Public Safety Committee
Peggy Henson – 11th District - Chair
Kevin Stinnett – 6th District – Vice Chair
Chuck Ellinger – At Large
Shevawn Akers – 2nd District
Diane Lawless – 3rd District
Bill Farmer – 5th District
George Myers – 8th District
Jennifer Mossotti – 9th District
Harry Clarke – 10th District
Ed Lane – 12th District

Staff:
Hilary Angelucci

AGENDA
PUBLIC SAFETY COMMITTEE
July 8, 2014
1:00pm

1.	**Approval of Summary** (1-5)	**Peggy Henson**
2.	**Division of Police, Home Fleet Policy Update**	**Kevin Stinnett**
3.	**Community Corrections: Staffing Levels Update** (6-26)	**Peggy Henson**
4.	**Outsourcing Fire Building Maintenance** (27-41)	**FY14 Budget Link**
5.	**Items in Committee** (42)	**Peggy Henson**

Future Committee Meetings
September 16, 2014
October 14, 2014
December 2, 2014

"**Public Safety Committee, to which shall be referred matters relating to the Department of Public Safety and its related Divisions" Council Rules and Procedures, Section 2.102 (1)**

Public Safety Committee
February 18th, 2013
Summary and Motions

1. Approval of Summary

This meeting started at 1:00 pm.

Motion by Ellinger to approve the summary. Seconded by Myers. Motion passed without dissent.

There were four items from the Department of Public Safety, two regarding the Division of Police and two regarding the Fire Department.

2. Division of Police, Home Fleet Policy Update

Jamie Emmons said they had met with the Fraternal Order of Police (FOP), Lodge 4 several times regarding options to amend the home fleet policy. Since this item was last discussed, the FOP has changed leadership and Jason Rothermund is the new president. Rothermund wanted more time to sit down with the FOP membership to see how they felt about the issue. Emmons said they are now working on the numbers and creating a proposal that focuses on the goals of the collective bargaining agreement but also gives the flexibility to the officers that want to drive their vehicles off duty.

Stinnett asked if the administration will be able to present a final proposal at the next committee meeting. Emmons thinks it is possible but said if there are changes proposed to the agreement, the FOP would need to ratify the contract and he does not how many days that requires. Stinnett asked if we are still tracking the data related to cost savings. Emmons said they need to go back and check. Stinnett requested updated data when the final proposal is made.

3. Division of Police, Staffing

Chief Ronnie Bastin highlighted that Stinnett requested the current staffing levels, an evaluation of a future staffing assessment and information considering an expansion to a forth patrol sector. Bastin said they try to operate efficiently and leanly and that the tough economy did affect their staffing level. Police has a sworn authorized strength of 555, with the current sworn strength at 545, which includes 19 officers in the academy. 22 officers are on modified duty or military leave, leaving the available operational strength at 504.

Bastin said 83 recruits have graduated on to the solo phase since 2012 which has helped regain their strength and momentum. It takes about 11 months to realize the strength of new officers on the street from the time they are hired but about 16 months from the time the positions are approved.

Bastin said looking at the issues they are seeing along with their needs, they plan to present a strategic adjustment plan for staffing within Police that will be vetted through the budget process. He said the Mayor has been receptive of this plan and is working with them. The goal of the strategic adjustment plan is to ensure adequate response capabilities of the division and do so in a financially responsible manner. Adjustment to the authorized strength will occur over a four year period. Bastin said response time to calls remains a high priority. Through evaluating resources, the plan hopes to increase coverage. Bastin said this would be a counter proposal to a forth sector and believes this will be much more cost effective. The plan is proactive and flexible, designed to meet community needs with the staff they have.

Bastin said they saw a decrease in crime this year, about 7.8% overall. That was largely driven by a reduction in property crimes, which is a trend nationwide. The crimes they are seeing are more complex and time intensive such as the heroine issue, which is complicated and requires a lot of resources. Robberies have increased, particularly in January and they are seeing a connection between heroine users and those committing robberies. There was also an increase in homicides. Juvenile violence also requires a lot of resources and partnering with the community to implement sustainable solutions.

Bastin said they did look at the viability of a fourth sector, considering the facility expense and the annual maintenance and utilities costs. The additional cost of a forth sector jumps up significantly when you consider the staffing requirements. They estimate 50 additional officers are needed to operate a new sector costing about $3.2 million plus $1.2 million for the command staff, both of which are annual costs. The plan they will propose intends to add beats to the east and west sector, which are the areas with the most growth while utilizing the existing command structure.

Stinnett's biggest concern is from the last audit in the fall was the significant decrease in the number of police arrests and asked why that would be. Bastin said without having analyzed these numbers, he would say that the changes to HB 463 that took away the ability to arrest individuals for a number of crimes, leaving police to issue citations instead has drastically affected the number of arrests made. Stinnett asked where the need is to grow the police force. Bastin said their data shows they need to grow in the east and west sector. Stinnett wants to get back to the second shift traffic officers and more of the CLEAR program. He said that is what people miss the most.

Lawless attests to the work Police is doing with their available sworn strength versus the authorized strength and the more dangerous and complex crimes they are facing. She mentioned Casper did do some good but it has increased medical costs. Lawless said the CLEAR officers are essential.

Akers commended the Police's solve rate of crimes. She asked about the percentages for the crimes that have increased. Bastin said the robbery numbers for the month of January increased about 36%, but said those were largely driven by two groups that Police has focused on. Akers asked if traffic officers are used in other areas because of the decrease in traffic citations. Bastin said sometimes they are. The traffic officers decreased significantly through budget cut backs over the years, they are down to 13 officers, where as there were maybe as high as 60 officers ten years ago, which probably where the direct correlation is.

Myers mentioned his support of the CLEAR unit and his overall support of the work the Division of Police does.

Henson said she appreciates the work Police does and how thankful she is for the CLEAR unit in her district and said there are other neighborhoods that could benefit from a CLEAR Unit presence. She asked if there is any legal action that could be taken against individuals using heroine. Bastin said the heroine issue is very complicated and they are approaching this issue with a task force that brings a variety of entities to the table to be able to address all levels and stages of the issue. Henson would like to see more education to our citizens that can lead our community to be more proactive and preventive. Bastin said they have presentations they can do. Henson asked what age group this is affecting. Bastin said it is touching all ages. Bastin said the DARE program is no longer in schools.

Mossotti said with the heroine issue, she'd imagine a lot more businesses are requesting officers for security and asked if the current collective bargaining agreement allow for officers to do this sort of overtime. Bastin said officers can request to do these sorts of jobs and he is the one that approves those requests but they are very careful about placing officers inside establishments, particularly ones that serve alcohol. The collective bargaining agreement does allow this. Bastin has not noticed an increase in these types of requests but he does see them from time to time.

Kay said the CLEAR officer program is great program and does a great deal of good work for a neighborhood. Lawless said that DARE program never showed empirical data that it made a difference.

4. Additional Fire Stations Report

Assistant Fire Chief Otis Hoskins presented a general timeline for the proposed new fire stations. He said they received $100,000 in the FY 2014 budget for the design phase of Fire Station # 2. They will ask for funding in this upcoming budget for the construction of this project as well as for the purchase of land and the design of the next fire station needed in the Masterson Station area, Fire Station # 24. Hoskins said the continuation of Citation Blvd. provides a nice place for this new station. In FY 2016 they are hoping to start buying the apparatuses for Station # 24 because of the amount of time it takes to build them and prepaying for them saves money. They are also planning on the land acquisition for Station # 25 and its design phase, which they plan to place in the Polo Club area. Hoskins said these two years do not include any personnel costs. They are planning for the construction of the Station # 25 and buying the apparatuses in FY 2017. Hoskins said they hope to acquire land and begin construction of Station # 26 in the Hays Blvd Athens Boonesboro area in FY 2018 so they are not 30 years behind in that area of town like they are with Masterson Station. Obviously personnel costs are significant and come into play starting in FY 2017.

Clarke asked for explanation of the cost difference for construction between Station # 2 and the others. Hoskins said they have outgrown the Third Street station limiting the day to day operations of Fire. The lot for Station # 2 is large and they hope create a campus there, moving support services from the Third Street station to Station # 2 to make operations more efficient. They also plan to have a classroom in the new station, which will cut travel time going to and from the Old Frankfort Pike station.

Akers asked about the one million dollars allotted for each land acquisition. Hoskins said that is a very loose estimate, more as a place holder. The design of Station # 2 is different from the other three stations. They will use one design, different from Station # 2's design, for Stations 24, 25 and 26.

5. Outsourcing of Fire Building Maintenance

Assistant Fire Chief Hoskins began this presentation saying the Fire Department maintains 44 buildings and they do that with three civilian workers and one sworn firefighter, Captain King, who coordinates the maintenance. 23 of those buildings are fire stations, which means people are in them 24 hours a day, which is more unique than an office building. In 2010 they had three civilian employees and six sworn employees assigned to building maintenance. In 2011 all sworn firefighters were moved back to working on fire trucks. Fire does rely on their sworn employees to do a lot of the day to day maintenance and they have contributed greatly in some the remodeling work done in the past few years.

Hoskins said they feel they would spend more money if they were to call a contractor every time something needed to be fixed in one of their buildings. With most of their facilities operating 24 hours a day, things go wrong at odd times and calling contractors opposed to their dedicated employees could add up.

Jamshid Baradaran expanded on this topic from the Department of General Services perspective. He said there is about 185,000 gross square footage (GSF) within the Fire Department, fire stations make up about 65% of the GSF, the other 35% is for the 11 auxiliary and support facilities. Baradaran said it is amazing the work Fire does in regards to maintenance with the limited amount of staff assigned to this are. He said the work needed for Fire's facilities are above and beyond the work Facilities Management typically performs. Baradaran said in order to get a good understanding of the maintenance costs and identify opportunities, you would need at least 36 months, probably even 60 months of data. There is a Computerized Maintenance Management System (CMMS) that he has been working on that will help track all areas of facilities maintenance that could provide services to Fire and Community Correction in addition to Facilities Management. Baradaran said not to forget about the current facilities in regard to the long term CIP Plans, which were the expansion plans Hoskins presented earlier. There are some facilities that are in desperate need of major repairs. He mentioned reduction and consolidation opportunities as well as how the design of new facilities should allow of future expansion opportunities later down the road. The implementation of CMMS, which the RFP has been issued, will be a valuable tool for Facilities Management, Community Corrections and Fire.

Baradaran went over a few of the options. He said he does not believe the current system is sustainable; it's essentially putting out fires and is not a valid option. Outsourcing the entire operation would be very costly, the going rate is about $7 to $12 per square foot, and the 24 hour operation of Fire could increase this cost. He did say there is no base data to start with. Insourcing the entire operation would require at least 14-15 staff members, which will also be very expensive. Baradaran said has found we are not very competitive in employing specialized maintenance individuals that would be required to operate Fire's facilities efficiently. The forth option that they are highly considering, and Fire has looked at, is to identify the specific functions that would cost a lot of money to maintain the staffing necessary to manage, like the HVAC systems or generators, and then outsource those areas. This maximizes the staff on hand to handle the day to day operations. In order for this option to function properly, it all would need to be managed very well. Baradaran said they have been doing this as part of two year program in Facilities Management.

Farmer asked what the current system is. Baradaran explained the program he mentioned is what they are using in Facilities Management under General Services, the options he mentioned in the presentation were for the Fire Department. Facilities Management does not currently work on Fire's facilities. They do help with some of the environmental work needed in their facilities but they do not get involved with the day to day operations. He said Facilities Management is also short handed right now. Baradaran views this as a starting point to come up with a short and long term plan. He said the first thing needed is a condition assessment at each of the facilities under Fire.

Lane asked if Baradaran has gone through the fire stations to see how well maintained they are. Baradaran has not. He said the number of facilities cannot be maintained at the level they should be with the current number of employees assigned to building maintenance within Fire. It comes down to prioritization and dedication to facilities management and how to fit that in daily operations with available dedicated resource to manage the facilities at a level they need. Lane asked if the cost of the current employees assigned to building maintenance under Fire had been compared to the cost to outsource. Baradaran said there is no way to gather the actual cost associated with the maintenance of Fire's facilities. There are benchmarks available that hit within an 80-85% certainty. He could tell you the costs of the employees they are using for this work and it would show the most efficient facilities maintenance operation in the world but that is not the true picture. Baradaran said if outsourcing was the direction we headed, one employee would be required to oversee all the projects and work to be done and then three to four additional zone managers. He reminded the council that often the contracts associated with outsourcing do not include major repairs, which is another layer that will always be there. Lane said he sees the two best options are to insource or to outsource Fire's maintenance entirely. He does not like the hybrid option and sees that being confusing. Baradaran said they would acquire longer term contracts for certain areas of work with the hybrid option.

Akers asked if Facilities Management ever managed Fire's facilities. Before Baradaran joined LFUCG, there was a management study done to combine the facilities management of General Services, Parks & Recreation and Fire but there was no plan how to operate the combined management of these facilities. Baradaran explained that shortly after the study was produced, budget cuts we made and it was determined to keep each department separate so the specific needs could better be addressed. He said they looked at 22 other cities and discovered the management of Fire facilities is done in a wide variety of ways. Akers asked if there is a process for work orders and how they are prioritized. Hoskins said they use the email system, where all requests are sent to one email address. He said "putting out fires" is a good analogy. They are not doing any form of tracking currently. They do have a budget line for funds dedicated to maintenance and are down to about 18% left for the remainder of the year. Captain King explained that when he took on this roll, they decided the work order forms were not efficient for a one person operation and did away with them. He does keep a spreadsheet of all the requests and every penny spent, which is broken down by month. Last year he did 661 pro-card reconciliations.

Clarke asked about the training tower funding. Hoskins said they are asking for that funding under capital improvement projects.

Henson asked is there a problem and how do you propose to fix it. Chief Jackson said there is a problem and they are managing and making due with what they have. In order to fix it, the first step is to identify the problem, which is done. The next short term step is to maintain the current work load and process so they will request for one or two more civilian employees to help with that until further solutions are implemented that Baradaran has identified. In creating the mid to long term solutions, they want to sit down with General Services to come up with a plan that will benefit Fire, General Services and LFUCG as a whole. Chief Jackson said that both Commission Mason and Reed, along with Baradaran and Hoskins would get together to come up with a plan to come back and present to the committee. Henson asked when they that might be. They said around May.

6. Items in Committee

<u>Motion by Lane to adjourn. Seconded by Akers. Motion passed without dissent.</u>
Meeting adjourned at 2:45 pm.

Submitted by Hilary Angelucci, Legislative Aide.

Lexington-Fayette Urban County Government
Division of Community Corrections
Director Rodney Ballard

Public Safety Committee Meeting

July 8th, 2014

Lexington-Fayette Urban County Government
Division of Community Corrections

FY 2009 Authorized Sworn Staff was 299

FY 2014 Authorized Sworn Staff is 263

FY 2015 Manpower Budget is for fifteen (15) new officers

[Eight (8) in July and Seven (7) in January]

Lexington-Fayette Urban County Government
Division of Community Corrections

High Risk Areas

(Restrictive Housing)

- Unit F Restrictive Housing

  (40 inmate beds)

Currently has two (2) officers per shift

Lexington-Fayette Urban County Government
Division of Community Corrections

Additional High Risk Areas

(Step down/transitional units, behavior problems, seriousness of the criminal offense, past institutional behavior)

FY 15 Manpower Budget request was met, we propose to staff one (1) additional officer sixteen hours (16) hours a day in three (3) Housing Units.

Lexington-Fayette Urban County Government
Division of Community Corrections

Example — Housing Unit E, G, & JJ

Staffing	
0800 to 1600 hrs.	Two (2) Officers
1600 to 2300 hrs.	Two (2) Officers
2300 to 0800 hrs.	One (1) Officer

Note: Officers assignments may change with inmate housing needs

Lexington-Fayette Urban County Government
Division of Community Corrections

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Lexington-Fayette Urban County Government
Division of Community Corrections

FY 15 Overtime Request is $975,000.00

- One (1) Correctional Officers (salary and benefits) costs approximately $53,000.00 per year.
- $975,000.00 divided by $53,000.00 = 18 FTE's

Hiring of these additional officers would not eliminate all overtime resulting from (Sick leave, Vacation leave, Military leave, FMLA, Workman's Comp., Light-duty non-work related, Funeral leave, Emergency leave, Hospital duty, ect.

Lexington-Fayette Urban County Government
Division of Community Corrections

Hiring Plan

FY 09	299 Sworn Officers	
FY 13	257 Sworn Officers	
FY 14	***Six (6) officers***	263 Sworn Officers
FY 15	***Ten (15) new officers***	278 Sworn Officers
FY 16	***Ten (10) new officers***	288 Sworn Officers
FY 17	***Ten (10) new officers***	298 Sworn Officers

Lexington-Fayette Urban County Government
Division of Community Corrections

Bullet Proof Vest for High Risk Transport

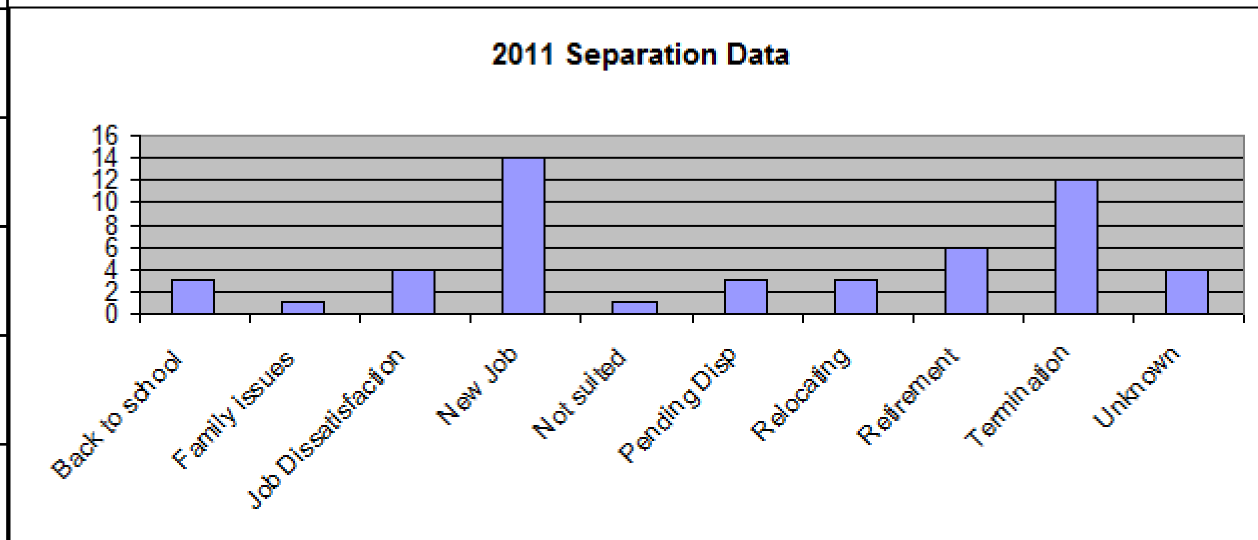
Ten (10) Bullet Proof Vest $4,222.60

Lexington-Fayette Urban County Government
Division of Community Corrections

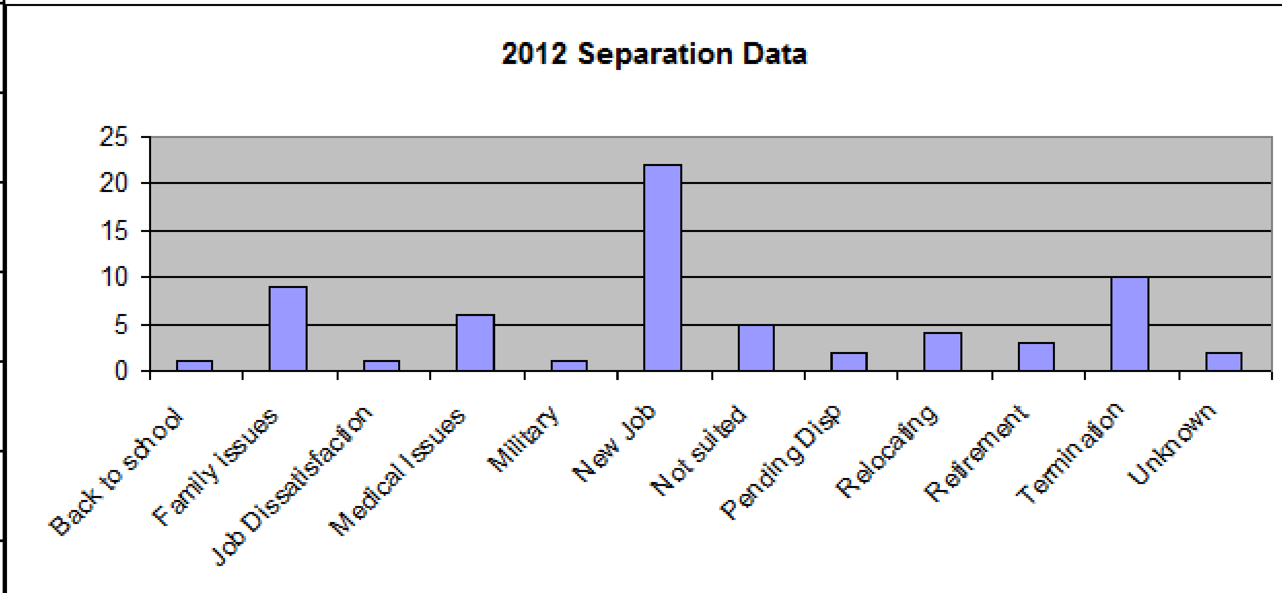
Turn over Data

2011-2014

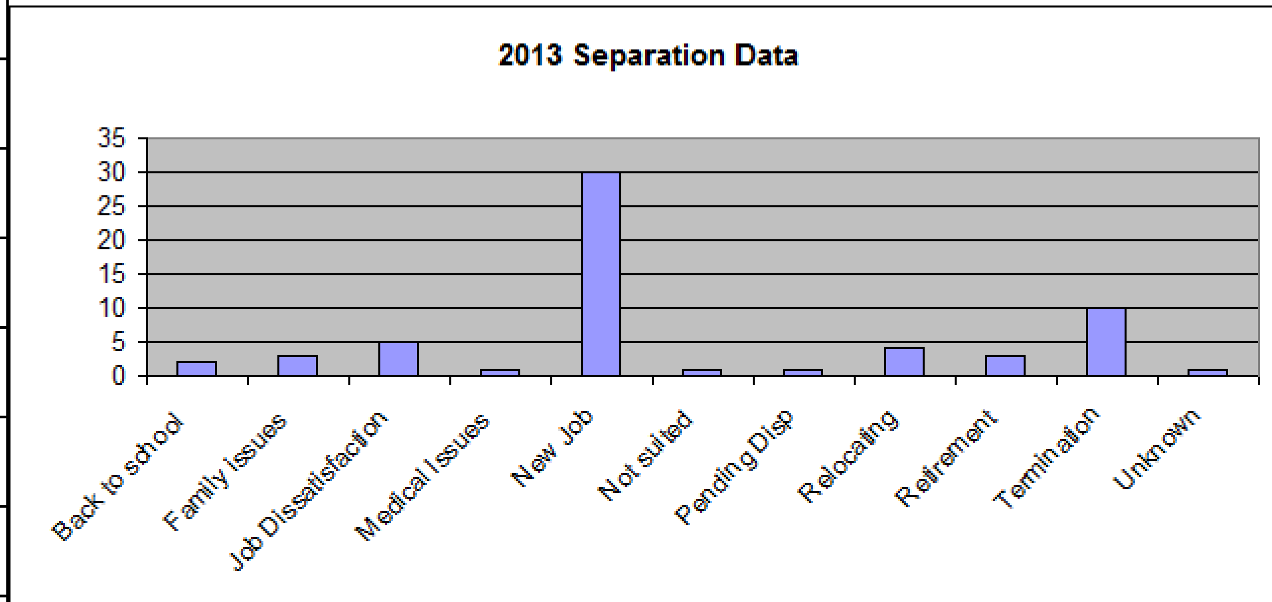
2011 Separation Data	#	%
Back to school	3	5
Family issues	1	2
Job Dissatisfaction	4	9
New Job	14	27
Not suited	1	2
Pending Disp	3	5
Relocating	3	5
Retirement	6	12
Termination	12	24
Unknown	4	9
Total	51	



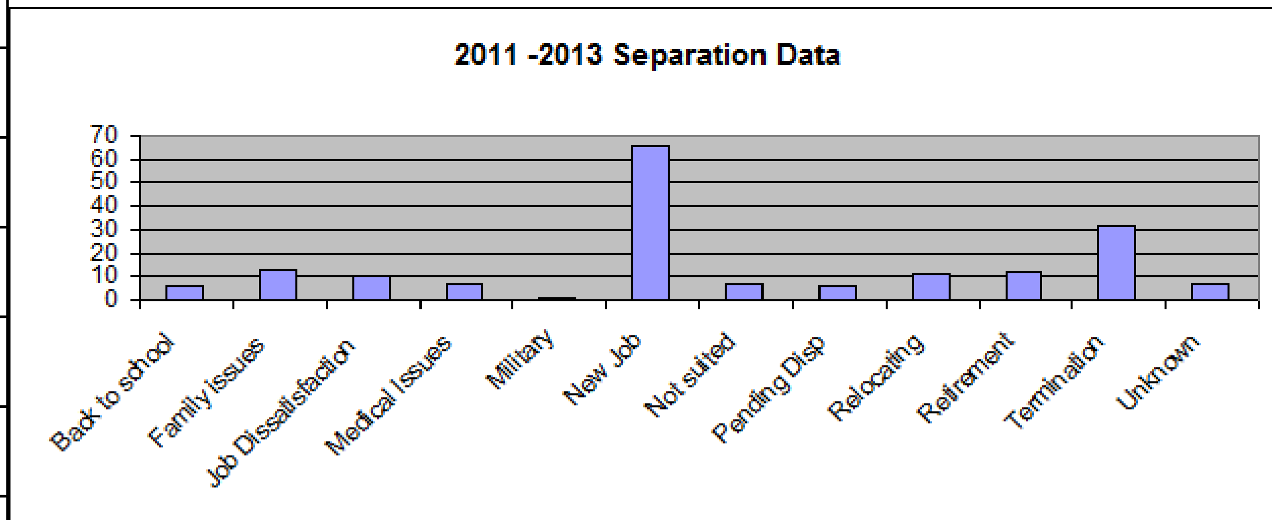
2012 Separation Data	#	%
Back to school	1	2
Family issues	9	14
Job Dissatisfaction	1	2
Medical Issues	6	9
Military	1	2
New Job	22	33
Not suited	5	7
Pending Disp	2	3
Relocating	4	6
Retirement	3	4
Termination	10	15
Unknown	2	3
Total	66	



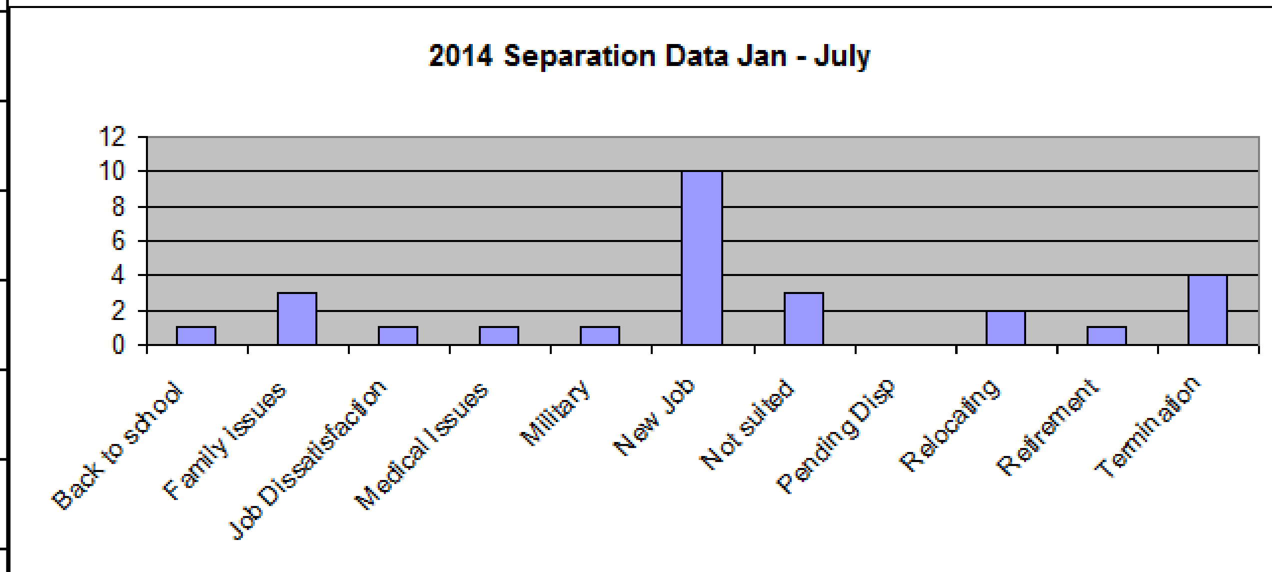
2013 Separation Data	#	%
Back to school	2	3
Family issues	3	5
Job Dissatisfaction	5	8
Medical Issues	1	2
New Job	30	49
Not suited	1	2
Pending Disp	1	2
Relocating	4	6
Retirement	3	5
Termination	10	16
Unknown	1	2
Total	**61**	



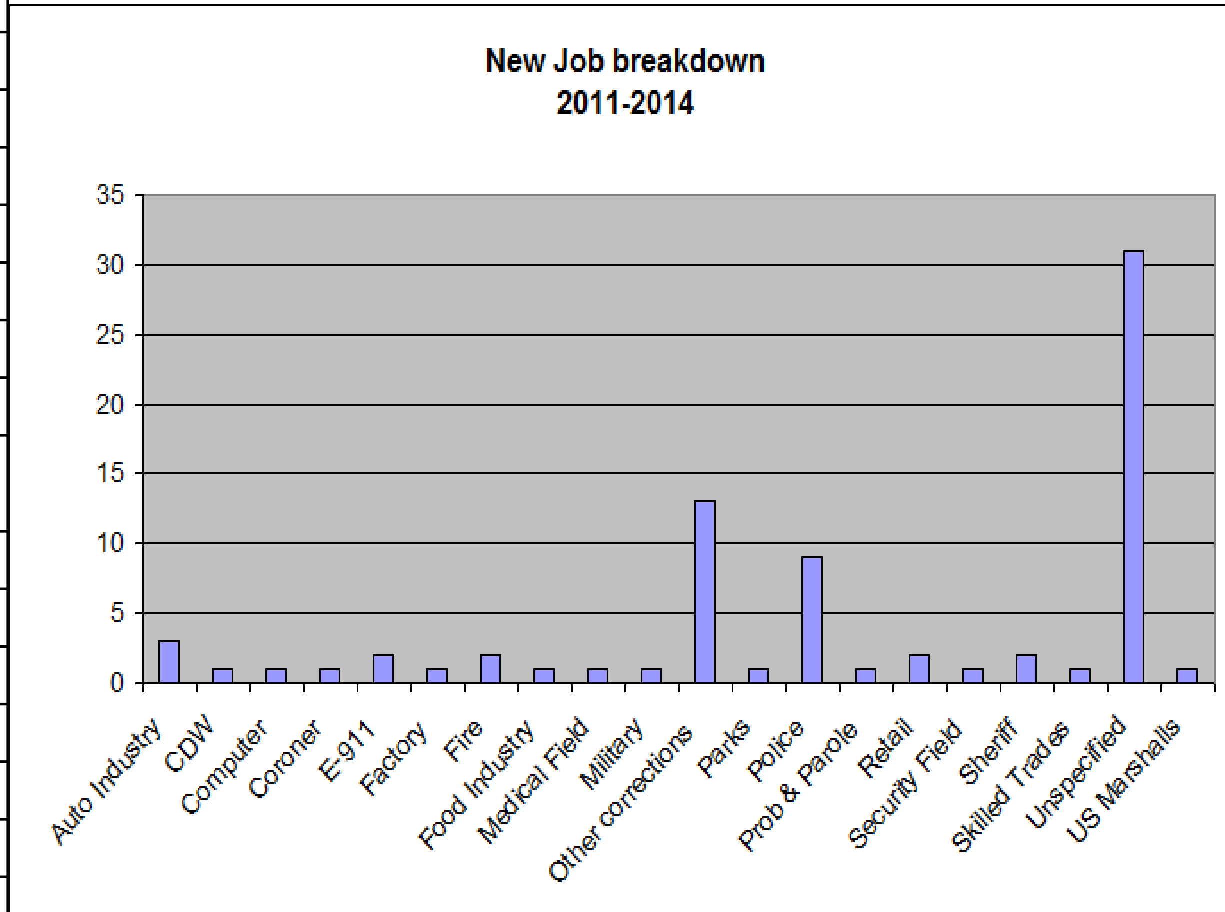
2011-2013 Combined	#	%
Back to school	6	3
Family issues	13	7
Job Dissatisfaction	10	6
Medical Issues	7	4
Military	1	1
New Job	66	37
Not suited	7	4
Pending Disp	6	3
Relocating	11	6
Retirement	12	7
Termination	32	18
Unknown	7	4
Total	178	



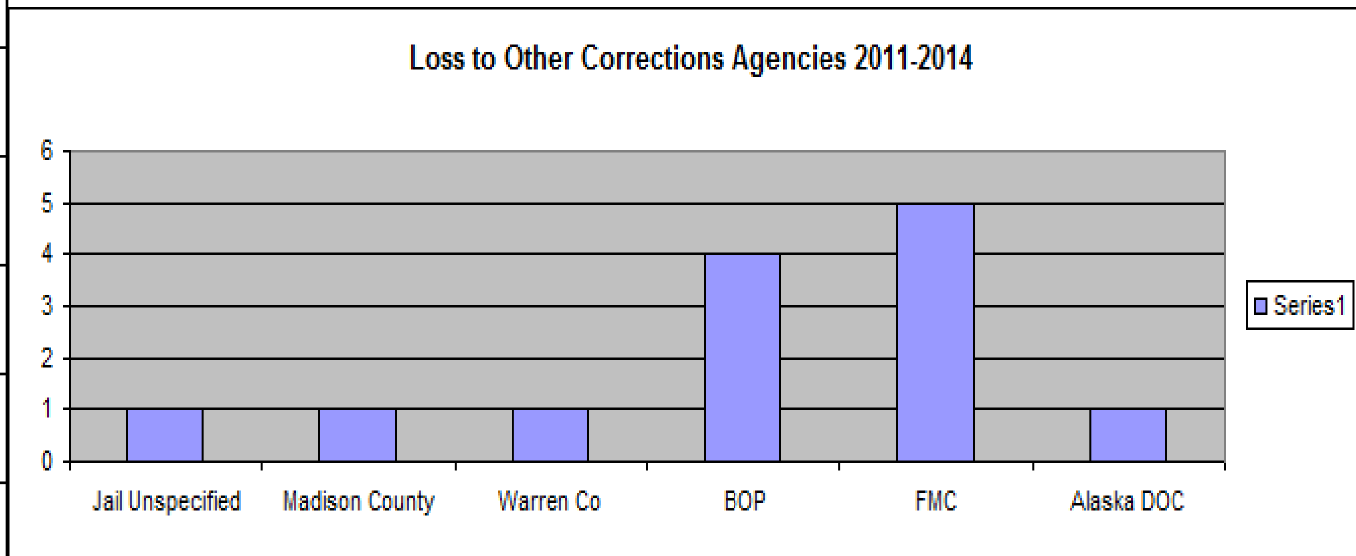
2014 Separation Data	#	%
Back to school	1	4
Family issues	3	11
Job Dissatisfaction	1	5
Medical Issues	1	4
Military	1	4
New Job	10	37
Not suited	3	11
Pending Disp	0	0
Relocating	2	7
Retirement	1	4
Termination	4	14
Total	**27**	



New Job	#	%
Auto Industry	3	4
CDW	1	1
Computer	1	1
Coroner	**1**	1
E-911	**2**	3
Factory	1	1
Fire	**2**	3
Food Industry	1	1
Medical Field	1	1
Military	**1**	1
Other Corrections	**13**	17
Parks	1	1
Police	**9**	12
Prob & Parole	**1**	1
Retail	2	3
Security Field	1	1
Sheriff	**2**	3
Skilled Trades	1	1
Unspecified	31	41
US Marshals	**1**	1
Total	**76**	



Other Corrections	#	%
Jail Unspecified	1	8
Madison County	1	8
Warren Co	1	8
BOP	4	31
FMC	5	38
Alaska DOC	1	8
Total	**13**	



Lexington-Fayette Urban County Government
Division of Community Corrections

On behalf of the men & women who serve you at the Division of Community Corrections we "Thank You" for your support and encouragement!

QUESTIONS

FIRE DEPT. LEXINGTON, KY.

1775

Fire Facilities

Review of information presented Feb. 18, 2014:

- 44 structures maintained (23 fire stations operating 24/7/365)
- Budgeted staff of 3 civilians and 1 sworn supervisor
- Since April 30, 1 civilian and 1 sworn
- 2010 three civilian and six sworn assigned to LFD Building Maintenance

FUNDING

Budget Period	Budget
2010	$115,350.00
2011	$115,280.00
2012	$115,180.00
2013	$114,780.00
2014	$115,280.00
2015	$150,000.00

FUNDING

- Suggested budgeting rates from June 8, 2014 meeting with Fleet & Facilities Director Baradaran:
  - Repairs and Maintenance: $2.00 / sq. ft
  - Roof replacement: $0.80 / sq. ft

  Based on these rates, LFD Building Maintenance repairs and maintenance budget would be $545,017 per year (194,649 gross sq.ft.)

LFD Maintenance rates

	Trades Supervisor Grade113N	Skilled Trades Worker Sr. Grade 112N	Skilled Trades Worker Sr. Grade 112N
Hourly	$26.02	$22.10	$24.42
O/T rate	$39.03	$33.14	$36.63
Cost of benefits	$23,334.50	$20,194.35	$22,417.14
Annual (incl. benefits)	$77,462.34	$66,154.03	$73,212.82
Hourly (incl. benefits)	$37.24	$31.80	$35.20

Outsourcing Rates

	Hourly	After Hours	Travel/Misc
Overhead Door	$108.00	$162.00	$42.00
HVAC	$70.00	$105.00	$40.00
Plumber	$78.00	$115.00	N/A
Plumber Asst.	$38.00	$115.00	N/A
Electrician	$75.00	$113.00	N/A
Boiler Tech	$78.00	$115.00	$40.00
HVAC Asst	$38.00	$57.00	N/A

Daily Cost

Location	Type of work	Time (hrs.)	LFD Personnel Cost	Contractor Cost
Sta. 2	Replace broken chain on bay door, reprogram remote openers for Eng. 2 and EC8	4	$148.96	$474.00
Sta. 2	Repair Ice Maker	1	$37.24	$75.00
Sta. 19	Repair/rewire Bay door wall switch	2	$74.48	$258.00
Sta. 14	Repair Oven	1	$37.24	$75.00
	Cost for the day		$297.92	$882.00

Outsourced

	Overhead Door		HVAC
Jun-14	$445.00	Jun-14	$1,362.30
May-14	$1,463.97	May-14	$2,709.25
Apr-14	$1,044.73	Feb-14	$2,985.00
Mar-14	$873.06	Jan-14	$3,980.00
Feb-14	$1,465.10	Dec-13	$3,980.00
Jan-14	$925.00		$15,016.55
	$6,216.86		

Division of Fire
Facilities Management Update Report

- **Proposed Plan Primary Components**
- **Facility Condition Assessment**
- **Additional Recommendations**
- **Q & A**

CMMS Implementation

- Estimated Full Implementation Date of December 2014
- Web Based System
- Funding associated with the first year implementation (data transfer, training and software subscription) costs to be paid by General Services Facilities Management group
- Second and all consequent years cost of services is to be paid by each Division (FM, Corrections, Fire) independently

Facility Condition Assessment

- Level I or Modified Based on UNIFORMAT II building systems
  - Roofing System
  - Envelope
  - HVAC
  - Code & Safety
  - Environmental
  - Site
  - Electrical & Lighting
  - Plumbing
- Recommend allocation of $120K to $125K from anticipated FY2014 Fund Balance.
- Timeline from start to finish could be 6 to 9 months.

Division of Fire
Facilities Management Report

Facility Condition Assessment Report

- Benchmark Indices and Measurements Used to Rate the Current Physical Condition of Each Facility
- Facility Condition Index by Facility Type (Fire Station, Administrative, Auxiliary,..)
- Deferred Maintenance and Capital Renewal Cost Estimates
- Deferred Maintenance and Capital Renewal Needs by Gross Square Feet (GSF)
- Current Needs by Facility System (Roofs, Windows, Etc.)
- Current Needs by Deficiency Priority
- Current Needs by Deficiency Category
- Capital Renewal Needs Forecast (2016 – 2022)
- Funding Options to Target Condition Improvement

FY 2015 Maintenance Funding

- The current level of funding ($.50/GSF) for Fire facilities is inadequate.
- Recommend Additional Funding of $300K to be allocated for immediate environmental testing and remediation as well as major roofing systems repair/replacement projects.
- Potential Source of Funding: FY 2014 Fund Balance

Additional Recommendations

- FT Personnel Level Increase of 4 (Non-Sworn) annually for the next 2 years @ estimated cost of $35K- $45K each (Payroll Only).
- Major Emphasis to be Placed on Repair & Maintenance of the Existing Facilities (CIP).
- Operational Reduction & Consolidation Opportunities.

Division of Fire
Facilities Management Report

Questions?

ITEM	REFERRED BY	DATE	STATUS
Compiling a List of Safe Places People can go in Times of Weather or Emergency Needs	Farmer	3/17/12	
Abandoned Housing	Myers	4/10/12	
Tenant Transition and Household Disposal	Ford	2/12/13	8/13/13, 10/15/13
Division of Police Home Fleet Policy	Stinnett	4/16/13	5/07/13, 11/05/13, 2/18/14, 7/8/14
Fire Station Locations and ISO Ratings	Public Safety Link	8/22/13	11/5/2013, 2/18/14
Standards and Oversight of Rehabilitation Homes	Lawless	11/12/13	
Staffing Level at the Div. of Community Corrections and the Inmate to Officer Ratio	Henson	11/19/13	1/21/2014, 7/8/14
Division of Police Staffing Plan	Stinnett	11/19/13	2/18/14
Outsourcing of Fire Building Maintenance	Budget Link	12/3/13	2/18/2014, 7/8/14
Taxi Cab Ordinance	Lawless	2/11/14	
Animal Remains on Private Property	Lawless	2/25/14	
Anonymous Employee Satisfaction Survey Every 6 Months for Community Corrections	Lawless	4/28/14	
Emergency Operations Center (EOC) Update	Mossotti	2/18/14	
Position of Substance Abuse Coordinator	Stinnett	6/17/14	