the Portland Metro area. Once that data is available in accessible formats, community developers will have the opportunity to participate in a region-wide Application Design Contest. The Contest is designed to encourage the creation of freely available open source licensed applications and mashups that use, interpret, and visualize the data. Mashups are applications that combine data from multiple sources into a single integrated experience.

Moving to open data will have the added benefit of allowing inter-governmental and non-governmental agencies to readily access and leverage each others' information, lessening past practices of institutional siloing away of data. The City expects that initial datasets will include regional maps and boundaries, zoning, business and building permits, crime, and many others.

For more information, please contact Rick Nixon at the Bureau of Technology Services. His email address is rick.nixon@ci.portland.or.us.

###

RESOLUTION No. 36735

Mobilize and expand the regional technology community of software, hardware and service professionals by promoting open and transparent government, open data, and partnership opportunities between the public, private and non-profit sectors, academia and labor (Resolution)

WHEREAS, the City of Portland is committed to engaging the community by working with citizens, soliciting their ideas, input, and creative energy; and

WHEREAS, the City of Portland is committed to using technology to foster open, transparent, and accessible government; and

WHEREAS, by sharing data freely, the City of Portland seeks to develop opportunities for economic development, commerce, increased investment, and civic engagement for Citizens of the Portland region; and

WHEREAS, publishing structured standardized data in machine readable formats creates new opportunities for information from different sources to be combined and visualized in new and unexpected ways, for niche markets to be identified and developed, and for Citizens to browse, interpret and draw attention to trends or issues with greater efficiency; and

WHEREAS the adoption of open standards improves transparency, access to public information, and improved coordination and efficiencies among bureaus and partner organizations across the public, non-profit and private sectors; and

WHEREAS, the City of Portland seeks to encourage the local software community to develop software applications and tools to collect, organize, and share public data in new and innovative ways; and

WHEREAS, Software applications and tools that enable Citizens to access, visualize, and analyze public information will promote greater civic engagement and encourage Citizens to provide feedback on local issues; and

WHEREAS, the Portland region is a global leader of the Open Source Software industry, with leading foundations, businesses, and professionals located in and around Portland; and

WHEREAS, supporting and encouraging the development of Open Source Software curricula in Portland area educational institutions will result in a "Culture of Openness" that will enable Portland to increase the momentum behind its efforts for the foreseeable future; and

WHEREAS, Open Source Software can enable the City of Portland to use, copy, customize and redistribute software it deploys for government services; and

WHEREAS, the City of Portland will consider Open Source Software as a potential alternative to existing commercial software solutions in its purchasing and contracting decisions; and

36735

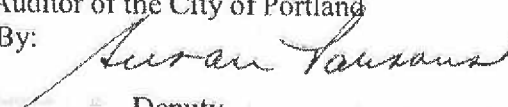
WHEREAS, the City will promote the creation and continued evolution of innovative Open Source Software solutions to meet civic needs;

NOW, THEREFORE BE IT RESOLVED, that the Council of the City of Portland:

1. Directs the Bureau of Technology Services to:
 - a. Enter into agreements with our regional partners to publish and maintain public datasets that are open and freely available while respecting privacy and security concerns as identified by the City Attorney;
 - b. Develop a strategy to adopt prevailing open standards for data, documents, maps, and other formats of media;
 - c. Organize a regional contest to encourage the development of software applications to collect, organize, and share public data;
 - d. Establish best practices for analysis of business requirements in software review and selection processes, identify existing commercial software systems with licenses that are scheduled to expire in the near future, and encourage the consideration of Open Source Software in the review, replacement and continual improvement of business solutions;
 - e. Work with Travel Portland and regional partners to promote Portland as a host city for leading Open Source Software conferences and related technology events, such as LinuxCon, Innotech, etc;
2. Directs the City's Purchasing Agent to notify and distribute all formal technology related purchasing and contract opportunities for publication and distribution by the Software Association of Oregon, Oregon Entrepreneurs Network and the open source community in addition to those public notice requirements required under Portland City Code 5.33.300.

Adopted by the Council: SEP 30 2009
Mayor Sam Adams
Prepared by: Warren Jimenez
Date Prepared: September 17, 2009

LaVonne Griffin-Valade
Auditor of the City of Portland
By:


Deputy



Why Open Data matters for local authorities

7 January 2010

Why should it matter whether local authorities make their data available - not just as pretty web pages and inaccessible PDFs, but as actual data open for reuse?

It matters for local authorities for the same reason that it matters for central government. First, it's our data and we should be able to freely access, use, and reuse it. Second, it gives people the ability to transform their lives for the better, for government to reduce duplication.

We are rapidly moving away from a world where being online involves passively browsing the web for information. Increasingly, we are using iPhone-type smart phones, widgets, social networking, twitter, and desktop applications that rely on online data or web pages that look like desktop applications.

Councils can't keep up with all of this and may, like Birmingham City Council, waste huge sums of money if they try. But they can make their data available and thus reusable in all sorts of ways that you and I can't even imagine yet.

Putting raw data (CSV files, database dumps, data feeds) online allows it to be repurposed not just for shiny new gadgets, where loading a whole web page is slow and problematic, but for a thriving ecosystem of applications making data useful and relevant to the user's location.

It also allows it to be used in innovative visualisations (such as the BBC's latest one on Road Traffic Deaths or WhereDoesMyMoneyGo) that make sense of complicated data, and in real-world projects such as the Postcode Paper, which takes publicly available data about a local area and turns it into a newspaper.

This isn't just for geeks, for wealthy early adopters. Mobile phone usage is pervasive among the young and in all social classes. Web pages are often inaccessible or badly formatted for those with accessibility issues or who use screenreaders.

My own project, OpenlyLocal.com, extracts (mainly democratic) data from council and government websites and then makes it available to be reused by 'hyperlocal' communities, on google gadgets, and even other council websites.

If councils were to provide the raw data, we could concentrate on these applications rather than the extraction - a tricky and imperfect task at the best of times.

Lastly, data must be reusable without restriction. As David Eaves put it in his 'three laws of open government data': If it can't be spidered or indexed, it doesn't exist; if it isn't available in open and machine-readable format, it can't engage; and if a legal framework doesn't allow it to be repurposed, it doesn't empower.

Chris Taggart is the founder and developer of OpenlyLocal.com, and has been appointed to the government's new Local Public Data Panel, chaired by Professor Nigel Shadbolt

Your Tax Dollars at Work

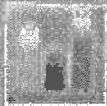
Where the City Gets its Money

Occupational taxes, property taxes...



How the City Spends Your Money

Police, Public Protection, Public Works...



Louisville Checkbook

Search city expenditures by agency, vendor...



City Employees Salaries

Lookup salaries by name, department...



Stimulus Funding for Louisville

See spending, map projects around you...



Questions & Answers

Where, how much, why, when...



[2010-2011 Approved Budget](#)

[Previous City Budgets](#)

[Annual Financial Reports](#)

[City Government Audits](#)

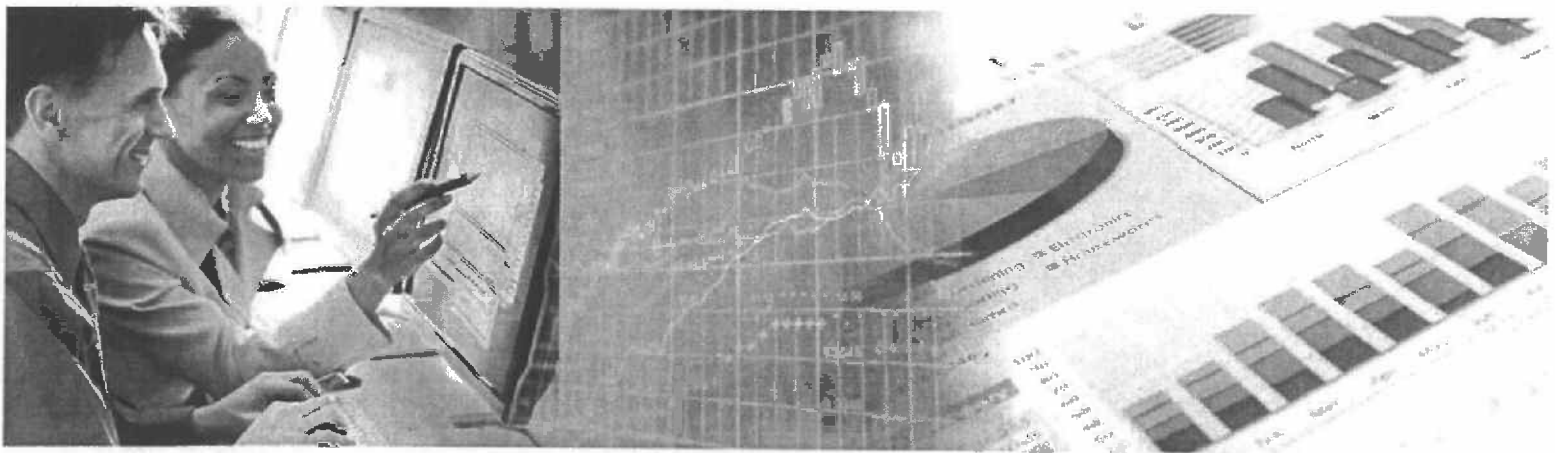
[Boards and Commissions](#)

[City Organization Chart](#)

[Suburban Fire Financial Reports](#)

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A Call to Action for State Government: Guidance for Opening the Doors to State Data

Transparency initiatives and websites are proliferating across government and industry globally. One aspect of the transparency trend is broader access to government data. The federal government is actively developing its data portal—www.data.gov—with robust objectives regarding the number of available datasets. The full universe of outcomes is not fully understood, but it is certainly anticipated that the availability of government datasets will lead to more citizen engagement, the potential to spawn new economic opportunities, efficiencies in the creation and use of data, and greater accountability on the part of government.

These are unprecedented times regarding openness in government. President Obama has made a commitment to open government that is unparalleled. One demonstration of this commitment is the launching of the Open Government Initiative. This initiative is founded on three principles:¹

- Transparency – to enable greater accountability, efficiency, and economic opportunity by making government data and operations more open.
- Participation – to create early and effective opportunities to drive greater and more diverse expertise into government decision making.
- Collaboration – to generate new ideas for solving problems by fostering cooperation across government departments, across levels of government, and with the public.

"My Administration is committed to creating an unprecedented level of openness in Government. We will work together to ensure the public trust and establish a system of transparency, public participation, and collaboration. Openness will strengthen our democracy and promote efficiency and effectiveness in Government."² *President Barack Obama*

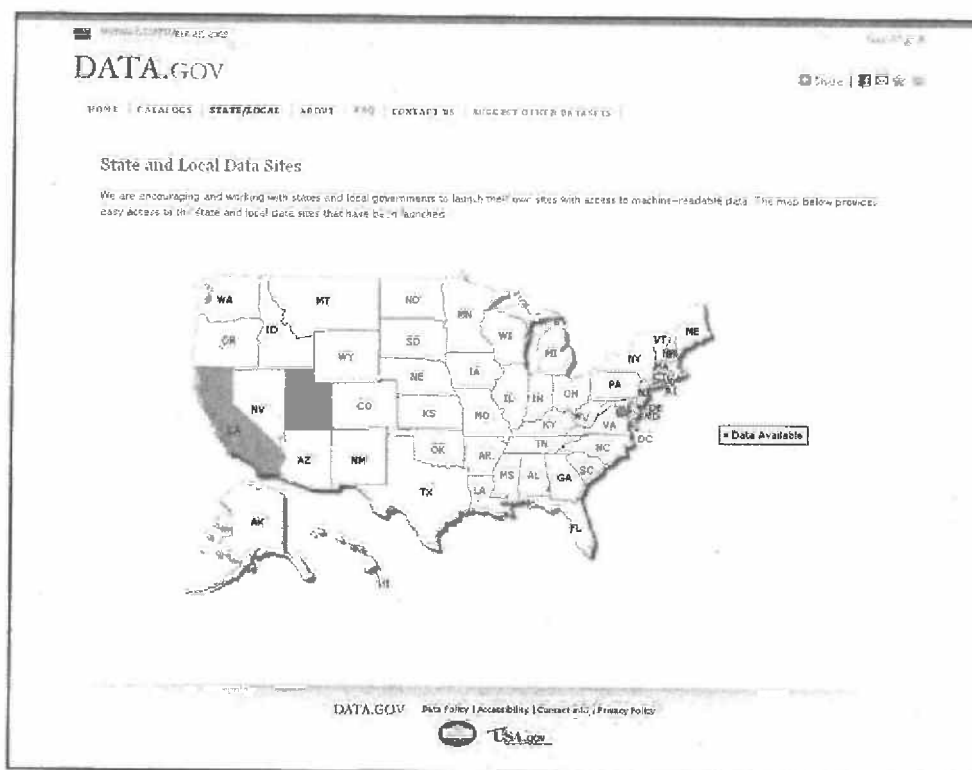
NASCIO Staff Contact:

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NASCIO represents state chief information officers and information technology executives and managers from state governments across the United States. For more information visit www.nascio.org.

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www.data.gov/statedatasites

State governments have been leaders in the establishment of state transparency and accountability portals and are now considering including high priority datasets in the mix.³ The next phase in this open government transformation is the democratization of data as evidenced by the federal government's creation of www.data.gov. With vast data resources, States are in a similar position to create a new kind of relationship with their citizens. NASCIO encourages states to follow suit in the steps of the District of Columbia, the State of Utah, the State of California and several local governments.⁴ The difference now is the availability and provision of raw, machine-readable data, structured to allow manipulation and analysis electronically. This allows the combining of multiple public datasets using mashups to create new information, data and services.⁵ Data within the context of these discussions is unabridged data; data that has not been aggregated, summarized or interpreted.

Democratization of data doesn't stop at the states. Local governments are also pursuing open government initiatives and creating data.gov sites. The District of Columbia is the forerunner; however, San Francisco and New York City are two other models.⁶ With the launching of DataSF.org, San Francisco Mayor

Newsom is hopeful that the availability of this data will lead to new economic opportunities.

Collaborate for Success

Successful planning and execution of such an initiative will require the collaboration of multiple state agencies and programs that serve as custodians or stewards of state data. These include state CIOs, chief enterprise architects, archivists, records managers, data architects, agency data stewards, librarians, portal developers, and the program management office. These roles bring with them an enterprise view relative to state data and that is the perspective that must be maintained in launching a data.gov initiative.

"Whatever else, the raw data should be made available as soon as possible. Preferably, it should be put up as Linked Data." *Sir Tim Berners-Lee*⁷

The Value of Government Data

The full list of benefits and risks associated with making state government data available in easy to find and usable formats will become more evident in the future as government and the public gain experience with this resource. State government has always been a source or supplier of public data, however it has often been difficult to discover and not available in a raw format to be consumed and reused.

"Democratization of data" is often used to describe the process of making government data more available. This is now being accomplished through federal, state and local "data.gov" portals. The anticipated outcomes include:^{8,9,10}

- Greater government accountability, credibility and integrity – because the public has easier access to government reports and the underlying data.

Government should anticipate additional checks and balances being demanded by citizens as they scrutinize past and current legislation, and the "real" benefactors of that legislation.¹¹

- More productive government staff—because of the potential for citizens to find the data they need without the assistance of government agency staff.
- More productive and effective government staff—because data is more accessible and available to government decision makers, analysts and researchers. The increased availability of data can lead to more analytical decision making versus strictly intuitive decision making. This can lead to more effective decision making with a proper balance of analytics and intuition.
- A more informed public—because the public has easier access to raw data. Evaluation of this data will lead to conclusions regarding all aspects of society and the physical environment. Citizens will become more fact based and "evidence" oriented.

With the availability of data, policy makers, decision makers, and citizens may become more oriented and accustomed to data analysis. This means more emphasis on facts and less emphasis on intuition. This more informed public may become less accustomed to accepting the inferences of others. There may be more demand for citations of data sources. There may be more "checking up" on statements, generalities and trite comments made by public officials and others.

- More participation in government by citizens—because a data.gov portal increases the ability of the public to easily find, download, and use

datasets that are generated and held by state government.

- Stimulation of innovation and new business ventures through secondary use and repurposing of data by private firms. Access to government datasets can lead to new services that harvest added value from this data.
- More and better ideas generated for improving government effectiveness—because the citizens can access government easily, they can evaluate circumstances and potentially generate ideas for solving problems and exploiting opportunities.
- More confidence in government—because citizens can see the value that government delivers.
- Higher detection of fraud and abuse—because there are more people looking for signs of it.
- Potentially new correlations and understanding that can lead to the identification of opportunities for government, business, academia and non-profits. This can be accomplished through mashups.
- Surfacing of previously unidentified, but emerging issues. This can result in more predictive analytics which can lead to a better prepared government and society.
- Identification of new opportunities for exploitation of data for good *and for bad*. Access to government datasets can lead to new value added services that harvest value from this data. The criminal element will also be looking at this data—to find ways to exploit and do harm.
- Validation or obsolescence of previous assumptions regarding *cause and effect*. And this can happen in any number of areas of interest.
- A more informed media and advocacy groups. The media may harvest this available data for substantiating issues, proposing solutions, challenging policy, or promoting a platform.

Once the data gates are open, it may never be possible to close them again. It should be anticipated that society will not only expect access to data and information, but will demand it from now on.



Federal Data.gov Site = www.data.gov

"From the performance of a local school to the most recent statistics on crime we need to make sure that people have the facts they need to make informed choices and hold public services to account." *Tessa Jowell MP, Minister for the Cabinet Office, United Kingdom*¹²

Tools of the Trade

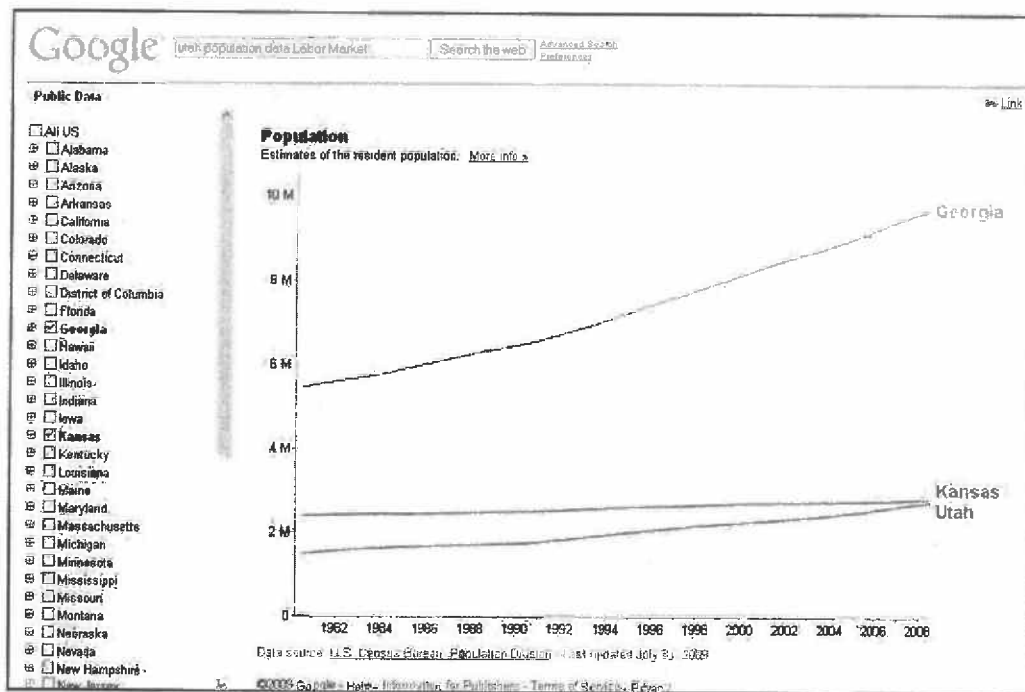
With the advent of data accessibility, it is quite conceivable that there will be a growing demand for capabilities for harvesting, analyzing, visualizing and presenting government data and information, and authoritative data services. These tools include the understanding and application of descriptive and inferential statistics, business intelligence, business analytics, geospatial visualization, and other visual analytics.¹³

Visual Analytics is the science of analytical reasoning facilitated by interactive visual interfaces.¹⁴

For some time much of government data has been available, but one needed to know *where* to look for it. With the launching of data.gov, the federal government is paving the path so that it is easier to access federal government data. There is only one place one needs to look—data.gov. Further, given the robust objectives of the data.gov initiative, more and more data will be accessible through this door.¹⁵ The state of Utah has "surfaced" multiple datasets that were already available for public consumption but are now easy to find. Utah has also enhanced the state's data.gov site with tools for analyzing and presenting data—and not only data pertaining to the state of Utah. The state data portal also presents publicly available data from other states such as unemployment data. In this way, data can be compared and evaluated.

Making government data more available is simply good business. It will build a stronger relationship between government and its constituents.

There is a growing capacity and sophistication on the part of citizens and organizations to develop web applications including mashups. This sophistication will increasingly put pressure on government accountability and reporting. Demands on government for custom reports—such as mashups of



From the State of Utah data portal
(this page can be accessed from the federal data.gov site by selecting the state of Utah under STATE/LOCAL)

bills and campaign donations – is quickly becoming impossible to meet. However, by providing the raw data to constituents, particularly through linked data, government can share this burden. The raw data can be made available, and additional value-add compilations can be achieved through mass collaboration approaches.¹⁶ Government can't support all those specialized functions and needs, but it can facilitate their development by providing the content that makes them possible.

"It is simply unacceptable at this point in history that a citizen can use Web services to track the movies he is renting, the weather around his house, and the books he's recently purchased but cannot as easily monitor data regarding the quality of his drinking water, legislation, or regulations that will directly impact his work or personal life, what contracts are currently available to bid on for his state, or what crimes have recently occurred on his street."
*Jim Willis, Director of eGovernment, the State of Rhode Island, from "Wikinomics: How Mass Collaboration Changes Everything"*¹⁷

Principles for Open Government

In 2007, a working group was convened to establish "Principles for Open Government." The conveners included O'Reilly Media, Public.Resource.Org with the support of the Sunlight Foundation, Google, and Yahoo.¹⁸

This working group developed 8 Open Government Data Principles which can form the basis for state government data.gov initiatives. These principles are presented here as candidate foundational principles that should be considered for adoption and enhancement by state government.

1. Complete

All public data are made available. Public data are data that are not subject to valid privacy, security or privilege limitations.

2. Primary

Data are collected at the source, with the finest possible level of granularity, not in aggregate or modified forms.

3. Timely

Data are made available as quickly as necessary to preserve the value of the data.

4. Accessible

Data are available to the widest range of users for the widest range of purposes.

5. Machine processable

Data are reasonably structured to allow automated processing.

6. Non-discriminatory

Data are available to anyone, with no requirement of registration.

7. Non-proprietary

Data are available in a format over which no entity has exclusive control.

8. License-free

Data are not subject to any copyright, patent, trademark or trade secret regulation. Reasonable privacy, security and privilege restrictions may be allowed.

Additional Examples of Principles to be Considered for Democratization of Data

The following are additional candidate principles that state government should evaluate and enhance as an early step in its development of a data.gov portal. These principles are grouped into major categories.

REGULATION

- State data is a state asset and as such must be made readily available within the restrictions of applicable federal and state regulation and statutory requirements.¹⁹

CIVIC ENGAGEMENT

- State datasets must be treated as state government assets and managed appropriately to protect national security. As state government moves beyond currently available datasets, more scrutiny should be applied to evaluate the appropriateness of publicizing state government datasets.
- Secondary use of state government data should not include controls over its use.²⁰
- Government data will not be used for harm to the state government, the public or any other entity.

- State government data availability will encourage and enhance public participation in the processes of government.

- State government data should be made available real time – or as close to real time as possible.^{21,22}

QUALITY AND SECURITY

- State government data must be protected from unauthorized modification.
- State government data must be up to date, accurate, credible, reliable, appropriate, secure and complete. That is, the quality of data presented on a state data.gov portal will be assured.
- Privacy of individuals must be respected and maintained.
- Data cannot be attested to upon secondary usage. That is, once data is downloaded, it is no longer the responsibility of state government to attest to its quality.

TECHNOLOGY

- Data should be made available digitally in structured open formats that are re-useable. Proprietary formats should be avoided.²³
- State government data made available through a state government data.gov portal will have previously been classified as publicly available data.
- Technology barriers should not exist for access to government data. There should be as little technical restrictions as possible.
- State government data should be made publicly available without impacting the systems of records that produce and maintain that data.
- State government data will be managed using a common standardized metadata model in order to assure an established minimum information about datasets. Examples of metadata include:
 - Ownership
 - Effective date
 - Period of Coverage
 - Geographic Scope
 - Source
 - Description
 - File Format
 - Preferred Citation²⁴

We believe that this “need for openness” occurs once you understand e.g. the connection between an open society and lack of corruption. OECD statistics show that countries with a pronounced legislation on openness have the lowest degree of corruption.
*The Open Sweden Campaign*²⁵

Metadata Model

Datasets that are made available should include additional information about the dataset in order to present the context for the data. This pedigree information includes information such as:

- the identity of the content owner and steward
- assurance that the data does not have security or privacy concerns
- date released
- format
- assurance that the dataset is in compliance with applicable privacy, confidentiality, and other relevant statutory requirements
- assurance that the data is in compliance with the information quality guidelines of the content owner / steward

A comprehensive, common standard meta model will provide the following benefits as state government moves forward with a state data.gov initiative.

- Contextual basis for interpreting datasets
- Ability to attest to the quality of the data
- Ability to trace the data back to its source
- Ability to compare data from multiple sources
- Ability to evaluate datasets for secondary use
- Consistency in quality across the states

NASCIO recommends states adopt the metadata model presented in Appendix III. This model was adapted from the federal data.gov metamodel and enhanced with additional reference to the Dublin Core Initiative.²⁶

What Data to Share

The democratization of data is indeed an evolutionary process. It should be understood as an *iterative process*. Early iterations of state government data.gov initiatives should present data that is already created for public consumption, and can be anticipated as interesting and useful to the public, government, nonprofits and industry. States should not put up any data for which there are statutory privacy or security concerns.

Candidate datasets can be identified through multiple means such as:

- Collaboration with state agencies
 - What data is uniquely collected by that state agency
 - What data availability would enhance the mission of the agency
 - Identify what data is in high demand
- Search analysis on the STATE NAME.gov domain
 - This may be done using a web crawler to find publicly available datasets. HTML scraping extracts HTML code and transforms it into a more automated format that is reusable such as XML or RDF.²⁷
- Common sense based on known interest and usability factors
- Implement a “suggestion box” as a means for identifying candidate data

Data.gov sites will grow in volume and sophistication over time. A first launch should not be expected to be perfect. Simply make the data available and expect future iterations to continually improve. A metamodel is important for providing important context, traceability, ownership, and quality. It has to be determined what minimum of information should be considered mandatory. It is recommended that states establish a very short list of required metadata. Pursuing a “less is more” approach will help to ensure the metamodel doesn’t become a barrier to continual growth of government data transparency. In some instances very little information is really necessary to provide the best benefit to data consumers. Use of a common metamodel across the states provides a great utility for finding comparative data.

“The internet...has now surpassed all other media except television as an outlet for national and international news....For the first time in a Pew survey, more people say they rely mostly on the internet for news than cite newspapers.”
*Pew Research Center, December 2008*²⁸

Linked Data

Government datasets can be made accessible through a variety of means including the development of a separate public data warehouse as was done in the District of Columbia. Another approach is to enable access to state government datasets through *linked data techniques*.²⁹ Using this approach, a state data.gov site would point to existing, publicly available datasets.

Sir Tim Berners-Lee presents the following advantages of Linked Data Techniques:

Openness:

Linked Data is accessible through an unlimited variety of applications because it is expressed in open, non-proprietary formats.

Modularity:

Linked Data can be combined (mashed-up) with any other piece of Linked Data. For example, government data on health care expenditures for a given geographical area can be combined with other data about the characteristics of the population of that region in order to assess effectiveness of the government programs. No advance planning is required to integrate these data sources as long as they both use Linked Data standards.

Scalability:

It's easy to add more Linked Data to what's already there, even when the terms and definitions that are used change over time.

Guidance and Recommendations

1. State CIOs should be the champion and evangelist for promoting the concept of a state data.gov portal. State CIOs should partner with agency executives, records managers, librarians, archivists, data architects and others to create appropriate leadership, visioning, and governance. Transparency must be understood as a state enterprise initiative that is enabled by state agencies in partnership with the state CIO, and the Governor.
2. State government is encouraged to develop and release data in a structured, flexible and searchable manner—as quickly as feasible.
3. Start simple by providing data that is already public. Quickly adopt governance and architecture principles and standards in order to properly plan, implement and sustain the initiative.
4. Create an inventory of currently available datasets in partnership with state agencies, archivists, librarians, and records managers. Identify high priority datasets.
5. Establish basic data categories then continue to identify data sources that fit these categories. Expand the list of categories over time.
 - Financial
 - Employment
 - Environmental
 - Health
 - Energy
 - Economics
 - Education
 - Population
6. Establish ongoing service level agreement with authoritative data owners and custodians to provide consistent and ongoing data to the portal.
7. Leverage linked data approaches to present state datasets. This simplifies the process and avoids redundant data storage.
8. Leverage work that has been done relative to creating and managing other data portals, such as a state geodata portal.
9. Develop a common metadata model that will assure consistency across the states for state government datasets.
 - Established metadata will help to ensure the quality of the data
 - Employed as part of the dataset submission process
 - Drives population of data catalogs
 - Drives search engines and other means for discovery
 - Establishes minimum requirements for the “fitness for use” of datasets
 - Adopt the metadata model presented in Appendix III of this report. Determine what elements of this data model are appropriate for the various dataset types. There may be a lighter version for certain datasets.
 - Associated metadata should be made available for consumers of datasets.
10. Collaborate with other states on what works and what doesn't.
11. Plan for ongoing marketing and awareness building related to democratization of data.
12. Plan and design feedback processes, performance metrics, and measurements of demand. Engage citizens actively to learn what data and functionality they desire in a data.gov portal. Create the necessary functionality to capture and publicize success stories from citizens, non-profits, and businesses that demonstrate the value of this new available government data. Capture, publish

and promote new business ventures that were initiated and the successes they've been able to achieve; citizens and non-profit use of government data to impact government performance and delivery of services.

13. Plan and design notification processes that use RSS feeds and other approaches to notify end users that new data is available. Provide *subscribe and notify* features.
14. Establish policy and technical governance. A policy and strategy governance organization should be initiated and sustained which includes representation from state agencies as owners and stewards of data. A technical governance organization will establish technical standards for vetting and managing datasets, dynamic links, and the design and maintenance of the portal.
15. Establish a mechanism for creating and sustaining *subject area / practice area* communities of interest.
16. Maintain compliance with existing state government standards.
 - Business
 - Process
 - Data
 - Technology
 - Accessibility
 - Security and Privacy
17. Establish and maintain an enterprise perspective. Data.gov sites will provide a comprehensive view of the state enterprise. Present this data as enterprise data with a common look and feel and functionality.
18. As state data.gov sites evolve and continue to improve, anticipate the following enhancements and issues.
 - New demands for data
 - Demand for analytical tools
 - Notification
 - Challenges in data discovery
 - Data services that are dynamic, extensible, and customizable by data consumers
19. Collaborate with state archivists, state librarians, data architects, enterprise architects and state GIS specialists in developing the strategies and plans for implementing and sustaining a state data.gov site.

20. Develop methods and procedures in cooperation with state agencies for ongoing data identification.
 - Anticipate innovative ideas from agencies and the public
 - Anticipate both structured and unstructured data
 - Documents
 - Images
 - Video
 - Audio
 - Develop methods and procedures for maintaining links
 - Detection and repair
21. Identify methods and procedures for ongoing performance metrics
 - Access frequency
 - Establish data stewardship roles
 - Data stewards will be responsible for ensuring data quality
22. Determine what data formats will be supported including:
 - Comma Separated Value (CSV)
 - Extensible Markup Language (XML)
 - Keyhole Markup Language (KML)
 - Resource Description Framework (RDF)
23. Monitor the emerging formats and presentation approaches related to data and data services.
24. Investigate innovative business models, sourcing and private sector services that enable government transparency.

Next Steps

There are a whole host of questions and issues that will eventually need to be addressed. As government moves into this new level of transparency and secondary use of government data, new issues will emerge, and numerous questions and issues will eventually need to be addressed. Expect surprises. Currently identified issues include:

- Preservation and version control.
- New modes of providing information to the public may obsolete traditional methods for receiving and responding to requests for information.
- The importance of "context" for information. How much context should be provided?
- How to validate or verify the accuracy of the content in secondary sites? It will be an issue in litigation at some point.

- Dynamic access to data. Update frequency versus dynamic links through application program interfaces. How close to real time should be expected or will be demanded by the public?
- Availability of data may be the beginning of an increase in citizen engagement to a level that is difficult to anticipate. Be prepared for new issues and challenges to state government's capacity to respond. Balancing this challenge is the anticipated increase in citizens' ability for self service.
- What tools for analyzing data will be requested or even demanded by citizens?
- With the proliferation of data, what collisions will occur as more sophisticated analysis methods emerge? What new correlations and multi-variant analysis may actually pierce the privacy and security barriers?
- Early utilization of state government data may begin with a relatively limited market. Anticipate utilization will grow. What capacity issues will emerge as utilization grows?
- Availability of data will provide the basis for comparative analysis across state governments including demographics, crime statistics, environmental quality, economic development, etc. What new behaviors and disciplines will emerge related to competition, and fact based decision making in government and industry?
- As government and society mature in their use of data, anticipate new needs and requirements that will require enhancements to the metadata model, vetting process and governance.
- Anticipate future demand for dynamic data service provisioning tools for data presentation, data analysis, and metadata searching. Increasingly, data consumers will be searching for and demanding online data services versus static, point-in-time datasets. These types of capabilities are currently available on geodata.gov.
- Understand the real personal impact on citizens and the economic impact on business that has come about, or has been enabled by this new available government data resource.
- Continue to actively engage citizens, non-profits and business through collaborative means for ongoing learning, adaptation and transformation regarding state and even national government data transparency.

Conclusions

Open government and the democratization of data is here to stay. Over time the demand for data can be expected to increase. State government should embrace this trend and enable it. The state CIO is in the unique position of viewing these resources at the enterprise level and crafting an architectural strategy and implementation plan to facilitate and enable the growth in the democratization of data. State CIOs should anticipate that making currently available datasets more available through a convenient single door is an important first step. In the near future, the state CIO can act as a champion as well as a significant promoter and visionary for new capabilities for citizens to become proactive participants in the processes of government. This can lead to the identification and development of value added tools that will assist citizens, government workers and businesses in the use of government data. The ultimate outcome is better, more engaging government, citizen partnering and ownership of their government, and realization of this great vision:

"—that this nation, under God, shall have a new birth of freedom—and that government of the people, by the people, for the people, shall not perish from the earth."³⁰ Abraham Lincoln

Now technology is making this vision more possible than at any time in history. Citizens will be able to engage more effectively and easily. State government is at the brink of a new era in data democratization. This is a step in the right direction. Get ready. This adventure is just starting—and the state CIO is a key enabler.

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City News

Mayor names LeX-Ray committee

Posted Date: 8/16/2010 8:15 AM

Mayor Jim Newberry today appointed a committee to advance the LeX-Ray initiative with the goal of making Lexington city government a national leader in electronic transparency and commerce.

Committee members include Eveanna Barry, Director of Performance Measures, Advancing Government Accountability; Lafe Taylor, sales associate for 2¹²ths, a local web design company; Todd Willey, President and Chief Architect, Rubidine; Ron Bingham, led the Empower Kentucky Program; and David O'Neill, Property Valuation Administrator. In addition, three city employees will serve on the committee: Rama Dhuwaraha, the city's first Chief Information Officer; Bill O'Mara, Director, Division of Revenue; and Candace Wafford, Financials Manager.

Newberry said the goal of the LeX-Ray initiative is to give citizens "X-ray vision" into how their government is spending their tax dollars.

Over the past four years, the city has brought what was the city's antiquated electronic infrastructure into the 21st Century, upgrading hardware infrastructure and software applications. Many improvements that have been made will enable the city to expand the city's e-transparency and e-commerce.

The goal of LeX-Ray is to take the next step by creating a virtual gateway to city government.

Some components can be added to the city's website quickly, others may take more time. The committee will also plan for continuing improvements. "The site will be continually evolving to give citizens more and more access to their government," Newberry said.

A key goal of e-transparency is to give citizens on-line access to timely, detailed information about how their tax dollars are being spent, Newberry said.

In terms of e-commerce, the committee will find ways to enable citizens to pay fees on-line, for example, for building permits, space rental or programming fees. Up until now, the city has allowed only payment of a few fees in Parks and Recreation on-line. This e-commerce initiative will make our city more efficient for citizens.

"I want our government to become one of the nation's best on-line resources for citizens," Newberry said.

Intergovernmental Committee Items-Pending

October 6, 2010

<u>Item</u>	<u>Referred By</u>	<u>Date Referred</u>	<u>Status</u>
State Auditor of Public Accounts Fraud Investigation Recommendations	Gorton	10-5-10	
Lobbyist Registration Amendment to Ethics Act	Lawless	9-21-10	
Adoption of Prevailing Open Standards for Documents, Maps & Other Data Formats	Martin	7-6-10	
Board/Commission Term Limits	James	7-6-10	
Local Preference	Gorton	6-29-10	Referred to Purchasing Sub Committee
Minority & Woman Business Recruitment	Stinnett	6-29-10	
Lay Off Policies	Lawless	6-8-10	
Timeliness of Former LFUCG Employees Working for Others	Crosbie	4-13-10	
Exit Interviews	Myers	3-9-10	Sub Committee
Purchasing, Procurement & Professional Service Selection Process	Crosbie	3-9-10	Sub Committee

<u>Item (cont)</u>	<u>Referred By</u>	<u>Date Referred</u>	<u>Status</u>
Council Rules: Option to Speak Regarding Items Not on the Agenda	Crosbie	12-8-09	Requested Law Memo Clarifying Councilmember/Mayor Training
E911 Call Center Management	Lawless	12-1-09	Referred to Internal Audit Board
Groups that Make Board/Commission Nominations	Crosbie	8-11-09	Fall 2010
Grievance Procedures	James	4-8-08	Sub Committee
Citizens' Advocate Office Draft Policy & Procedures Manual	Myers/ Ellinger	2-5-08	Sub Committee
Boards & Commissions That Adhere to Ethics Act Financial Disclosure	Myers	8-14-07	Fall 2010
Boards/Commissions Reporting	Myers	8-14-07	Fall 2010
Council Standing Committees	Myers	1/16/07	COW Discussion
High Risk Pay Supplement	Gorton	2/14/06	Unknown
Proposed New Compensation System	Gorton	1/15/05	Delayed-Finance & HR