AGENDA
Budget Committee of the Whole
May 24, 2011
1:00 P.M.

1. **Links Reports**
   - **Finance & Social Services Links** (1-27)
   - **Public Works/Environmental Quality Links** (28-35)
2. **Other Business**
3. **FY 12 Council Budget Schedule** (36)

Finance, Budgeting and Social Services Link
FY 2012 Recommendations

The Link committee held meetings on April 21 and May 12, 2011. All three Link members Beard, Ellinger and Ford were present at both meetings. Also attending were the Commissioners of Finance and Social Services, their staff and council staff. Based on these meetings the Link recommends the following:

In Social Services:

The Link recommends that out of the $250,000 in the Mayor's Proposed Budget for Affordable Housing Trust Fund program in the Social Services Commissioners Office professional services budget be allocated as **$100,000 for an Affordable Housing Trust Fund Study and leave in this Line Item**; and to reallocate $50,000 for a Senior Citizens Satellite Program at the Charles Young Center with a part time employee and start up equipment and $66,500 for a Administrative Specialist Senior in the Division of Youth Services. **This leaves $33,500 in this line item.**

Fund	Department	Section	Account	Amount	
1101	606101	6001	71299	($116,500)	Prof. Services
1101	606501	6501	63111	$66,500	Admin Spec. Sr. for Youth
1101	606102	7292	63313	$15,000	PTE for Charles Young
1101	606102	7292	75101	$35,000	Operating Supplies

In Finance:

The Link does not have any recommendations for changes in the Mayor's proposed budget.

In addition to these budget item recommendations the Link recommends that the Vice Mayor appoint a task force to look at the need for a new Senior Citizens Center.

The Link wants to thank both Commissioner Mills and Commissioner Driskell and their staffs for all their assistance and effort in preparing the Mayor's proposed budget and working with the council during this process.

Finance

FY 12 COUNCIL LINK QUESTIONS

1. Can you identify and discuss the major changes that were included in your budget? Professional service contract funding was included to reevaluate banking services and investment policies and procedures. In addition, banking fees were appropriately reflected in the operating budget.

2. What costs within your budget must be preserved, could be deferred or possibly eliminated by other recommendations? The results of the professional service contract to evaluate banking will result in bank fees being reduced.

3. Based on your comments from question 2 above, what would be the impact if these programs, expenditures were deferred or excluded from 2012's budget? Our banking fees will continue to escalate.

4. If the adopted budget cut your division more than in the Mayor's Proposed Budget what would be the impact? Reduction in staffing would be required.

5. Are there specific needs during FY 12 that are NOT being met? The basic core functions are intact. Please identify and discuss.

6. Have you developed or plan to develop any initiatives that will reduce costs for this government in the short or long term? Please identify and discuss Evaluation of banking fees is just one of many initiatives that may reduce costs over time. More globally, throughout the budget we have targeted initiatives that will be discussed in division specific details. Centrally looking at other areas such as printing, telecommunications costs, and fleet as just a few examples.

7. If you could recommend anything to the Council that the government and its employees should stop doing immediately, what would your recommendations be? Again, globally those immediate steps have been suggested in the Mayor's recommendation in many program areas.

8. Does you department/division have a mission statement? If so, how does the mission statement tie with how your department/division performs work?

The Department of Finance and Administration strives to:

- Ensure that the Government's financial resources are collected, invested and distributed in a fiscally responsible manner
- Provide financial/fiscal oversight by reviewing operations and preparing monthly, quarterly, or annual reports
- Provide support service to the other departments and government programs.

9. How do you use performance measures within your division? How do they relate to your mission? Performance measures are used throughout the divisions (see individual answers).

10. Do you have any final thoughts or comments that the Council should consider as they continue to work towards a balanced budget for FY 12? The budget should reflect expenditures that are sustainable, reflect core services, and be structurally balanced.

Information Requests

- Please provide a listing of positions in your department/division, and note changes (newly funded positions, or positions proposed for cuts)

For positions proposed to be unfunded, reduced, or eliminated: Please provide detailed information about the responsibilities of the position, how these duties will be handled, and the impact on the government and public.
For newly funded positions in the Mayors Proposed Budget: Please provide detailed information about why the position is needed, and the benefit of funding this position at this time.

- An organizational chart of your department/division Attached

- List of performance measures your division uses?

  Credit Rating Standards
  Investment benchmarks
  Key financial indicators

Accounting Division

FY 12 COUNCIL LINK QUESTIONS

1. Can you identify and discuss the major changes that were included in your budget? Abolishment of Fixed Asset Accountant position

2. What costs within your budget must be preserved, could be deferred or possibly eliminated by other recommendations? Operating costs for the Division of Accounting are directly related to core business functions within LFUCG. For example, vendor payments require check stock. These costs are budgeted to the Division of Accounting.

3. Based on your comments from question 2 above, what would be the impact if these programs, expenditures were deferred or excluded from 2012's budget? Plan for reduction of expenditures via adjustments to policies and procedures within LFUCG.

4. If the adopted budget cut your division more than in the Mayor's Proposed Budget what would be the impact? Loss of core business functions.

5. Are there specific needs during FY 12 that are NOT being met? No. Please identify and discuss.

6. Have you developed or plan to develop any initiatives that will reduce costs for this government in the short or long term? Please identify and discuss Propose requiring employees to have Direct Deposit for payroll. Immediate cost savings on check stock. In addition, require employees to print stubs from PeopleSoft. Additional cost savings would be gained by providing on-line W-2s for active employees and eliminating the mailing of hard copies.

7. If you could recommend anything to the Council that the government and its employees should stop doing immediately, what would your recommendations be?

8. Does you department/division have a mission statement? If so, how does the mission statement tie with how your department/division performs work? Our mission statement is to provide accurate and timely financial and accounting information and to maintain records in compliance with Federal, State, and Local regulations to support the overall fiscal management of the LFUCG. This applies to every position in accounting and impacts how we perform our duties.

9. How do you use performance measures within your division? Deadlines being met and feedback from LFUCG employees and citizens. How do they relate to your mission? The information provided must be accurate and timely, and comply with regulations at the Federal, State, and Local levels.

10. Do you have any final thoughts or comments that the Council should consider as they continue to work towards a balanced budget for FY 12?

Information Requests

- Please provide a listing of positions in your department/division, and note changes (newly funded positions, or positions proposed for cuts)

For positions proposed to be unfunded, reduced, or eliminated: Please provide detailed information about the responsibilities of the position, how these duties will be handled, and the impact on the government and public.
Fixed Asset Accountant duties:
Global response.

For newly funded positions in the Mayors Proposed Budget: Please provide detailed information about why the position is needed, and the benefit of funding this position at this time.

- An organizational chart of your department/division

- List of performance measures your division uses?

FY12 COUNCIL LINK QUESTIONS
DIVISION OF BUDGETING

1. *Can you identify and discuss the major changes that were included in your budget?*

   The Division of Budgeting represents less than ½ percent of the General Services Fund expenditures.

   Cut Accounts:
   71299 Prof Svc - Other
   74102 Conferences and Other Training
   Reduction in Account
   75101 Operating Supplies and Expense

2. *What costs within your budget must be preserved, could be deferred or possibly eliminated by other recommendations?*

   Minimal, the only account that is variable is in 75101 & 77802. 75101 is used for printing MPB & Council Adopted Books, Budget Amendments and the Ad Valorem Tax Package etc.. Account 77802 is for membership, materials resources from the GFOA.

3. *Based on your comments from question 2 above, what would be the impact if these programs, expenditures were deferred or excluded from 2012's budget?*

   We could not print materials for the Council/Administration/Public nor participate in the GFOA. Some of the printing cost is mandatory by Charter & KRS.

4. *If the adopted budget cut your division more than in the Mayor's Proposed what would be the impact?*

   See Question 3 above.

5. *Are there specific needs during FY 12 that are NOT being met? Please identify and discuss.*

   No

6. *Have you developed or plan to develop any initiatives that will reduce costs for this government in the short or long term? Please identify and discuss*

   Internally, yes by cutting our budget, see Question 1. Externally yes. By the nature of our division we focus on that endeavor, see "Mission Statement" in Question 8.

7. *If you could recommend anything to the Council that the government and its employees should stop doing immediately, what would your recommendations be?*

   Reevaluate all programs based on the cost of service model, Examples:
   - Street Lights
   - Street Sweeping
   - Fees for Service

8. *Does you department/division have a mission statement? If so, how does the mission statement tie with how your department/division performs work?*

   Mission Statement:

   To assist policymakers with decisions about provisions of service and capital assets and to promote the cost-effective operation of all LFUCG programs.

   Workflow

   We are a Division that provides service to our stakeholders: Citizens, Administration, Council and other Divisions. The majority of our time is spent on one of the following:

   - Establishing and Maintaining a Comprehensive Budget
     - State Constitution 157b
     - KRS 91A.030
     - Charter Article 8
     - Various Ordinances
   - Information request – From stakeholders
   - Forecasting
   - Reporting
   - Developing property tax rates – Defined by the Charter
     - Construction 180
     - KRS 67A
     - Charter
     - Various Ordinances

9. *How do you use performance measures within your division? How do they relate to your mission?*

   As defined by the Constitution, Kentucky Revised Statues, Charter and Ordinance many of our performance measures are mandated and can be found online:

   FY 2011 Council's Adopted Budget
   http://www.lexingtonky.gov/Modules/ShowDocument.aspx?documentid=12200

   FY 2011 Budget-in-Brief

http://lexingtonky.gov/Modules/ShowDocument.aspx?documentid=14016

FY 2011 Mayor's Proposed Budget
http://lexingtonky.gov/Modules/ShowDocument.aspx?documentid=11506

Ad Valorem Tax Booklet
http://lexingtonky.gov/modules/ShowDocument.aspx?documentid=8320

Annual Budget Book (Prior to FY 2010)
http://lexingtonky.gov/modules/ShowDocument.aspx?documentid=5785

The remainder defined by accuracy and timeliness for responses to our stakeholders.

10. *Do you have any final thoughts or comments that the Council should consider as they continue to work towards a balanced budget for FY 12?*

See Question 7.

Information Requests

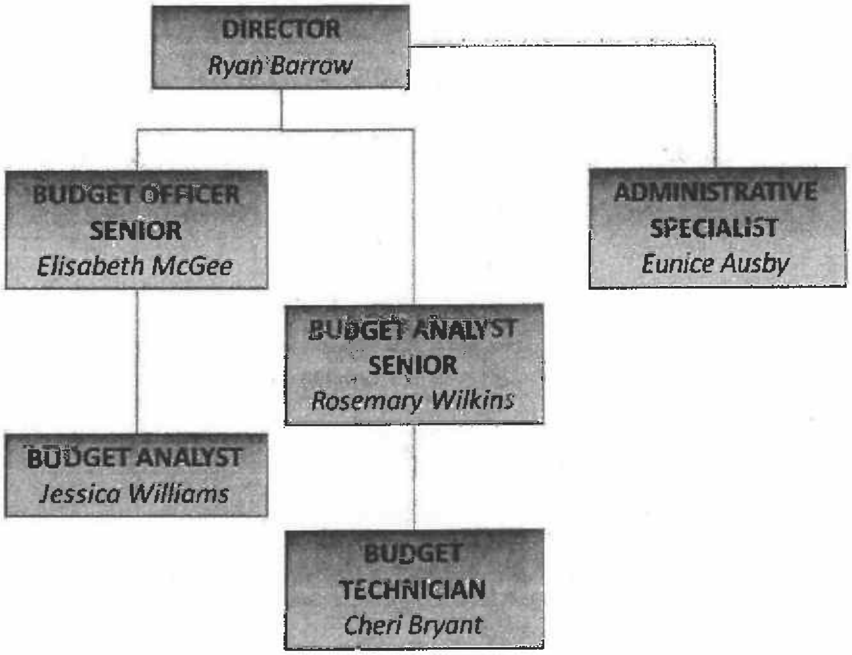
- *Please provide a listing of positions in your department/division, and note changes (newly funded positions, or positions proposed for cuts)*

  For positions proposed to be unfunded, reduced, or eliminated: Please provide detailed information about the responsibilities of the position, how these duties will be handled, and the impact on the government and public.
  For newly funded positions in the Mayors Proposed Budget: Please provide detailed information about why the position is needed, and the benefit of funding this position at this time.

See Below, Org. Chart

- *An organizational chart of your department/division*

  The Division is currently staffed with six employees, as seen below.



- *List of performance measures your division uses?*

Published Mayor's Proposed Budget	Y/N
Capital Plan & 5-year Capital Plan	Y/N
Published Council Adopted Budget	Y/N
Set Property Tax Rates	Y/N
Publish Budget-In-Brief	Y/N
Response to Stakeholders	Y/N

FY 12 COUNCIL LINK QUESTIONS
Division of Central Purchasing

1. Can you identify and discuss the major changes that were included in your budget?
   a. Reduction of Dues(77801) from $550 to $0
   b. Reduction of Subscriptions & Publications(77802) from $2,250 to $0

2. What costs within your budget must be preserved, could be deferred or possibly eliminated by other recommendations?
   a. Reductions will be managed within the proposed budget amounts.

3. Based on your comments from question 2 above, what would be the impact if these programs, expenditures were deferred or excluded from 2012's budget?
   a. Must maintain access to NIGP(National Institute of Governmental Purchasing) codes for use in Peoplesoft and Buyers must maintain a membership to NIGP to access to webinars and the national specification archives.

4. If the adopted budget cut your division more than in the Mayor's Proposed Budget what would be the impact?
   a. Additional budget would result in reduction in staff

5. Are there specific needs during FY 12 that are NOT being met? Please identify and discuss.
   a. No

6. Have you developed or plan to develop any initiatives that will reduce costs for this government in the short or long term? Please identify and discuss
   a. Will begin implementing a manual process to e-mail, fax or scan purchase orders to vendors rather than mail hardcopies.
   b. Expanding the use of procards in areas where small purchases under $1000 are commonly made, also explore increasing the threshold of single purchase limit from $1000 to $2500 this number is currently being used at other public entities. This would increase efficiencies in the field whereby more purchases could be made on the procard and reduce the number of purchase order and payments being processed and the time needed to get a request approved.

7. If you could recommend anything to the Council that the government and its employees should stop doing immediately, what would your recommendations be?
   a. Generating purchase orders to local vendors when a procurement card could be used.

8. Does you department/division have a mission statement? If so, how does the mission statement tie with how your department/division performs work?
   a. Mission Statement: Providing a competitive and inclusive procurement environment for all businesses in order to deliver goods and services to the

divisions of government in a timely manner while striving for the highest level of customer satisfaction.

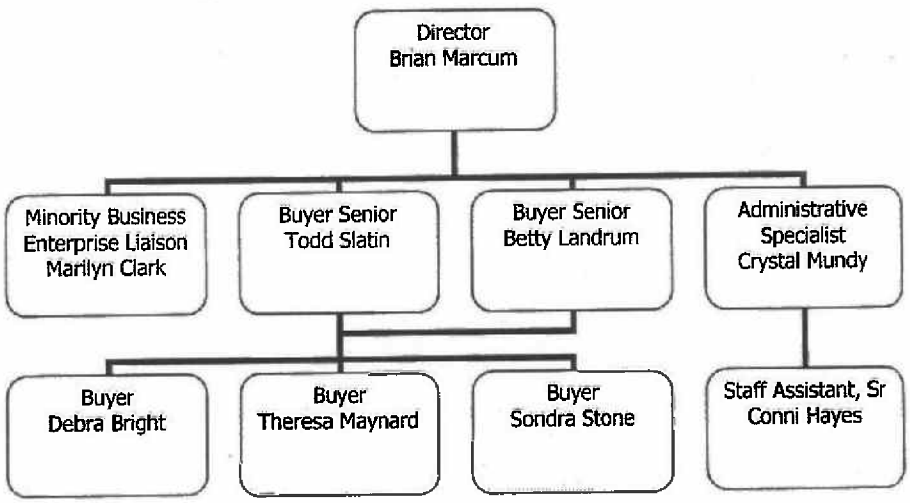
b. The goals of the mission statement are reflected in the daily operations of the Department of Central Purchasing including the competitive bid/quote process, the procurement of services through the RFP process and the inclusion of MBE/WBE goals in these processes.

9. How do you use performance measures within your division? How do they relate to your mission?
    a. Performance measures tracking PO processing times, bid/rfp timelines and customer service requests along with MBE/WBE performance goals are used to ensure that our mission is fulfilled.

10. Do you have any final thoughts or comments that the Council should consider as they continue to work towards a balanced budget for FY 12?

Information Requests

- An organizational chart of your department/division



- List of performance measures your division uses?

    - Average Days Per PO
    - Active Bids/Quotes/RFP's
    - Customer Service Requests
    - MBE/WBE Performance Goals

FY 12 COUNCIL LINK QUESTIONS
REVENUE

1. Can you identify and discuss the major changes that were included in your budget?
    a. Increases in professional services accounts to cover Armor Car services, EMS billing services, bank lockbox fees, County Clerk mandated costs for tax bills and assistance in revenue projections.
    b. Decreases in cell phone, operating supplies, equipment under $500, repairs & maintenance.

2. What costs within your budget must be preserved, could be deferred or possibly eliminated by other recommendations?
    a. Revenue pays for mandated costs for County Clerk to produce property tax bills for real estate ($17,000) and autos ($39,000). EMS third party billing costs ($214,110) support $5 million in revenue to the general fund.
    b. Business processes are driven by the limitations of the 1980's mainframe based occupational license fee system.

3. Based on your comments from question 2 above, what would be the impact if these programs, expenditures were deferred or excluded from 2012's budget?
    a. Required by state statute to pay County Clerk. Abandoning the EMS billing service would endanger the EMS revenue to the general fund.

4. If the adopted budget cut your division more than in the Mayor's Proposed Budget what would be the impact?
    a. Collection of revenues would be impacted as well as safe guarding of funds.

5. Are there specific needs during FY 12 that are NOT being met? Please identify and discuss.
    a. Revenue will meet our mission and goals within the MPB.

6. Have you developed or plan to develop any initiatives that will reduce costs for this government in the short or long term? Please identify and discuss
    a. Initiatives are being explored to enhance revenues through better software support for occupational license fees, on-line payments, on-line filing, and compliance programs.

7. If you could recommend anything to the Council that the government and its employees should stop doing immediately, what would your recommendations be?

8. Does you department/division have a mission statement? If so, how does the mission statement tie with how your department/division performs work?

The division of revenue has adopted the following mission statement to guide us:

The mission of the LFUCG Division of Revenue is to

- provide courteous, accurate and efficient services for the benefit of LFUCG and its citizens,
- process and deposit all revenues timely, and
- administer the occupational license fee program in a fair and impartial manner.

9. How do you use performance measures within your division? How do they relate to your mission?
    a. Revenue tracks several compliance and collection matrix to gauge productivity. Examples include:
        i. Number of taxpayer calls
        ii. Average audit collections per analyst
        iii. Number of new accounts established

10. Do you have any final thoughts or comments that the Council should consider as they continue to work towards a balanced budget for FY 12?

Information Requests

- Please provide a listing of positions in your department/division, and note changes (newly funded positions, or positions proposed for cuts)

For positions proposed to be unfunded, reduced, or eliminated: Please provide detailed information about the responsibilities of the position, how these duties will be handled, and the impact on the government and public.

Revenue will absorb vacancies through job sharing, reassignments, and change in business flow.

For newly funded positions in the Mayors Proposed Budget: Please provide detailed information about why the position is needed, and the benefit of funding this position at this time.

- An organizational chart of your department/division

- List of performance measures your division uses?

    - Average collections by compliance analyst
    - Number of audits conducted
    - Number of inquiry letters issued
    - Number of taxpayer assistance calls
    - Number of new accounts
    - Number of field visits
    - Number of Questionnaires mailed
    - Number of court appearances
    - Number of accounts referred to Law
    - Number of new accounts added due to initiatives by staff

Social Services

FY 12 COUNCIL LINK QUESTIONS

1. Can you identify and discuss the major changes that were included in your budget?

The following is a list of major changes by Division, and is based on the Mayor's proposed budget and programmatic reductions.

These changes represent an 11.5% reduction in the Department's overall budget in comparison to FY 11.

Commissioner's Office

- An additional $250, 000 was added to professional services for affordable housing trust fund seed grants.
- Removal of all funding ($9,310) for conferences and training, which was used to support events for our aging and disabled populations.
- Loss of COA Accreditation funding ($20,000).

Adult & Tenant Services

- Elimination of the Social Services Intake Center, a pilot project that began operation in July 2010 in response to a directive of the Social Services Needs Assessment. This unit was eliminated as there is a perceived overlap of this service with 311 and United Way 211 services. Applications for emergency financial assistance are also taken at the Industry Road location. This will result in the lay-off of five employees unless they can be re-employed to vacant positions within the Department. Cost savings to LFUCG is $285,104. Loss of the Intake Center will also increase volume of calls and referrals made by each individual program. From start of operation in July 2010 through April 13, 2011, this project was responsible for handling 21,163 phone calls for information and other resources, and also handled 2,152 walk-in clients. This represents over 110 daily contacts with the community that must now be redistributed throughout the Department.
- Loss of one full-time eligibility counselor. This will result in delays in providing assistance to clients in crisis situations.
- Although presently proposed for funding, the indigent burial program is expected to be funded and operated through the Coroner's office if cost efficiencies can be realized. Current annual budget for this program is $75,000. Current costs are $1,947 for ground burial and $500 for cremation.

Family Services

- Family Services will lose seven vacant positions as a result of budget reductions: Staff Assistant; three Child Care Program Aides; an Administrative Specialist Sr.; an Early Child Care Teacher; a Family Services Center Supervisor; Administrative Specialist Senior and a Social Worker. The loss of the Early Child Care Teacher and three Child Care Program Aides will result in the inability to staff a fourth infant child care room (caring for up to 8 infants) at the Family Care Center, negatively impacting our ability to meet the demand for additional child care for teen mothers and self-pay parents. The loss of the remaining two positions will negatively impact the management and operational duties of the Center, and create difficulties in maintaining a 4 Star Rating. An internal audit is currently being conducted regarding accounting procedures at the Center. In conversations with the internal auditor, we have learned that one of the recommendations of the report will be the addition of staff (likely one new position) to ensure that segregation of duties occurs.
- The Parent Resources Center, which is responsible for providing services to our teen mothers, is currently staffed by a part-time director. This position needs to be staffed full-time to coordinate and implement services to assist these young mothers as they complete their high school education. The change in status for this position has not been approved in the Mayor's budget.

Youth Services

- Loss of three vacant full-time staff positions: Probation Officer; Social Worker; and Child Care Program Aide. With the loss of one probation officer position, caseloads will be increased significantly. There is no option of a waiting list as all youth on probation must be monitored. Each officer has a caseload of 16 and 24 youth on home detention require monitoring after hours. These hours added to court time limits the ability to have staff coverage. The Suspension Alternative program for Fayette County Public Schools, life skills and therapeutic anger management groups are in jeopardy of termination due to limited staff.

  The Child Care Program Aide position is responsible for transportation and assists with the behavior management system at the Day Treatment Center. This reduction will create transportation difficulties and reduce resources available for implementing the DTC program in a manner that is safe for both youth and staff. The loss of a Social Worker compounds the workload for the remaining two Social Worker positions in the Division, and creates additional inefficiencies in providing service to our clients.

  The loss of the two social work positions will not allow us to rebuild this Division as originally planned. Fayette County has recently lost the Truancy Assessment grant, AOC Juvenile and Family Drug Court, and the Bluegrass MH Early

Intervention Program. These positions were to be added to fill in some of these service gaps as identified by the Family Court judges, CHFS, and FCPS.

2. What costs within your budget must be preserved, could be deferred or possibly eliminated by other recommendations?

Preserved costs:

The reductions proposed by the Department are very aggressive, and remaining costs must be preserved for the Department to continue operations. The following significant costs must be preserved in FY 12:

- ***As many unfilled vacancies as possible should be filled.*** It is essential to maintain the vacant Social Worker and Social Worker Sr. position in the Division of Youth Services. The community has lost several youth services programs due to cuts in AOC family court funds and the truancy assessment grant. Additional services for youth were also identified as a critical need in the transition team reports. In the past five years, the Department has been reduced by more than 70 staff, and cannot absorb additional reductions without loss of critical functions. Please note that the Family Care Child Care has child/staff ratios which must be met to meet accreditation standards. The Day Treatment Center must also maintain student/ staff ratios to meet Department of Juvenile Justice guidelines and must have licensed social workers to provide these services.

- ***Funds for emergency rent and financial assistance should remain at current levels.*** Due to the recession, more individuals are eligible for these services. Additionally, these funds have been supplemented by funds from a federal stimulus grant. The funding for this one-time grant is scheduled to end on June 30, 2012.

- ***Implement the Representative Payee Program.*** Funds have been allocated to purchase required computer software, and staff is in place to move forward with this program. At this point in time, the program is budget neutral and it is an essential prevention to exploitation of funds for vulnerable adults in our community. We are awaiting final policy review by the Department of Finance and Law to resolve any liability issues. Loss of staff at the Intake Center will result in a 50% reduction in capacity for this program; 30 clients will be served rather than the 60 anticipated in need.
- ***The accurate accounting of revenues and expenditures*** at our Family Care Center requires additional personnel to perform this job function. It is imperative that we hire an Administrative Specialist Senior.
- ***Certification and Licensure Fees*** should be paid by LFUCG for our employees. All child care staff and teachers require training at the cost of $150 each. About 6 social

work licenses at a cost of $125 each are required annually. The total cost would be $2650.

- ***Essential core functions of each Division must be preserved.*** With additional personnel loss, there will be reductions in level of service for many services (e.g. less youth served, at capacity for students accepted into the Day Treatment program, no new child care classrooms, less case management for adults, etc.) Ratio levels for youth services and child care services are mandated by grantors and accrediting agencies. We would continue to offer these services within the capacity of our staff.

Costs that could be deferred or eliminated by other recommendations:

Further reductions in staff or program funding will result in loss of additional programs. The current reduction scenario reflects absolute minimum operating circumstances, and already results in significant programmatic and personnel reductions.

Recommendations for future budget savings include the following:

- The Director of Youth services will explore ***corporate sponsorship of the Summer Youth Employment program and Partners for Youth funding***. Application for Workforce Investment Act grants for youth will also be made as applicable. There may also be the opportunity to work with Parks & Recreation to advertise their summer youth positions jointly with Social Service positions.

- The Division of Family Services will continue to explore partnerships and cost sharing with other community providers: UK, Child Development Center, Fayette Co. Public Schools. To this end, we are making application for a PNC Grow Up Great Grant. The Family Care Center is a site for the Urban League Senior Community Service Employment/Training Program. We have a volunteer who works in our library and will be interviewing a second individual who will be responsible for maintaining our grounds.

- Our Department has state and federal grants in every Division. We will continue to use local funds to leverage these grant funds to provide services to our clients. Some examples are:

    - $241,845 – Kentucky Department of Juvenile Justice Grant. This grant benefits the Day Treatment Program;
    - $483,202 – Lexington-Fayette County Health Department Grant for the Home Network project at the Family Care Center;
    - $448,036 – Kentucky Cabinet for Health and Family Services Grant for the Family Services New Chance Program;

- $2,000 – PNC Bank, National Association Grant for our Senior Intern Program; and
- $497 – University of Kentucky Child Care Infant/Toddler Mini Grant Program for equipment purchase for the Family Care Center
- $1 million - Hope VI Housing Transition

These grants represent $2.36 million in funding –over 25% of the Department of Social Services' total general fund budget – with only $207,000 in required matching funds. We intend to aggressively pursue additional grant funding to maintain and grow our programs in response to community needs.

3. Based on your comments from question 2 above, what would be the impact if these programs, expenditures were deferred or excluded from 2012's budget?

Additional deferral or exclusion of programs, elimination of vacant positions, and/or reductions in funding for emergency rent and financial assistance programs will result in significant degradation of services to the most vulnerable groups in our community.

The proposed program and expenditure reductions will have the following impacts, leaving the Department in a challenging position to continue to provide a high level of service to clients.

- Family Services: The loss of staff as proposed in the Mayor's budget will result in the closing of an infant room in the child care program, resulting in fewer low income families having access to quality child care for their children. Without the Administrative Specialist Senior position, clerical support must be shared across several programs within the Family Care Center. This will impact the implementation of the ProCare software system for tracking child care payments, impact oversight of the USDA & staff training record keeping activities, increase the possibility of errors occurring, and contribute towards the fragmentation of services. In addition, this position is responsible for the safety program, purchasing, and facility management.
- Adult & Tenant Services: The closure of the Intake Center will have impacts beyond the subject project. For example:
    - All applicants for services will be centralized at the Industry Road office location. This will limit the number of clients who can be served in a timely manner;
    - The capacity of the Hope VI program will be negatively impacted by the loss of fractional staff shared with the Intake Center;
    - One of the Intake Center staff recently completed specialized training in fast tracking SSI benefits, which was to be used to

provide this service to the community free of charge (SSI benefit fast tracking usually requires consultant fees); and

  - The Representative Payee program relied on one of the Intake Center staff for 50% of its work capacity. As a result, the program must reduce its capacity from 60 to 30 clients.

- Youth Services: With no additional social workers, there will not be an opportunity to increase substance abuse assessments, truancy prevention, and case management as requested by Family Court judges. The Coleman House project offers substance abuse/mental health service for non-Cabinet committed youth. This program will be cut by 66% due to fewer staff. The P.A.R. E. program which served over 102 Latino youth last year may also be discontinued. After school programs in the Gainesway and Woodhill neighborhoods will also be reduced in days of service.

The proposed reductions result in minimum operating conditions for the Department of Social Services.

4. If the adopted budget cut your division more than in the Mayor's Proposed Budget what would be the impact?

Additional programs and projects will require elimination if additional cuts are made.

5. Are there specific needs during FY 12 that are NOT being met? Please identify and discuss.

Space and staff for the growing Senior Citizens population has not increased since the 1980s, even as Lexington is recognized as an increasingly popular community for the senior population. Facility needs can not be addressed without significant funding, and staff must be added if satellite programs are offered as an alternative to a new senior center.

There are no funds to increase services at either the Day Treatment Center or the Family Care Center. These programs will remain at current capacity regardless of the community demand (e.g. wait list) for services.

We have a need to increase the number of students in our High School Program at the Family Care Center as evidenced by the waiting list for admission

6. Have you developed or plan to develop any initiatives that will reduce costs for this government in the short or long term? Please identify and discuss

The Department of Social Services currently operates many essential programs at a cost of less than 2.7% of LFUCG's FY 11 operating budget, reducing to 2.6% of the proposed FY 12 operating budget. While government has grown and expanded programs over the past several years, the Department has realized continued reductions in funding while maintaining a high level of service to our vulnerable clients.

As shown in the table, below, the Department has reduced in size and total budget since 2007. We have been increasing our efficiency over the past five years, and the FY 12 budget represents minimum staff and budget to continue to offer our most valuable programs.

DSS Budget Trends

	2007	2008	2009	2010	2011
Total General Fund Expenditure	258,774,340	282,700,500	275,170,360	280,059,550	274,481,370
General Fund Growth	2.08%	9.25%	-2.66%	1.78%	-1.99%
DSS Budget	12,284,740	11,386,910	8,126,610	8,098,940	7,612,872
Commissioner	1,304,730	1,319,610	1,339,020	1,126,590	1,239,080
Adult & Tenant Services	1,307,610	1,338,660	1,128,070	1,199,980	1,131,980
Family Services	5,393,560	5,533,850	3,365,900	3,133,240	2,786,000
FCC Health Services Fund			2,269,110		
Youth Services	3,013,820	3,194,790	2,293,620	2,639,130	2,455,722
Mayor's Training Center	1,265,020	0	0		
DSS as % of Total Budget	4.75%	4.03%	2.95%	2.89%	2.77%
DSS Budget Growth	8.35%	-7.31%	-28.63%	-0.34%	-6.00%
Full Time Employees (FTE)	209.1	193.9	147.8		131.3
FTE - FCC Health Services Fund					

7. If you could recommend anything to the Council that the government and its employees should stop doing immediately, what would your recommendations be?

- The "sick check" benefit should be eliminated.
- Creative ways for employing persons on a part-time or job share situation should be explored and institutionalized.
- The "home fleet" should be eliminated
- Restrict retirees ability to draw both a pension and paycheck
  (NOTE: These were suggestions from the leadership team across the Department)

8. Does you department/division have a mission statement? If so, how does the mission statement tie with how your department/division performs work?

The Mission of the LFUCG Department of Social Services is to provide an easily accessible system of human services for Fayette County.

We are currently housed in 13 different locations. This decentralization of services makes us accessible in various neighborhoods/districts throughout the city.

We collaborate with various community partners within our sites to maximize available services to the community. Our partnerships currently include the following:

- Family Care Center: Fayette County Public School teachers, UK Health Clinic, CHFS Support worker on site;
- Day Treatment Center: Fayette County Public Schools partnership;
- Senior Citizens Center: Various aging services co-located in Center;
- Adult & Tenant Services: Co-located in Central Kentucky Jobs Center, Black & Williams houses various social service agencies and youth activities, Housing Authority for Hope VI relocation/transition;
- Department hosts a monthly provider cabinet meeting for community agencies;
- The Domestic Violence Prevention Board coordinates all providers of family violence services in the county in order to offer easily accessible services to violence survivors. The Board also prints resources materials and safety plans for social service agencies (The Board Director is a part-time position within the Department and has secured $4 million in program grants for various community agencies.);
- Multicultural Affairs Coordinator responds to Title VI language accessibility requirements for UCG and the community and provides consultation for the benefit of all non-English speaking Fayette county residents; maintains a data base on services, organizations, interpreters, and changing demographic statistics on LEP populations; provides emergency preparedness & EOC response assistance for multi-lingual population; facilitates race relations and diversity discourse; works with local, state, federal and international agencies on Human Trafficking, immigration, Refugee resettlement, ESL and other issues and keeps abreast of legislation impacting LEP constituents; provides multilingual education through workshops and public forum for the various immigrant communities to know their responsibilities and rights;
- Aging and Disability Services Program Administrator staffs the Commission on Community Services for Older Persons, Commission on Disabilities, and organizes community outreach in disability expo, senior intern program, and distribution of the Pathways resource guide; and
- Many Department employees provide Continuing Education courses, act as field instructors for College interns, and provide guest lectures at UK.
- Our Department assigns a liaison to each of our currently funded partner agencies. The liaison has direct contact with the agency (e.g. board meeting or visit) on a quarterly basis and reports on activities. This system allows us to coordinate services throughout the community and identify service gaps or unmet needs.

- Works in tandem with other LFUCG Departments/Divisions to offer social services, particularly Code Enforcement, Police, Fire, Parks & Recreation

9. How do you use performance measures within your division? How do they relate to your mission?

The Department establishes performance measures and performance improvement goals as a requirement of Council On Accreditation (COA) requirements. Each of the performance measures and improvement goals reflect the desire to provide and continually improve both quality of service and accessibility of service to our clients.

The performance of each of our programs is measured through data collection and monthly reporting, and through the maintenance and yearly updating of a Department Work Plan that reflects goals and measurable strategies to achieve outcomes.

10.Do you have any final thoughts or comments that the Council should consider as they continue to work towards a balanced budget for FY 12?

The Department will focus on **quality** rather than quantity due to budget and staff reductions. The number of services that we offer may be fewer and client waiting lists will become necessary. However, we strive to meet mandated ratios and maintained certified staff in all program areas.

Commissioner's Office

<u>Filled positions (10):</u>
Commissioner of Social Services
Administrative Specialist Sr.
Staff Assistant (proposed for cut – Intake Center position)
Staff Assistant Sr.
Administrative Aide to Mayor (Partners for Youth)
Program Administrator (Aging Services)
Multicultural Affairs Coordinator
Sr. Citizens Center Manager
Social Worker Sr.
Social Worker

<u>Vacant/funded positions (1):</u>
Program Administrator – to be filled by existing staff

Adult & Tenant Services

<u>Filled positions (15):</u>
Director of Adult Services
Social Worker Sr. (4)
Administrative Specialist
Client Assessment Counselor (2)
Social Services Coordinator (2)
Eligibility Counselor (4) *(1 proposed for cut – Intake Center position)*
Staff Assistant (proposed for cut – Intake Center position)

<u>Vacant/funded positions (2):</u>
Eligibility Counselor – proposed for cut
Social Worker Sr. – contingent upon grant funding

<u>Vacant/authorized but not funded positions (1):</u>
Social Services Coordinator – proposed for cut

Family Services

<u>Filled positions (47):</u>
Family Support Worker Sr. (5)
Child Care Program Aide (17)
Family Services Center Manager (3)
Social Worker Sr. (5)
Early Child Care Teacher (9)
Teacher/Counselor
Clerical Assistant
Administrative Specialist
Administrative Specialist Sr.
Staff Assistant Sr.
Clinical Services Manager *(proposed for cut – Intake Center position)*
Life Skills Program Instructor
Eligibility Counselor

<u>Vacant/funded positions (13):</u>
Director Family Service (in process of being filled)
Family Services Center Supervisor – proposed for cut
Program Coordinator
Staff Assistant – proposed for cut
Administrative Specialist Sr. – proposed for cut
Social Worker – proposed for cut
Child Care Program Aide (3) – proposed for cut
Early Child Care Teacher – proposed for cut
Family Support Worker Sr. (2) – contingent upon grant funding
Life Skills Program Instructor

Personnel changes (1):
Part-time Family Services Center Manager to move from PT to FT position – not authorized in Mayor's budget

Youth Services

Filled positions (30):
Program Administrator (2)
Clinical Services Manager
Staff Assistant Sr.
Child Care Program Aide (4)
Social Worker Sr. (7)
Probation Officer – Juvenile (8)
Staff Assistant (2)
Administrative Specialist Sr.
Social Worker (3) *(1 proposed for cut – Intake Center position)*
Administrative Officer

Vacant/funded positions (7):
Director of Youth Services (in process of being filled)
Probation Officer – Juvenile – proposed for cut
Social Worker Sr. (2) – 1 contingent upon grant funding
Social Worker – proposed for cut
Staff Assistant – proposed for cut
Child Care Program Aide – proposed for cut

- **An organizational chart of your department/division**

ATTACHED

- **List of performance measures your division uses?**

Using our monthly reports, the Department of Social Services maintains data for the following performance measures:

Adult & Tenant Services

- Financial assistance data: Rent, utility, relocation, and burial assistance.
- McKinney Emergency Shelter grant data (e.g. rent payments).
- Sewer/Landfill user grants data.
- Referrals to partner agencies.

- Tracking of all training related to programs.
- Case management data: Active cases, new referrals, cases closed, total number of cases, number of home visits, phone calls, client transports, and collateral client contacts.
- Newtown Pike Extension Project data: Active cases, number of home visits, client office visits, client transports, phone calls, collateral client contacts.
- Black and Williams Neighborhood Center partner agency reports (clients served, etc.).

Aging Services

- Tracking upcoming events.
- Tracking events of the reporting month.
- Service delivery data: Units of service (e.g. rides provided, inquiries, recreation participation, education, unduplicated services).
- Financial assistance data: Rent and utility assistance.
- Eldercrafters program data.

CASA of Lexington

- Data for active cases and volunteer hours: Number of active children, children served, volunteer data, etc.
- Monthly activities (meetings, fund raising).
- Public awareness and outreach activities.
- Grants and donations data.

Youth & Family Services (to be separate reports in FY 12)

- Family Care Center: Enrollment data, projected and collected revenue, software reports, personnel reports.
- Day Treatment: Enrollment data, event/program information.
- HANDS: Home visit, client data, revenue information.
- New Chance Grant: Volunteer hour data, active cases information, CKEEP program data.
- Parent Resource Center: Student enrollment data.
- Partners for Youth: Programmatic information, grant information (grassroots technical assistance).
- Youth & Families: Active case data, Coleman House Project data, Gainesway data, Ruby Bailey Center data (generally program participation data).

Probation & Court Services

- Personnel changes.

- Program activities: Community service, DART, Home Detention, JABG, Probation Supervision.

In addition to the above, the Department uses direct client feedback in evaluating the success of its programs, including completed client surveys. These continuous quality improvement measures are required by Council On Accreditation standards.

ENVIRONMENTAL QUALITY & PUBLIC WORKS BUDGET LINK

REPORT-OUT FY12

Council Member Bill Farmer, Jr., Chair
Council Member Tom Blues
Council Member Jay McChord

Department of Environmental Quality & Public Works Administrative Office
Division of Environmental Policy
Division of Water Quality
Division of Engineering
Division of Traffic Engineering
Division of Streets, Roads & Forestry
Division of Waste Management

Links meeting were held on April 20th, 2011 in the 5th Floor Conference room of the Government Building, and on April 21st, 2011 at 125 Lisle Industrial Road.

LFUCG Employees in Attendance:

Cheryl Taylor	Elizabeth McGee
Marwan Rayan	Kevin Wente
Sam Williams	Jane Driskell
Ron Herrington	Connie Underwood
Jim Woods	Richard Maloney
Steve Feese	Brad Stone
Charlie Martin	Ryan Barrow
Julie Mantrom	Sheila Hupp
Laura Boorn	Jessica Gies
Kimberly Ammeter	Georgetta Gill
Angie Dixon	Paul Schoninger
Robert Bayert	

Link Recommendations

1. Dept. of Environmental Quality & Public Works Administrative Office
    - Link recommends adding back to the FY12 Budget $43,420 for the contractual expense, vehicle repairs and maintenance of the Valley View Ferry.
    - Requested contract expense–$14,000. Vehicle repairs and maintenance–$29,420

2. Division of Environmental Policy
    - Link recommends accepting MPB.

3. Division of Water Quality
    - Link recommends accepting MPB.

4. Division of Engineering
    - Link recommends moving $30,000 currently budgeted for greenway maintenance to the Division of Parks and Recreation. Attached to this move is the maintenance of 16 non-water quality greenways. The $30,000 must be allocated for this purpose.

5. Division of Traffic Engineering

- FY11 expenditure for contracted sign maintenance and installation was approximately $79,000; Div. of TE indicates that $100,000 would have been the expected expense in FY12. MPB eliminates funding completely. Link recommends adding back $65,000 for this contracted service.

6. Division of Waste Management

- Link recommends accepting MPB.

Paving Recommendation

It is the link recommendation that $5 million be added to the Division of Streets, Roads & Forestry for paving. MPB has $2 million and the paving liability is $25 to $35 million. Cost to bond–$467,000.

Potential Income

1. Increasing Loan-A-Box fees from $38 to $75 will create $50,000 in income.

2. Dead animal pick-up from vet offices—Current year unreimbursed costs: $66,000. A fee of $45 per animal would recoup these costs.

3. Combine the educational components of the Division of Water Quality and the Division of Environmental Policy’s litter and waste prevention programs with enforcement of existing laws and ordinances. $1,000,000

Other Recommendations

A. Division of Streets, Roads & Forestry—Link recommends partnering by resolution and/or contract with Fayette County Public Schools to provide 20% of the funding necessary to sustain salt services.

B. Plan for a better partnership with Madison and Jessamine Counties in regard to the Valley View Ferry.

C. Consolidate greenways issues and responsibilities.

D. Solid Waste Task Force should investigate revenue potential from UK Game Day garbage clean up and bulky-item pick-up.

E. Administration should investigate creating a cost schedule for the use of LFUCG property—such as the Haley Pike Landfill—by clubs, other entities and for events.

F. There is potential to shift the Landfill Tax to other areas in need. Link suggests Environmental Quality include such a shift in future budgetary conversations.

G. SR&F should renegotiate and expand warranties on paving. Completed projects fail well before they should. Vary asphalt type and usage according to street type and usage.

Recommended Additions to MPB

Valley View Ferry	$43,420
Traffic Engineering Signage	$65,000
Cost to Bond Paving	$467,000
Loan-A-Box Fees	$50,000
Dead Animal Pick-up	$66,000
Litter Enforcement	$1,000,000
Total	$1,691,420

FY 12 COMMITTEE OF THE WHOLE BUDGET SCHEDULE

Verson 5 5.19.11

Description	Date(s)	Day	Time	Location	Notes
Start Links Assignments	22-Mar	Tuesday	1:00 PM	Chambers	Budget & Finance Committee
Mayor's Proposed Budget Address	12-Apr	Tuesday	3:00 PM	Chambers	
Council Links Begin Review Process	13-Apr				
Analysis of Mayor's Proposed Budget	26-Apr	Tuesday	11:00 AM	Chambers	Connie Underwood Presenting
Revenue Projections Discussion	26-Apr	Tuesday	1:00 PM	Chambers	Budget & Finance Committee
Bonding, Debt & Capital Discussion	28-Apr	Thursday	3:00 PM	Chambers	Prior to Council Meeting
Government Reorganization	12-May	Thursday	4:30 PM	Chambers	Prior to Council Meeting
Links Report Out	24-May	Tuesday	11:00 AM	Chambers	Budget COW
Links Report out	24-May	Tuesday	1:00 PM	Chambers	Budget COW
Links Report Out/Discussion	26-May	Thursday	3:00 PM	Chambers	Prior to Quarterly COW
Public Hearing on Mayor's Proposed Budget	26-May	Thursday	6:00 PM	Chambers	Special Meeting
Links Recommendations Deadline	27-May	Friday	Electronic Version to VM Gorton & Connie Underwood by 5:00 PM		
Councilmember Recommendations' Deadline	31-May	Tuesday	Electronic Version to VM Gorton & Connie Underwood by 5:00 PM		
Revenue Update/Review Mayor's Late Items/ Review Links/CM Recommendations	07-Jun	Tuesday	11:00 AM	Chambers	Prior to General Government Committee
Discussion on Proposed Amendments	09-Jun	Thursday	3:00 PM	Chambers	Prior to Council Meeting
Continue Discussion on Proposed Amendments	14-Jun	Tuesday	11:00 AM	Chambers	Budget COW
Ratify Budget/Motion to Place on Docket	14-Jun	Tuesday	1:00 PM	Chambers	Special Council Meeting
1st Reading of Budget	21-Jun	Tuesday	3:00 PM	Chambers	Special Council Meeting
2nd Reading of Budget	23-Jun	Thursday	6:00 PM	Chambers	Council Meeting

5.18.11 PAS