

Planning Committee

Gorton - Chair

Gray

Ellinger

James

Blues

Beard

Stevens

Stinnett

Crosbie

McChord

AGENDA

PLANNING COMMITTEE

June 17, 2008

1:00 P. M.

- 1. Liberty Road Update - Stinnett**
- 2. Streetscape Plan– Stevens (Pg.1 – 29)**
- 3. Management Audit Implementation – Stevens (Pg. 30 – 61)**
- 4. Items Referred to Committee (Pg. 62)**

“Planning Committee, to which should be referred matters relating to parks, planning and zoning, housing, transportation, grants, legislation and social services.”

“Council Rules & Procedures, Section 2.102 (1)

Lexington Streetscape Master Plan

Lexington Fayette Urban County Government

Kinzelman Kline Gossman Strand Associates 2nd Globe Brownstone Design Preston Osborne

Meeting Agenda

Council Planning Committee

June 17, 2008

1. Update on work since the last meeting:

- May 22 Advisory Committee Meeting & Draft Plan Review
- Bicycle Mobility Alternatives for Main & Vine, Limestone & Upper
- Refinement of draft standards for
 - Main & Vine Streets
 - Limestone Corridor
 - Triangle Park District
- Recommendations for Streetscape Materials & Amenities including...
 - Newsrack Corrals
 - Transit Shelters
- Sustainability Applications / Green Infrastructure Recommendations
- Phasing & Implementation Strategy
- Refined Funding Plan / Status

2. Sustainability & Green Infrastructure Recommendations

3. Short to Long-range Implementation Recommendations

4. Streetscape Improvement Phasing Strategy

- Main & Vine Streets
- Limestone Corridor
- Triangle Park District
- Newtown Pike Gateway Area

5. Funding Plan (Harold Tate & Vitale Buford, Preston Osborne)

June 2008



Downtown Streetscape Master Plan

Lexington, Kentucky

Lexington-Fayette Urban County Government

Kinzelman Kline Gossman
Strand Associates
2nd Globe
Brownstone Design
Preston Osborne

REVISED

Reviewed by:

Council Review Submittal:
June 11, 2008

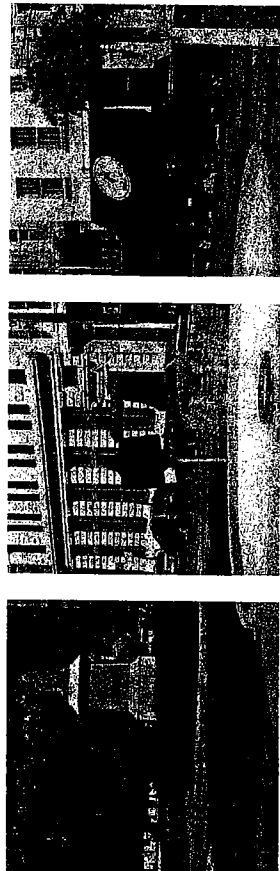


Table of Contents

Acknowledgements
Table of Contents

Introduction

Background
"Complete Streets"
Sustainability and "Green" Infrastructure
Purpose & Intent of the Study
Public Engagement
Goals and Objectives

Existing Conditions Assessment

Findings
Downtown Image and Identity
Gateways and Open Spaces
Streetscape Elements
Street Conversion Issues
Curb and Sidewalk Replacement Costs
Bicycle Mobility

Specialty Area Opportunities

Gateway Development Opportunities
Public Event and Gathering Space Enhancements
Project Opportunities
Placemaking, Wayfinding and Signage
Sustainable Design and Construction Practices
Recommended Implementation Priorities

Street Typologies and Design Standards

Street Typologies
Streetscape Design Standards
Standard Intersections
Streetscape Construction Details

Phasing and Implementation

Appendix

News Rack Corral Location Map

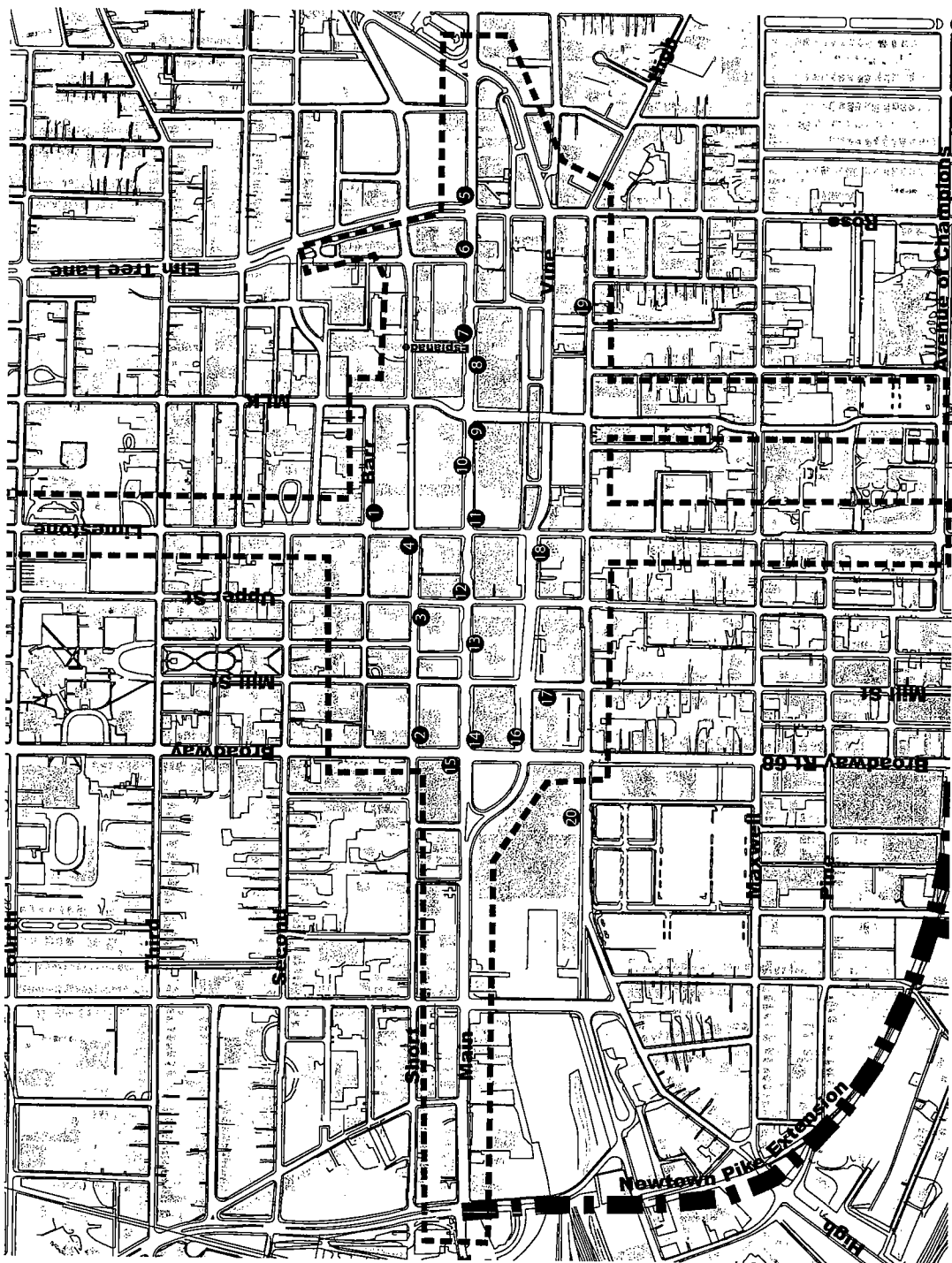
Legend

One Corral per Intersection as shown *

- 1 Barr @ Limestone - Plaza Side
- 2 Short @ Broadway - LFUCG Corner (southeast)
- 3 Short @ Upper - Old Courthouse Corner
- 4 Short @ Limestone - North Side of Short
- 5 Main @ Rose - Near Street Level Retail
- 6 Main @ DeWeese - National City Bank Area
- 7 Main @ Esplanade - or on Esplanade
- 8 Main @ KY Theatre
- 9 Main @ MLK - County Clerk Corner
- 10 Main Street in Front of Alfalfa's
- 11 Main @ Limestone - Phoenix Park Area
- 12 Main @ Upper - Old First National Building
- 13 Main Street between Mill and Upper - near Financial Center
- 14 Main @ Broadway - Triangle Center Side
- 15 Broadway @ Main - deSha's Corner
- 16 Broadway @ Vine - Radisson Corner
- 17 Mill @ Vine - Central Bank Corner
- 18 Vine @ Limestone - Tonio's Corner
- 19 High Street - YMCA
- 20 High Street near Rupp Arena

* See standard intersection plans for placement requirements and design guidelines; exact locations to be determined during design development and construction documentation.

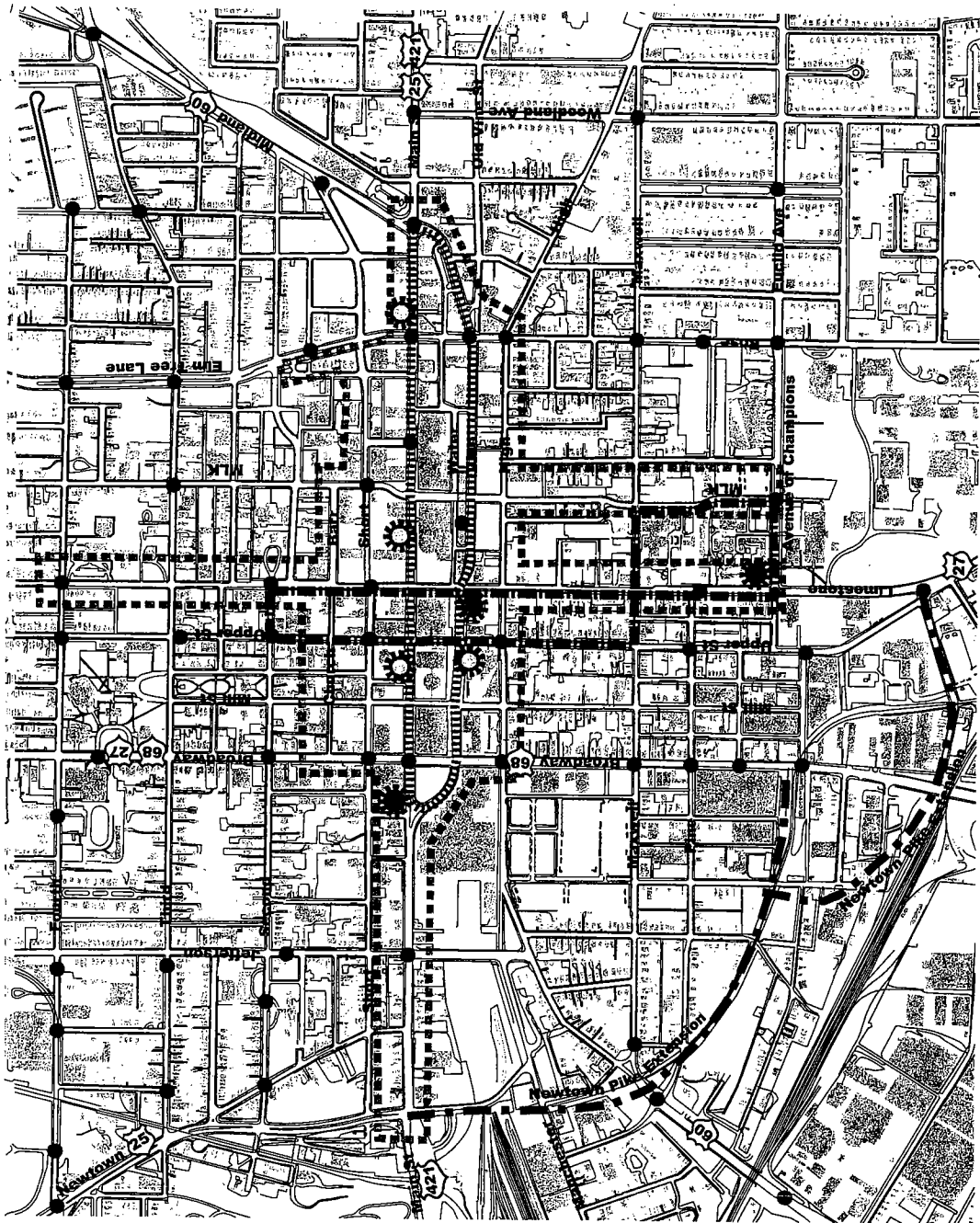
* Locations as recommended by the News Rack Ordinance Task Force. In the future, additional locations may be added as the Downtown Master Plan is implemented.



Downtown Mass Transit

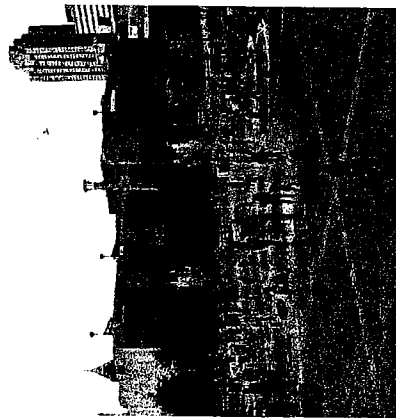
Legend

- Study Area
- Proposed Downtown North/South Circulator
- Proposed Downtown East/West Circulator
- Existing Bus Stops
- Proposed Bus Shelter locations as recommended by LexTran
- Additional Bus Shelter locations as recommended for consideration



boundaries. What visitors encounter and experience in Downtown Lexington will leave a lasting impression on those discovering Lexington for the first time.

Today's investments in corridor redevelopment, streetscape enhancements and event destinations can create a renewed sense of pride and optimism for those that are here today and pay dividends for generations to come.



Centennial Olympic Park in Atlanta, Georgia was transformed from a neglected area into a vibrant center of arts and culture.



Expansive parking lot could be transformed into Lexington's grand park.

"Complete Streets"

What are "Complete Streets"? The National Complete Streets Coalition characterizes "Complete Streets" as streets that are designed and operated to provide safe, attractive and comfortable access for all users. Streets built utilizing "Complete Street" principles encourage social interaction, provide a unique sense of place and have a positive influence on adjacent land values. The community's desire to reclaim and "complete" Lexington's streets became evident during recent planning initiatives including the Comprehensive Plan, Downtown Master Plan and Regional Bicycle & Pedestrian Master Plan.



Vibrant lighting & generous landscaping provide a high quality pedestrian experience along this wide sidewalk in Crystal City, Texas

While there are no regimented guidelines for design, complete street policies are outcome-driven and work to create street environments where all people feel safe and comfortable using the roadway. Complete street policies begin with the understanding that one third of the US population does not drive and that non-drivers and drivers alike have the right to expect that all streets provide safe and convenient travel, offer mass transit options, provide access for pedestrians, cyclists, and those with physical, hearing and sight impairments. These ideas are not new and were evident in Lexington's downtown environment before the advent of the two-car garage and 30 minute morning commute.

Right-of-ways and roadway corridors that expended to carry more cars and higher volumes of traffic in the late

1950's through the 1970's did an excellent job of moving cars into and out of America's downtowns. Unfortunately the net effect of that strategy contributed significantly to the exodus of the downtown shopper and night-life. The widening of pavement sections and the addition of travel lanes caused a gradual and progressive decline in the quality of downtown streetscapes and the public realm. Stores, restaurants and entertainment venues lost patrons to suburban shopping centers and districts that offered the ambiance, safety and convenience that downtown had lost.



Wide Right-of-Ways & fast moving traffic create an unwelcoming pedestrian image along Vine Street.

Fortunately, we've realized the mistakes of the past and are taking steps to correct them. The revitalization of Downtown Lexington's public realm and streetscape environment will require some value judgments and progressive yet practical design approaches that favor quality-of-life issues over traditional methods and measures of initial cost.



Decorative lighting brings energy to 6th street in Cincinnati

Sustainability & "Green" Infrastructure

Lexington-Fayette County's strong land conservation ethic and concern for quality-of-life has led to a new way of looking at planning and design for the built environment. "Sustainability" has become a catchphrase for practices that meet ecological, economic and social needs without compromising the ability of future generations to meet their own needs.

LFUGG's 2007 Comprehensive Plan Update introduced a "green infrastructure" policy which builds upon the concept of sustainability by viewing the management of landscapes and natural resources as a basic necessity of the infrastructure network, similar to the basic of the infrastructure of road and sewer networks. The ethics of sustainability call for an integrated approach to planning and design that requires consideration of impacts (from capital improvement projects) on the natural environment and quality of life. Green infrastructure systems utilize high-performance best management practices which result in the following benefits:

- better compliance with environmental laws and policies,
- greater resource efficiency and reduced energy consumption
- healthier ecosystems,
- improved performance and lifecycle of infrastructure resulting in savings over time;
- a healthier resident population,
- long-term economic savings of from healthcare costs, improved air and better water quality

This study has been developed with a commitment to considering the sustainability of the design of every element of the downtown street network and the public spaces that enliven and define it. These considerations extend to choices about environmental impacts, the make-up of materials, the distance they must travel from point of manufacture, and the installation methods that affect the lifecycle maintenance and replacement cost.

The "Streetscape Elements" and "Sustainable Design and Construction Practices" chapters of the Master Plan provide recommendations for the integration of green infrastructure and sustainable practices in the design and construction of Streets and Sidewalks. While the criteria will evolve as more detailed engineering and design is completed, the principles of sustainability have applications in each of the following elements of the Downtown Streetscape Environment:

- more appealing, "walkable", pedestrian-focused streets
- improved bicycle and mass transit facilities (less reliance on cars)
- a healthier urban forest (through the use of larger planting areas and improved planter systems)
- bioengineering techniques for stormwater management and water quality
- Rain water retention and recycling
- More water and energy-efficient irrigation systems and maintenance practices
- More energy-efficient lighting
- The use of locally available, more durable, renewable and recycled construction materials
- planned and coordinated phasing and management of construction waste

Purpose & Intent of the Study

- Build upon the findings and recommendations of the 2006 Downtown Master Plan.
- Develop a more cohesive, aesthetically pleasing, vibrant and pedestrian-friendly downtown streetscape.
- Address the poor condition of sidewalks and lack of compliance with the Americans with Disabilities Act (ADA).
- Develop more cost effective, sustainable & efficient standards and technologies.
- Prepare for the 2010 Allegheny World Equestrian Games.
- Support and bolster significant private-sector investments into Downtown.

The recommendations of this initiative are guided by the knowledge and opinions of LFUCG staff, outside agencies and a wide range of public and private stakeholders.

Public Engagement

The Inventory and Analysis phase of the Downtown Streetscape Master Plan began in December of last year and concluded with the first public meeting summarized below. The schematic design phase of the study began in late February following an extensive stakeholder engagement process. Over the past four months representatives of the consulting team have conducted weekly stakeholder meetings. A listing of stakeholder meeting to date is included below:

Stakeholder Meetings:

Bikeway Advisory Group
Commissioner of Environmental Quality
Corridors Committee Representatives
Courthouse Area Design Review Board Representatives
Distillery District Representatives
Downtown Lexington Corporation
Entran
Gratz Park Neighborhood Association
Greenebaum, Doll & McDonald, Attorneys
Greenebaum Attorneys
Greenspace Commission
Kentucky Transportation Cabinet
Kentucky Utilities Company
LexArts
Lexington Area Metropolitan Planning Organization (MPO)
Lexington Convention and Visitors Bureau
Lexington Downtown Development Authority
Lexington Farmer's Market
Lexington Herald-Leader
Lexington Parking Authority
Lexington Police Department
Lexington Tree Board
LexTransit Authority of Lexington
LFUCG Mayor, Vice Mayor & Senior Advisor for Management
LFUCG Division of Engineering
LFUCG Division of Planning
LFUCG Division of Traffic
LFUCG Special Events Coordinator for Mayor's Office
Streetscape Review Committee

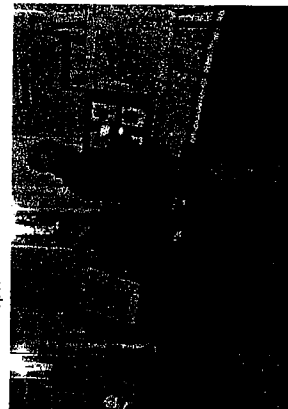
Triangle Foundation
Town Branch Trail Inc.
University of Kentucky
Urban County Council (Streetscape Workshop)
Western Suburbs Neighborhood Association (at their request)

Neighborhood Association Meeting (February 21, 2008)

Representatives of the following groups were invited to attend a stakeholder meeting to express insight and input of their concerns, needs and desires:

Alysford Place Neighborhood Association
Bell Court Neighborhood Association
Goodloe Neighborhood Association
Gratz Park Neighborhood Association
Groosvenor/Woolfork Neighborhood Association
Historic South Hill Neighborhood Association
Martin Luther King Neighborhood Association
Northside Neighborhood Association
North Upper Neighborhood Association
Race Street Neighborhood Association
Western Suburbs Neighborhood Association
Woodward Heights Neighborhood Association

Over the course of this same period there have been several staff reviews, one council work session and two public workshops.



Over 50 visitors attended the public workshop on February 23.

Paver Installation (Vehicular Applications)

A cross-sectional diagram of a concrete crosswalk ramp. The diagram shows a vertical cross-section of the ramp structure. At the top, there is a layer of concrete with a stippled texture. Below this is a layer of compacted asphalt adhesive, followed by a layer of compacted thickness bituminous setting bed. Underneath that is a layer of rubberized tack coat. The main body of the ramp is made of concrete with a stippled texture. At the bottom, there is a layer of expansion joint at interface with adjacent crosswalk pavement. The ramp is supported by a concrete base. The ramp has a vertical weep hole spaced not to exceed 5' O.C. The ramp is 4" thick. The ramp is 6" from edge of brick pavement on down slope side only. The ramp is 12" expansion joint at interface with adjacent crosswalk pavement.

Labels on the left side of the diagram (from top to bottom):

- SWEET JOINTS WITH DRY MIXTURE OF SAND/CEMENT PAVEMENT
- NEOPRENE MODIFIED ASPHALT ADHESIVE
- 3/4" COMPACTED THICKNESS BITUMINOUS SETTING BED
- RUBBERIZED TACK COAT
- 12" EXPANSION JOINT AT INTERFACE WITH ADJACENT CROSSWALK PAVEMENT

Labels on the right side of the diagram (from top to bottom):

- ADJACENT CONCRETE CROSSWALK RAMP
- 2" Ø VERTICAL WEEP HOLES SPACED NOT TO EXCEED 5' O.C.
- VARIABLE DEPTH COMPACTED AGGREGATE BASE, 4" TYP.
- WEEP HOLES 6" FROM EDGE OF BRICK PAVEMENT ON DOWN SLOPE SIDE ONLY.
- CONCRETE BASE

Diagram illustrating the cross-section of a curb and gutter assembly. The diagram shows the following components and dimensions:

- ADJACENT SIDEWALK**: The area to the left of the gutter.
- PAVERS - FINISH GRADE**: The top layer of the sidewalk.
- 1/4 INCH PER FOOT**: The slope of the pavers.
- TIGHT BUTT JOINTS (SAND SWEEP)**: The joints between the pavers.
- ADJACENT CURB AND ROADWAY**: The area to the right of the gutter.
- SAWCUT WEEDERS THROUGH CURB**: The method of creating a drainage path.
- 8" ON CENTER, TYPICAL**: The spacing of the sawcuts.
- 3/4" (19 MM) ASPHALT SETTING BED**: The layer below the pavers.
- ROLLED BITUMINOUS 100 MM**: The layer below the setting bed.
- ASPHALT BASE SETTING BED**: The layer below the rolled bituminous.
- DEPTH VARIES, 3/4" MIN. - 4" MAX.**: The thickness of the asphalt base.
- CONFORM TO FINISH GRADE**: The requirement for the base layer.
- COMPACTED SUBGRADE OR EXISTING SLAB BELOW**: The layer below the asphalt base.
- TACK COAT OF 2% NEOPRENE MODIFIED ASPHALT ADHESIVE**: The layer between the base and the subgrade.
- VARIABLES - SEE PLAN**: A note indicating that some dimensions are variable and shown on the plan view.
- SLOPE 1/4" PER FOOT**: The slope of the curb.
- PATTERN TO BE DETERMINED**: A note indicating that the pattern of the curb is to be determined.

NOTES:

- PATTERN TO BE DETERMINED

Diagram illustrating the leveling foot assembly on concrete pavement. The assembly consists of a leveling foot mounted on a concrete pavement surface. A 1/2" stainless steel machine bolt is used to secure the leveling foot, with epoxy applied to the joint. The diagram shows the leveling foot, the machine bolt, and the concrete pavement. Labels include: 1/2" STAINLESS STEEL MACHINE BOLT, EPOXY IN PLACE, LEVELING FOOT, CONCRETE PAVEMENT, COMPACTED SUBGRADE, COMPACTED BASE, and COMPACTED SUBGRADE.

Diagram illustrating the components and dimensions of a standard light pole base:

- ROADWAY PAVEMENT
- PAVERS, PATTERN TO BE DETERMINED.
- LEXINGTON STANDARD LIGHT POLE BASE
- 24"x24" CONCRETE P.I.P. COLLAR AT LIGHT POLE BASE WITH LIGHT BRUSH FINISH.
- ADJACENT HARDSCAPE OR LANDSCAPE
- 6" CONCRETE CURB
- 2'-0"
- 3'-0"

Retention

Urban Promenade

URBAN COOLING ZONE
REFLECTING POOL / GREEN SPACE

STORMWATER TREATMENT ZONE
STORMWATER STORAGE
INFILTRATION & RECYCLING

SHADE TREE CANOPY

RAIN GARDEN

BIO RETENTION AREA

RECYCLED PAVES SYSTEM

CULVERT

"GREEN" DRAIN INLET

TOWN BRANCH CULVERT

Placemaking, Wayfinding and Signage

WORK IN PROGRESS

Sustainable Design and Construction Practices

Structural Soil for Street Tree Health

Establishing and maintaining healthy street trees within the urban environment is a major challenge for municipalities. Trees in pavements typically are confined to small areas of soil often lacking in water, nutrients, oxygen and adequate room for proper root growth. Soils under sidewalks are highly compacted to meet engineering standards required to support pavements; therefore, trees in this environment live a stunted and shortened life, generally living only 7-10 years. With



Construction photo showing placement of subsurface integrated tree and stormwater system (Silva Cell by Deeproot).



Construction photo showing placement of structural soil.

better soil conditions, life expectancy can be greatly increased to upwards of 60 years. CU-Structural Soil and Silva Cells are two options that both support pavements and encourage deep root growth. The investment in soil for a healthy tree is paid back by fulfilling the functions for which it was planted. These functions may include shade, beauty, noise reduction, wind abatement, pollution reduction, wildlife habitat and the creation of civic identity (Heisler, 1974; LATIS 2002).

Application: Structural soils have been successfully employed for many years and are easily integrated into streetscape applications and budgets. Silva cells are a newer, more expensive and less tested technology that shows greater promise for long-term tree health and development.

Pavement Design

There are a variety of applications where sustainable pavement design can be employed within the Downtown street and sidewalk system to provide a positive influence storm water management, ground water recharge, and a reduction of the urban heat island effect.

Porous pavement systems are hard surface pervious pavement materials, equal in strength and durability to conventional pavements; that allow stormwater runoff to percolate through the pavement into the ground thus reducing and surface water pollution. Gravel base courses lying underneath the porous pavement surface serve as a 'reservoir' to temporarily store the percolated stormwater, thereby lengthening the infiltration period into the underlying soil.

- Porous asphalt
- Porous concrete
- Permeable paving systems

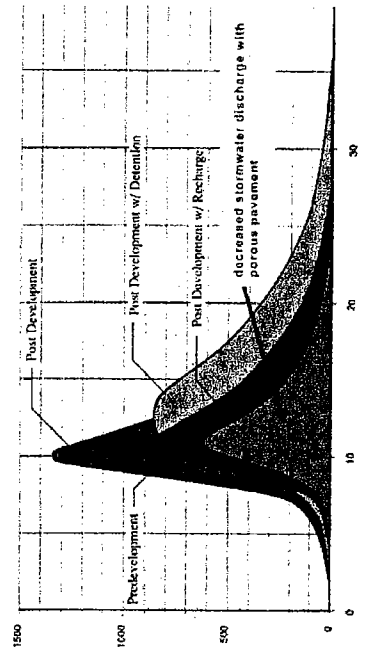
Pavements made from recycled sources ultimately save resources and energy.

Application: While porous asphalt and concrete may be too coarse in appearance for use in the downtown setting – the use of permeable paving units deserves serious consideration. More work must be done to determine the feasibility of using permeable pavers and porous sub-base materials as current industry standards call for the use of somewhat unsightly and maintenance intensive coarse aggregates to maintain porous drainage spaces between paving units.

Porous pavements should be considered.

Rain Gardens, Bio-retention Cells & Storm Water Planters

Rain Gardens, Bio-retention Cells & Storm Water Planters utilize a series of landscaped or turf covered catchment areas designed to capture, cool, cleanse and infiltrate stormwater runoff from urban streets. These systems are an effective method of integrating landscaping and stormwater management into the urban area. During rainfall events,



Hydrograph comparison showing how porous pavement reduces peak flow and total volume of runoff

Source: Cahill Associates Via PaveGreen

stormwater runoff is directed into the catchment area, is allowed to collect, and then infiltrate into the soil. With intense rainfall events, the remaining excess water will either flow back to the street gutter, entering the next downstream catchment in the series, or can be diverted to underground storage chambers. After traveling throughout the entire series, any remaining stormwater is directed to the storm sewer system or directed into swales or stream channels.

Application: Generous Sidewalk widths along Main and Vine provide excellent potential for the integration of various types of bio-retention and catchment areas.



Rain garden example from Seattle incorporates grate allowing water to move from street to planter while maintaining the walking surface. Due to safety considerations, it may be desirable to use some type of barrier on start/stop side(s). See example of pavement containment in streetscape design standard section.

Green (Vegetated) Roofs

Vegetated or 'green' roofs provide excellent results for a variety of sustainable building retrofit strategies including improved rate, quantity and quality of stormwater runoff; reduced energy requirements for heating and cooling of the building; improved neighborhood environmental effects resulting from reduced thermal absorption of roofing surfaces; improved noise reduction to building occupants; and extended roof membrane protection from the effects of ultraviolet radiation and puncture damage.

A diagram of a rectangular prism. The width of the front face is labeled as 6 units.

NOTES:

1. CONTRACTOR TO PROVIDE WELDED CAP ON POST.
2. ALL SIGNS SHALL BE IN ACCORDANCE WITH THE LATEST EDITION OF THE MANUAL ON UNIFORM TRAFFIC CONTROL DEVICES (MUTCD).
3. REFER TO MANUFACTURER'S SPECIFICATIONS FOR INSTALLATION.
4. CONTRACTORS TO COORDINATE HEIGHT OF SIGNAGE PANEL, COLLAR, AND LOCATION OF SIGN POSTS WITH CITY ENGINEER PRIOR TO CONSTRUCTION.
5. SET POSTS PLUMB.



Existing Conditions Assessment

Findings

There are significant differences in the function and physical characteristics of streets that make up the downtown environment. While some of these differences will go away as the Downtown Development Plan evolves, others will remain as a result of differences in right of way width, traffic volumes & lane configuration, current land use and ground floor tenant potential.

Over the course of the study's first 4 months, the consulting team conducted multiple site visits to photo inventory and categorize the findings, issues, and opportunities which impact the functional and aesthetic qualities of the Downtown environment. The findings and observations that pertain to the spatial identity of Downtown's significant gateways and public spaces are presented under "Current gateways and Open Spaces". General findings and observations pertaining to the various components of the Downtown streetscape are summarized under the heading of "Streetscape Elements", below.

In order to highlight the substantial differences between the different sub-districts and streets of the downtown area, the design team prepared a preliminary "Street Typology Map" which classifies the downtown according to 6 distinct typologies (or sub-districts). Findings and recommendations specific to each particular sub-district are presented under the categories of the "Street Typologies".

Downtown Image and Identity

The development of a more memorable, inviting, and vibrant downtown identity begins along the corridors and gateways that lead into the city. During the first four months of this study the consulting team has presented case study examples of how cities in the US and around the world have developed public streets and open spaces in order to create unique, memorable downtown districts and city centers. The recommendations presented in

this plan have been inspired by those examples and have been crafted to respond to the unique context and opportunities which exist in Lexington.

Gateway and Open Spaces

Newtown Pike Gateway – Newtown Pike serves as one of the most important gateways to Downtown. While the aesthetic character of the roadside between Interstate 75 and New Circle Road maintains much of the appeal of the rural countryside, the segment between New Circle and Main suffers from a lack of continuity, the blemishes inherent to current and former industrial sites and the decline of some of the adjoining commercial and residential properties. Limited sidewalk width, narrow curb lawns, high-mast roadway lighting and a lack of pedestrian amenities limit pedestrian appeal and present an un-inviting appearance. Bike lanes along the roadside straddle the edge of the concrete gutter and create a somewhat imposing condition for novice cyclists.

The Downtown Master Plan proposes the development of mixed-use buildings which would bring buildings up to the right-of-way of Third and Fourth Streets and provide a more pedestrian-friendly scale and sense of connection to the adjacent neighborhoods.

With so much of the roadway offering a parkway quality and with much of the adjoining right-of-way under institutional or public ownership (Lexmark, UK, State Hospital, State Highway Dept. & County Gov't) there appears to be excellent potential to completely reinvent the North Gateway into Downtown. Inspiration for the reinvention of the gateway could come from the Champs-Élysées in Paris, Columbus Circle in New York City and the current rural roadside along Newtown and Iron Horse Pike.

In recognition of the long-term approach which will be needed to reposition both the physical and aesthetic qualities of adjoining parcels, immediate priority should be given to improving the aesthetic appeal of the median. Wayfinding and "placemaking" elements should be introduced to provide better orientation and a

more vibrant, inviting sense of arrival. These elements should be integrated with landscape enhancements to maximize the cumulative effect and impact. Since Newtown Pike offers many visitors their first impression of the Downtown area, consideration should be given to creating both temporary and permanent landscape buffers which enhance the roadside and mitigate views to un-buffered parking fields, service yards and industrial sites. Other near-term enhancement opportunities include the following:

- Development of a separated, multi-purpose trail linkage between Main Street and the new Legacy Trail.
- Removal of underutilized parking fields / clearing of derelict or vacant commercial and industrial sites.
- Removal or replacement of deteriorated fencing
- Installation of mounding and/or buffer plantings
- Installation of more appropriate, pedestrian-oriented lighting.
- Curb and sidewalk replacement and intersection enhancements
- Introduction of wayfinding and placemaking enhancements

Triangle Park: in process...

Courthouse Square: in process...

Limestone/Collegietown Corridor: in process...

Cheapside/Old Courthouse Square District: in process...

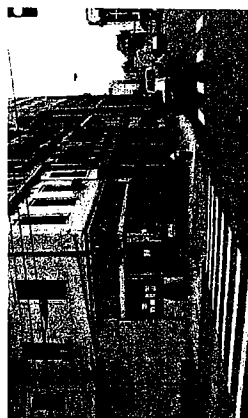
Thoroughbred Park: in process...

Streetscape Elements

There are significant differences in the function and physical characteristics of streets that make up the downtown environment. While some of these differences will go away as the Downtown Streetscape Master Plan evolves, others will remain as a result of differences in right of way width, traffic volumes & lane configuration, current land use and ground floor tenant potential.



Existing obstructed walk example on Main Street.



Obstructed pedestrian thoroughfare. The current ramp configuration at Short and Upper Streets does not meet current accessibility standards.

to 5 distinct typologies (or sub-districts). Findings and recommendations specific to each particular sub-district are presented under the categories of the "Street Typologies".

General findings and observations are as follows:

Sidewalks: Current downtown sidewalk conditions do not consistently meet ADA requirements due to repair issues, height and slope variances, poor ramp alignments, outdated design standards and conflicts with tree pits and sidewalk infrastructure. Future sidewalk improvements should maintain consistent, unobstructed pathways. Future trees, signage and light poles should be placed within a tree lawn/utility corridor/furnishing zone along the back of curb. Ramps gradients and geometries are widely variable and most (if not all) ramps in the downtown area lack detectable warning pavers as required by the American with Disability Act (ADA) guidelines.



Repair issues at Main and Limestone Streets, including sinking & uneven pavements.

Crosswalks & Signal Infrastructure: Traffic Infrastructure along Main and Vine Streets between Broadway and Midland Avenues has a very acceptable, high quality appearance with minimal sign clutter and excellent visibility. Pedestrian crossing signals provide illuminated graphics, numeric countdown, and audible

chirp to assist sight-impaired individuals. Single-standing walk signal poles are un-painted but otherwise complement the painted traffic signal mast. With the exception of the Courthouse Square area, most of the remaining Downtown intersections have span-wire signals. Future upgrades to all signalized Downtown intersections should move toward the replacement of span-wire signals as funding permits as overhead wires tend to create a much less appealing intersection character. Current crosswalk striping standards with thermoplastic striping provides a very functional, easily maintainable, and appealing look. In high traffic intersections near major event venues like Lexington Center it may be desirable to employ a modified signal timing approach that stops vehicular movements in all directions and allows pedestrians to cross diagonally through intersections. This practice has been employed in many larger cities and could be possibly be applied at Broadway where it intersects with Main and Vine.

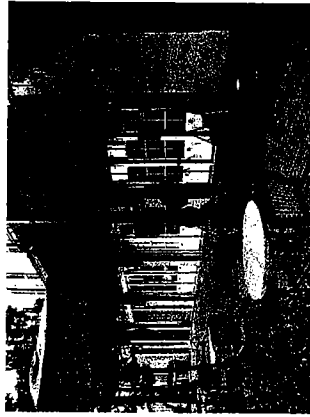


All traffic is stopped at this intersection allowing pedestrians to cross in every direction at the same time. This system was first used in the 1940's in Kansas City and has been used in Denver, New York, San Diego, Oakland, Tokyo, Japan, Dublin Ireland and elsewhere.



Signage at intersections informs pedestrians that crossing in any direction is "OK", once all lanes of vehicular traffic are stopped. Crosswalks of busy intersection designed to allow.

Sidewalk Café Spaces: Sidewalk café spaces are a critical feature of successful mixed-use, Downtown districts. In recognition of the fact that sidewalks must accommodate safe and convenient access, the placement of sidewalk seating areas should be controlled to preclude potential conflicts with pedestrians at all hours. It is true that there will be some areas where it may be difficult or impossible to meet minimum clear zone requirements and accommodate sidewalk café spaces. In most areas where conflicts currently occur, however, it is possible to expand the width of walks, utilize less wide tables or shift the arrangement of table set-ups away from the face of buildings and into the amenity zone adjacent to the curb.



Example of a curb-side café in New Orleans, LA

Storefront Signage: Current downtown sign ordinances prohibit projecting signs. As a result, the current streetscape environment lacks the sense of vibrancy and ease of orientation typical of most traditional downtown districts. Properly designed signage (controlled by appropriate design guidelines) provides storefront businesses and merchant necessary identity and visibility to patrons and adds to the vitality of the streetscape environment. Future guidelines and zoning controls should provide flexibility based on the architectural context of the district. For example, sign criteria for the Old Courthouse Review District should reflect the need to maintain a more traditional palate of materials, colors, and scale



Without projecting signage, it's nearly impossible to tell that restaurants exist along this block of Limestone Street.

than areas that do not have such a rich collection of Historic Buildings. Conversely, Vine Street and the Triangle Park area should have a less restrictive set of criteria which encourages the development of a more vibrant facades and storefronts.

Limestone Walls: Lexington is known for some of the most beautiful and varied examples of limestone masonry in the country. Consider the use of this style of material wherever masonry features or walls are desired.



Limestone wall example.

Right of Way Configuration: Current right of way width varies along the length of nearly every downtown street. Due to significant expenses for right of way acquisition and street development, proposed streetscape design solutions should work within current street rights of way wherever possible.



Large Right of Way on Vine Street.

Lane Width: 12 foot wide lanes prevalent throughout much of Downtown promote higher speeds which are undesirable in "Main Street" environments. While more detailed study should be devoted to addressing the feasibility of changes in lane configuration, we believe that lane widths should be reduced to 11 feet wide in order to slow the pace of traffic and create a more pedestrian-oriented atmosphere and facilitate the introduction of



Variable free pit configuration creates hazardous and maintenance intense conditions.

bike lanes along desired routes. On lower volume streets 10 foot wide lanes provide ample width.



Narrow walkway with restricted clear zone on Church Street

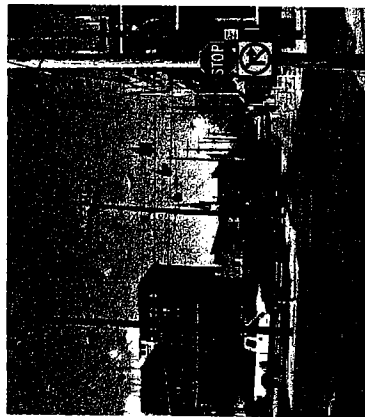
On-Street Parking: On-street parking provides a direct benefit to retailers and creates a more sheltered and appealing pedestrian environment along retail street frontages. Assuming that lane widths can be reduced, we believe it would be desirable to maintain, if not increase, on-street parallel parking on one or both sides of Main and Vine while incorporating a continuous bike lane. On-street parking lessens the demand on off-street parking and provides an important source of public revenue which is frequently used by municipalities to support ongoing development and maintenance activities. The Lexington Downtown Parking Authority (Lexpark) is currently in the process of adopting the use of less maintenance intensive single space meters (which accept debit or credit cards) and pay stations which can be used along blocks where six to ten spaces are continuously aligned.

On-Street Service, Loading and Maintenance Conditions: Service and loading functions must be controlled through practical ordinances and code enforcement. Future streetscape improvement initiatives provide an opportunity to work with property owners to improve service and loading operations and facilitate better functional relationships between retail and restaurant tenant spaces which tend to generate the highest proportion of deliveries, curb-side loading, and pick-up. Guidelines for curbside pick-up should ensure

that private trash and recycling containers do not remain on the street beyond a reasonable period of time. In most areas, pick up hours should be restricted to non-peak traffic periods and early morning hours when sidewalk traffic is lowest.

Curb and Sidewalk Utility Infrastructure: Storm drains, water mains, telecommunication, and electrical services bring a relatively high degree of uncertainty to streetscape redevelopment and replacement budgeting due to the varying age, location, and condition of both private and public underground services. Structural slabs which span underground service vaults should be inspected during the project implementation phase to ensure that each location is structurally sound. Switch gear, manholes, valves, inlets and service covers are typically maintained in place due to the tremendous expense of utility relocation. Where conflicts with curb ramps occur it may be necessary to relocate services to provide safe pedestrian access. Future standards for structures and appurtenances should meet desired specifications for sustainability and accommodate goals for the development of a "greener" downtown infrastructure network.

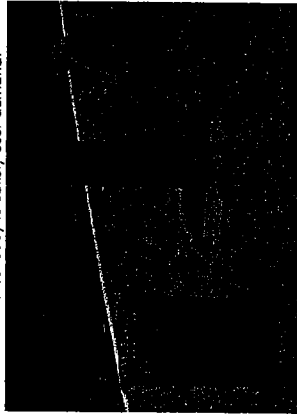
Overhead Utilities: Overhead utilities are a significant cost consideration and aesthetic concern along many of the downtown streets. Utilities along most of Main and Vine have already been placed below grade however short sections remain along the east and west ends of Main Street. Kentucky Utilities has provided a budgetary estimate of \$2.5 Million per mile of roadway to place primary electric services below grade. Burial of secondary services would be much less. All burial costs will vary dependant upon the size of services, the condition of other line services (such as telecommunications and cable TV), available right-of-way and the degree to which burials can be coordinated with curb and sidewalk replacement initiatives. The budgetary allowance does not include the costs for the reconfiguration of private electric hook-ups which must follow along with taking public electric service from overhead to underground routing. The majority of stakeholders who have commented on the issue have voiced a strong preference to have overhead electric services buried throughout the downtown core.



Existing overhead utilities on Church Street

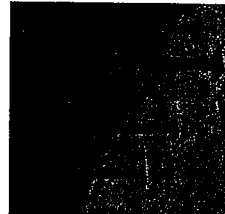
Site Furnishings

Benches & Litter Receptacles: Existing benches and litter receptacles provide a very acceptable standard for future use, particularly where a more traditional appearance and continuity is desired. Opportunities to add recycling attachments or to include combination recycling/litter receptacles as a downtown standard should be explored. There appear to be an adequate number of benches today to satisfy user demand.



Backed bench and trash receptacle

Bike Racks: LFUCG currently has approximately 150 bike racks throughout the downtown area. Racks are located near the curb in areas that are convenient to building entrances. LFUCG staff has noted that current bike racks have not been as durable or cost-effective as desired and have quadrupled in cost since 2004. Further, bicyclists have suggested the current style is not as user-friendly as other potential designs. Future standards should be more durable and cost effective and easy to use. The design should continue to provide flexibility in parking spaces provided, with multiple units being installed in areas of high demand.



Existing Bike Racks

Media Boxes: Currently, stands of media boxes line streets and corners creating visual clutter. An ad-hoc committee is working with the Herald Leader and others to develop acceptable future standards for placement and screening.



Media boxes at Courthouse Square

Street Trees: While there is tremendous potential to increase the amount of green space along downtown streets and sidewalks, existing street trees frequently obstruct views to storefronts. Current tree pits intrude within the pedestrian clear zone.

Future standards should promote the clustering of trees along with potential rain gardens/bio-infiltration landscape areas. Many of the tree lawns outside of the core downtown area are insufficiently wide to support long-term, healthy growth.



Example of impeding trees on Limestone. A different species of tree would yield a higher canopy allowing pedestrians passage.

Street Lights: Existing decorative street lamps contribute to the quality of the streetscape environment and should be used as the on-going standard throughout most of the downtown core. These post lamps promote a safe nighttime environment, create a strong pedestrian orientation and comply with accepted standards for roadway illumination along mixed-use streets. While storefront illumination is a desirable by-product of non-directed fixtures, consideration should be given to the selection of post-top fixtures which minimize the inefficient "spillover" of light in areas where storefront illumination is not desirable. Directing light in areas where it is not needed results in the wasteful expenditure of energy and a commensurate increase in operational costs. The International Dark-Sky Association (IDA) publishes a listing of approved manufactures which offer fixtures which minimize glare, reduce light trespass, and mitigate pollution of the night sky.

More contemporary alternatives to the current traditional post lamp could be considered as appropriate accents in entertainment districts (such as the Triangle Park area) where different fixtures support the cultivation of a stronger district identity and a more eclectic mix of architectural styles exists. Kentucky Utilities (KU) provides the current model and offers a limited range of alternative future choices. KU should be consulted to determine the most cost effective, efficient, and environmentally responsible standards for future lighting applications.

Planters: WORK IN PROGRESS



Existing planters

Curb and Sidewalk Replacement Costs

Based on our involvement in similar urban settings we have found that streetscape improvement costs could range from \$250 to \$350 per linear foot of curb. For example, the average cost (per foot) of Covington Kentucky's 2005, Phase 1 Streetscape improvements were budgeted (and subsequently bid and installed) for just over \$300.00 per running foot. The City of Cincinnati currently budgets \$250.00 to \$300.00 per foot for similar urban commercial district improvements. While no two places or improvement plans are the same, based on an average cost of \$300 per foot, over the next 20 to 30 years, the City of Lexington could expect to spend over \$20,000,000 to replace or improve curb and sidewalks within the boundaries of the Streetscape Master Plan study area. These costs do not include special areas overhead utility relocation or costs associated with geometric changes which would be required for the conversion of one-way streets to two-way traffic.

Project	Location	Project Description	Length (ft)	Width (ft)	Area (sq ft)	Cost (\$)	Cost per sq ft (\$)
1	East Lexington	East Lexington Streetscape	1,200	12	14,400	1,200,000	83.3
2	West Lexington	West Lexington Streetscape	1,200	12	14,400	1,200,000	83.3
3	South Lexington	South Lexington Streetscape	1,200	12	14,400	1,200,000	83.3
4	North Lexington	North Lexington Streetscape	1,200	12	14,400	1,200,000	83.3
5	Central Lexington	Central Lexington Streetscape	1,200	12	14,400	1,200,000	83.3
6	West Lexington	West Lexington Streetscape	1,200	12	14,400	1,200,000	83.3
7	East Lexington	East Lexington Streetscape	1,200	12	14,400	1,200,000	83.3
8	South Lexington	South Lexington Streetscape	1,200	12	14,400	1,200,000	83.3
9	North Lexington	North Lexington Streetscape	1,200	12	14,400	1,200,000	83.3
10	Central Lexington	Central Lexington Streetscape	1,200	12	14,400	1,200,000	83.3

This table by American Consulting Engineers for the Downtown Lexington Transportation Analysis evaluates the effects of lane direction changes on vehicular traffic.

Bicycle Mobility

Options for improvements to bicycle mobility in downtown Lexington are limited by the widely varied right-of-way and street widths which exist throughout the downtown street network. In recognition of the fact that there is only limited opportunity for the widening of streets, a combination of traditional and non-traditional bike lane configurations will need to be employed to provide continuous and inter-connected bike routes.

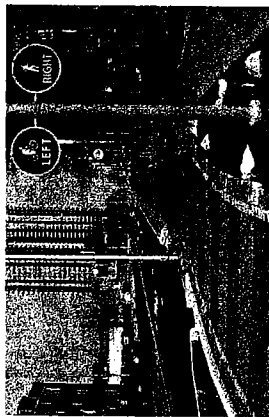


Photo of the Indianapolis Cultural Trail. At this point, the trail is multi-purpose with cyclist & pedestrian lanes elevated above the roadway. As conditions dictate, the multi-purpose trail transitions back to separated bike lanes and sidewalk on a block-by-block basis.

Cities like Corvallis, Oregon, Montreal, Canada, San Francisco, California and New York, New York have led the way among North American Cities in developing strategies and techniques which retro-fit existing roadways to provide continuous bike routes along pre-developed urban street networks. Non-traditional practices such as buffered (sheltered) bike lanes, one-way routes, and share-the-road or "Sharrow" lanes have been used with success over the past several years.

Sharrow Lanes - Sharrows (such as the one from Vancouver pictured at right) are short-hand for "shared lane pavement markings" that indicate that motorists and cyclists share the same travel lane. This alternative is currently proposed as part of the University of Kentucky Bicycle Access Plan. New York, Los Angeles, Portland,



Example of narrow lane in Vancouver, Canada

Vancouver, and San Francisco have adopted Sharrow lanes as accepted practices for higher volume streets where dedicated bike lanes cannot be used because of demands for on-street parking or the number of travel lanes. Callans (California Department of Transportation) has adopted Sharrows as an official marking. In January of this year the National Committee on Uniform Traffic Control Devices voted 35-0-3 to endorse the shared lane marking and forward it to Federal Highway Administration (FHWA) for potential inclusion in the next edition of the federal Manual on Uniform Traffic Control Devices (MUTCD).

Sheltered (Buffered) Bike Lanes



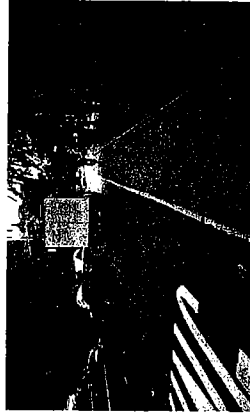
Parked cars and bollards delineate this two-way bike lane from traffic lanes. This example from Montreal also includes a tree lawn to separate bike lanes from pedestrian traffic.

has been used extensively in Europe where it has been successful at promoting bicycle commuting among novice cyclists. Cities currently using sheltered bike lanes include Copenhagen, Montreal, Paris, Pittsburgh and New York.



This photo of a New York City one-way street shows design innovation aimed at providing bike mobility along streets with limited pavement area. Striping separates the bike and traffic lanes while maintaining on-street parking, standing and loading areas.

One-way Bike Routes - A one-way bike route has been employed along Main Street in Lexington since 2006. While one-way routes are not currently in use in other parts of the city they may provide the only viable means of creating a dedicated bike lane that would connect across the north and south axis of the downtown core. Based on limitations of pavement width and right-of-way, Main & Vine (east-west) and Upper & Limestone (north-south) provide the most logical routes for the development of one-way, dedicated bike lanes.



Greater safety and awareness can be achieved by providing contrasting pavement colors between bike lanes and adjacent motorized travel lanes as seen on this New York City street.

Recommended Implementation Priorities

Assemble Design Review Committee

- Need for oversight committee is paramount to ensure compliance as the Downtown Streetscape Master Plan is adopted and implemented. Establishing this committee and empowering them to inform and enforce the standards will be key in the realization of the plan.

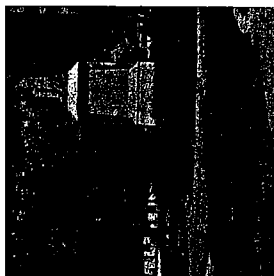
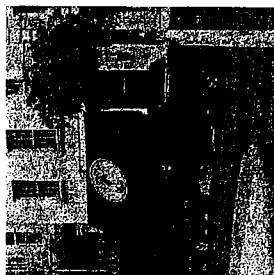
Short-Range Implementation Priorities (1-3 yrs.)

- Conduct traffic study as needed to support proposed/preferred design changes and secure Transportation Cabinet Permits for Main and Vine.
- Conduct design studies as needed to begin overhead utility relocation at East and West ends of Main Street.
- Improve Main Street sidewalks between Lexington Center and Elm Street (incorporate rain gardens, bike lane, non-peak parking lane, wayfinding and placemaking enhancements)
- Improve Vine Street sidewalks between Limestone and Lexington Center (incorporate rain gardens, bike lane, non-peak parking lanes, wayfinding and placemaking enhancements)
- Conduct traffic study to determine feasibility and impacts of the potential conversion of Limestone and Upper.
- Conduct design studies as needed to determine overhead utility relocation requirements at Limestone and Upper Street
- Implement Limestone corridor streetscape, bike access, and wayfinding enhancements
- Complete Courthouse Square event staging, placemaking and sidewalk enhancements (especially at West Side of Limestone)
- Complete Newtown Pike Gateway enhancements (both temporary and permanent, excluding any that would jeopardize completion of the Newtown Pike Connector)
- Improve the Triangle Park Yoke (develop Wayfinding and Identity Enhancements)
- Convert Short and Second Streets from one-way to two-way traffic
- Complete Downtown wayfinding & signing enhancements

- Develop Cheapside/Old Courthouse Entertainment Area as an Improved Festival and Event Venue
- Establish design criteria, modify the zoning code and/or establish design overlay districts that allow projecting signs and provide more flexible, less restrictive criteria for storefront and building mounted signing.
- Coordinate between the LFUCG Division of Planning and Engineering to ensure that new streetscape design standards and sustainable best management practices are integrated and / or referenced in design and construction manuals / specifications.
- Conduct coordinated fundraising efforts with both public and private funders

Medium to Long Range Priorities

- Build New Gateway & Modern Round-About at Newtown Pike and Main Street
- Assemble Funding / Accelerate completion of Newtown Pike Extension
- Begin Design and Construction of the Water street Promenade and Linear Park simultaneous with redevelopment of Annex Garage or Adjacent Properties
- Implement Triangle Park Entertainment District streetscape improvements.
- Complete streetscape redevelopment according to implementation strategy
- Develop Town Branch Basin into "Lexington's Millennium Park". Redevelop Jefferson Street with mixed-use development over parking garages. Redesign High Street to reconnect to Manchester Street
- Bury overhead utilities on secondary streets
- Complete implementation of street conversion strategy



Phasing and Implementation

In order to capitalize on current interest and momentum; and in recognition of the limited availability of federal, state, and local government funds, this plan should be actively used in the recruitment of private-sector investors and funding partners. These potential partners should receive assistance in gaining an understanding of the benefits of public / private partnering.

Funding strategies and projects that reduce risk, enhance property values or increase business revenues; are key to accelerating the redevelopment of the streetscape environment and public realm. Tax Increment Financing is one of the most common and appropriate tools for the financing of public improvements associated with private development projects.

Other Potential sources of streetscape development funding include the following:

Commercial Development Incentives:

- New Market Tax Credits
- Community Reinvestment Act (CRA) loans
- Special Improvement Business Improvement (B.I.D.) or Management Districts (S.I.D.)

Note on BIDs and SIDs (Business Improvement District and Special Improvement District):

BIDs, SIDs and Management Districts are special assessment districts which are created to serve specific geographic areas. These districts are created by engaging the participation of property owners toward the "self-assessment" of a pool of funding designed to direct revenues to a variety of supportive services including capital improvements, security, maintenance, marketing, economic development, parking, and special events. Louisville and Cincinnati utilize improvement districts to fund "Clean & Safe" and "Downtown Ambassador" programs which emphasize services which cater to visitors and business patrons and help ensure that downtown patrons have a pleasant, safe, and enjoyable experience. BIDs are excellent tools to develop funds for street cleaning, flower and banner programs, and landscape maintenance and can be used to fund staff positions such as administrative and marketing positions. Due to the

magnitude of streetscape development costs BIDs are not always a practical means of generating capital funding for sidewalk replacement and enhancement. Additional information may be obtained from the International Downtown Association at www.ida-downtown.org.

Preliminary estimates of probable construction costs have been created to guide budgeting for the phased implementation of all of the proposed Downtown Streetscape Improvements. Future phasing will be contingent upon several factors including the availability of public funding, the sequencing of roadway other improvement projects, the status of private development initiatives and private property owner participation. Any or all future phases could be separated or combined based upon coordination issues and the availability of funds.

All of the budget estimates are based upon the conceptual streetscape design standards proposed herein. The estimates have been conceived without the completion of more detailed engineering and the limitations of the available mapping. While these estimates are useful in establishing relative improvement budgets and in pursuing supplemental project funding, additional design will be necessary to predict specific project costs.

Notes:

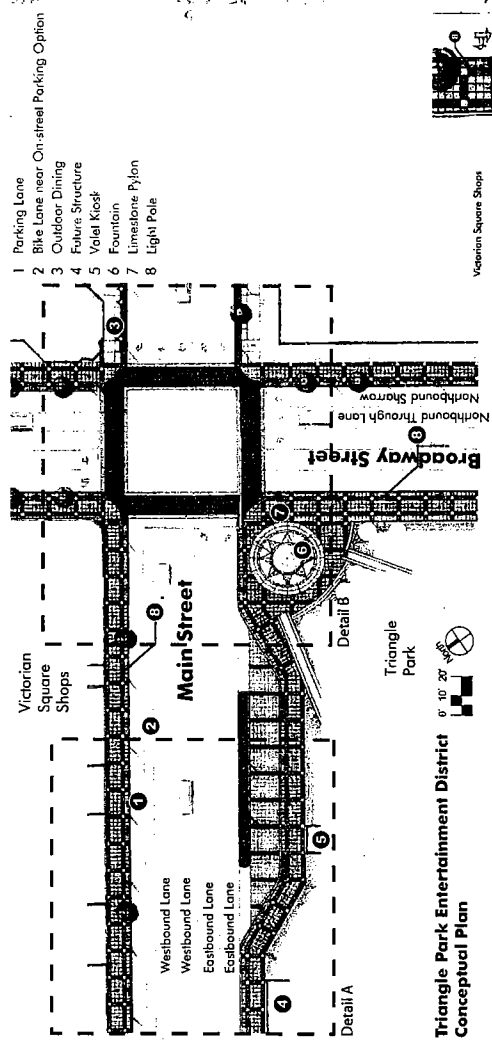
1. The estimate of probable construction costs includes material and labor at current prevailing wages. The projected scope of work includes the following improvements:

- New Curb & Sidewalk
- ADA compliant curb ramps
- New Pedestrian (Decorative) Lighting
- New Site Furnishings (news rack corrals, benches, trash receptacles, planters)
- Trees & Landscaping
- Parking Meters and Pay Stations

Project Opportunity - Triangle Park Entertainment District

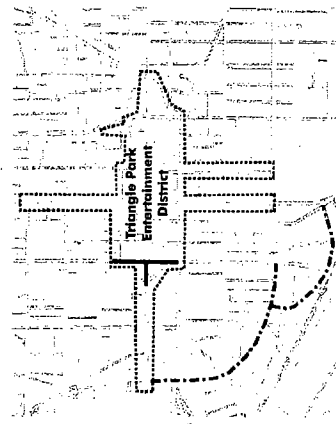
THIS SHEET FOR REFERENCE ONLY.
This drawing is conceptual in nature and was completed during initial stages of the planning process. Standards, materials and locations of elements have been altered. See the Standard Intersection Plan for the Triangle Park Entertainment District Area for current information.

Main Street from W. Vine to Broadway as well as Broadway from Church to High Street is located within the proposed Triangle Park Entertainment District. A special decorative paving treatment has been proposed within this area in order to differentiate the district and compliment the vibrancy and unique qualities of the hospitality, retail and entertainment uses adjacent uses Triangle Park. Additional project opportunities include visitor drop-off zone on the south side of Main Street at Triangle Park, proposed valet kiosk and potential retail opportunities along Triangle Park.

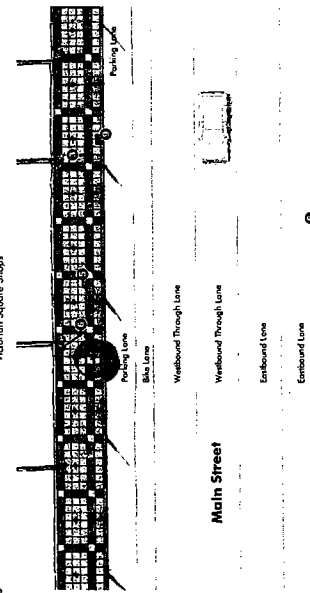


**Triangle Park Entertainment District
Conceptual Plan**

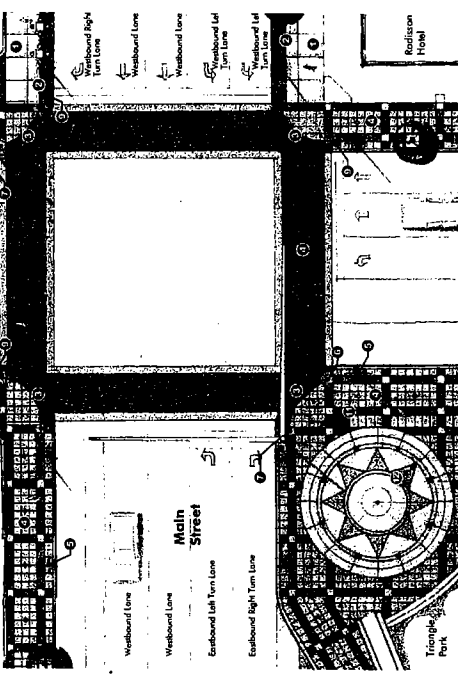
Key Map
Downtown Mainstreets Typology
Specialty Area: Triangle Park Entertainment District



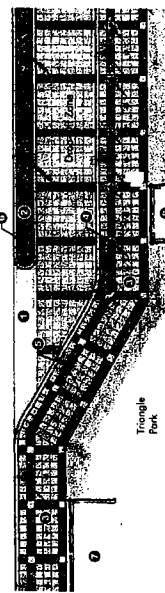
- 1 Concrete Pavers
- 2 Specialty Pavers (Brick)
- 3 Specialty Pavers (Concrete/Asphalt/C)
- 4 Ballards
- 5 Light Poles
- 6 Planters
- 7 Future Structure
- 8 Valet Kiosk
- 9 Parking Pay Station



Detail A



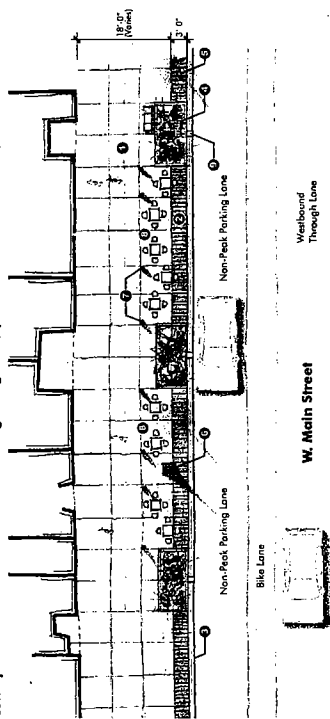
Detail B



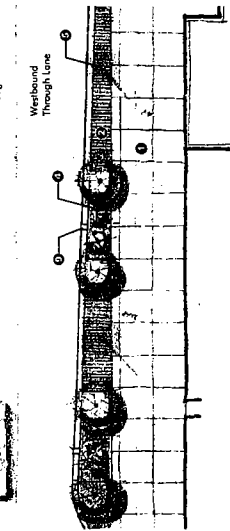
Project Opportunity - Main Street Core

The proposed standard design section includes four 11 foot wide travel, a 5 foot wide bike lane along north side of the street and non-peak hour parking lanes at mid-block situations where possible. Sidewalk would include a 3 foot wide brick paver strip within the utility corridor along the curb. Street trees are to be strategically located as not to interfere with street level views to and from retail storefronts. Rain gardens along the north side of the street will be sized to include street run-off where possible. Rain gardens along the south side of the street will capture sidewalk run-off, due to existing roadway slope. Freestanding planters and hanging baskets are recommended in place of street trees in front of such retail storefronts. Outdoor dining areas opportunities exist near the curb. In such cases, physical separation could be achieved via bollards. Street furniture such as bike racks, newspaper corrals, trash and recycling receptacles will be placed strategically near the intersections and outdoor activity spaces. Limestone pylons or other "placemaking" features could be placed at regular intervals (such as every furlong) in order to emphasize the unique history or cultural legacy of the given district.

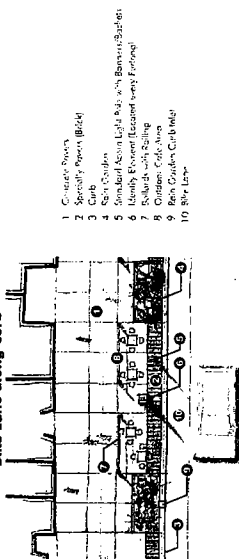
Concept A: 21 Ft. Wide Sidewalk Parking along Curb; (Shown West of Limestone)



W. Main Street

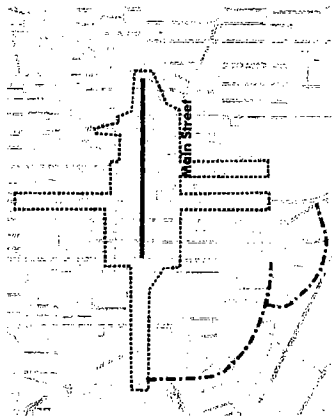


Concept A1: 21 Ft. Wide Sidewalk with Permanent Fence at Cafe Space Bike Lane along Curb

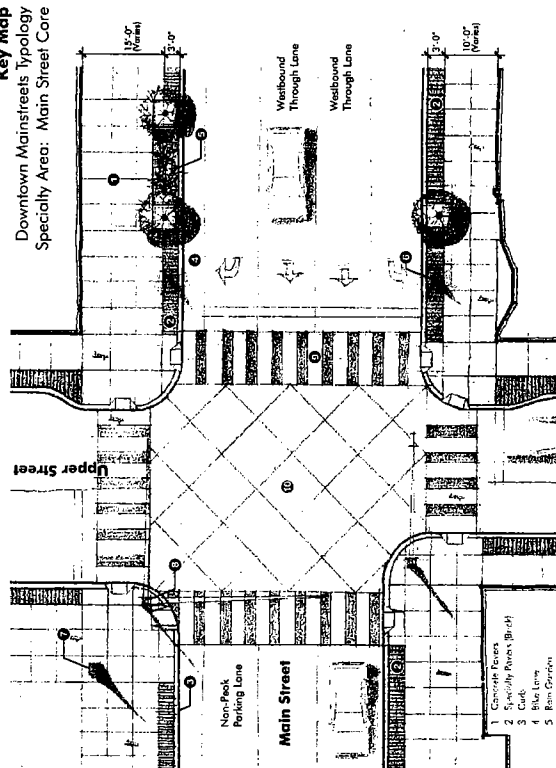


Conceptual Plan Alternatives

THIS SHEET FOR REFERENCE ONLY
This drawing is conceptual in nature and was completed during initial stages of the planning process. Standards, materials and locations of elements have not been altered. See the Standard Intersection Plan for the Main Street Core Specialty Area for current information.



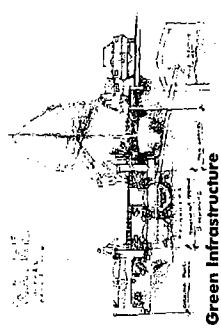
Key Map
Downtown Mainstreets Typology
Specialty Area: Main Street Core



Intersection Detail Concept

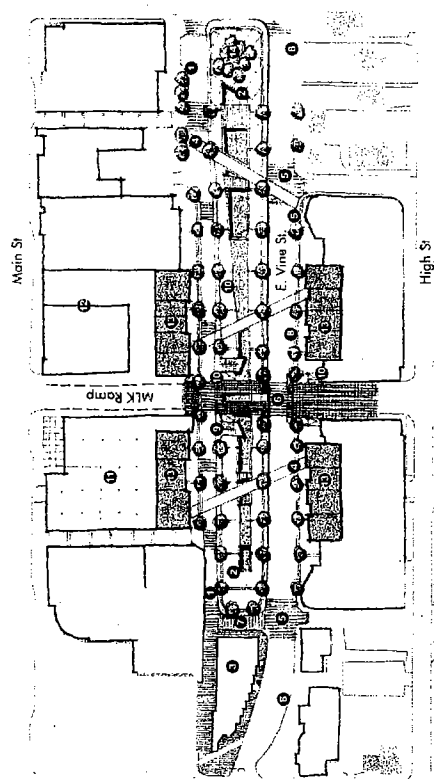
Project Opportunity - Vine/Water Street Promenade

The Vine Street enhancement concepts propose several improvements that create a stronger pedestrian orientation and set the stage for the development of new ground floor retail, restaurant, and commercial uses. In recognition of the reality that Vine and Main Street will remain one-way for the foreseeable future, the enhancement plans propose the reduction of lane widths and the use of non-peak-hour parking lanes. The use of the non-peak parking lanes eliminate the need for a separated parking bay, reduces the total pavement section and provides additional space for the development of rain gardens and bio-retention areas. Raised pools of water bounded by limestone seawalls would trace the path of the Town Branch Stream Corridor and provide an enticing amenity for sidewalk cafés and gathering spaces. Recycled or porous pavements could be used along the path of the "Water Street Promenade". The Promenade would extend along the Vine from Broadway and along Water Street until the terminus at Main Street. The development of Retail and Restaurant spaces would be promoted along the rear of properties along Main Street and as tenant spaces within public buildings at either side of Martin Luther King (MLK) Avenue. The proposed "Linear Park" along each side of "MLK" could feature significant urban green space, festival and event staging areas, and potential space for the farmer's market.

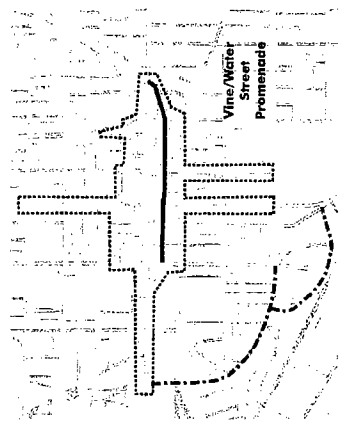


Green Infrastructure

THIS SHEET FOR REFERENCE ONLY
This drawing is conceptual in nature and was completed during initial stages of the planning process. Standards, materials and location of elements are to be determined. See the Standard Intersection Plan for the Vine Street / Water Street Promenade Specialty Area for current information.

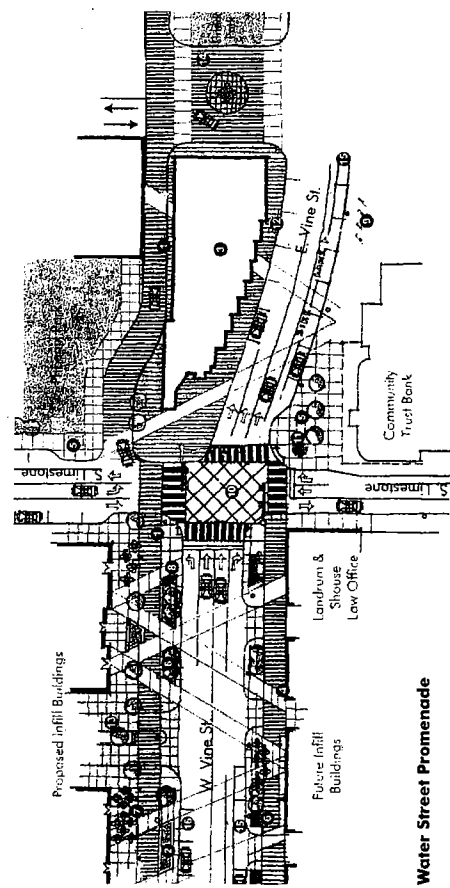


Central Vine Street Opportunities



Key Map
Specialty Area: Vine Street / Water Street Promenade
Downtown Mainstreets Typology

- Legend**
- 1 Water Street Promenade/Tree
 - 2 Allee
 - 3 Water Feature with Seat Wall
 - 4 Phoenix Building
 - 5 Pavement Pattern
 - 6 Commemorative of Town Branch Crossings
 - 7 Striped or Special Pavement Intersection
 - 8 Special Pavement under and on MLK
 - 9 Entry Drive
 - 10 Bike Lane
 - 11 Ornamental/Grand Staircase Elevator
 - 12 Potential new LFUCG Complex: Mixed Use, Office, Retail, Restaurant and Parking Garage
 - 13 Potential Mixed Use Development with Parking Garage
 - 14 First Floor Retail/Restaurant
 - 15 Tree Bosque



Water Street Promenade

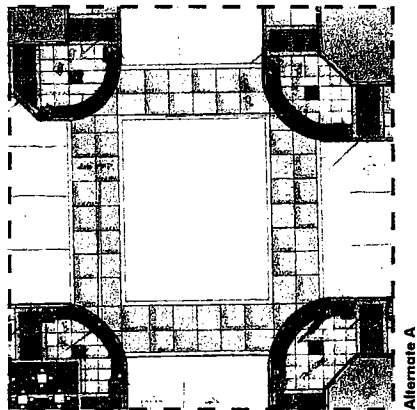
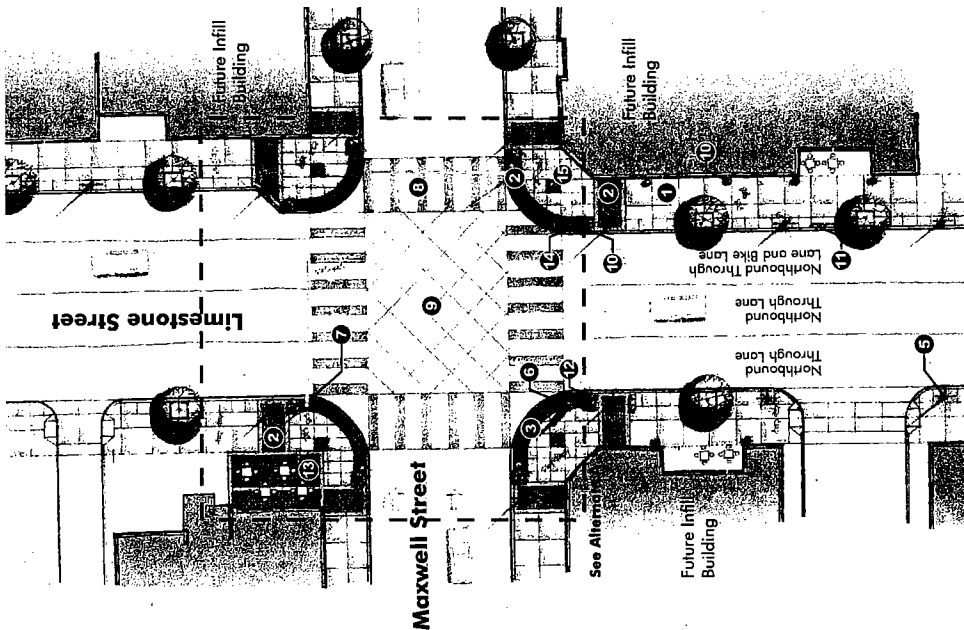
- Legend**
- 1 Water Street Promenade
 - 2 Water Feature with Seat Wall
 - 3 Future Crystal Cafe at Phoenix Building Site
 - 4 Pavement Pattern Commemorative of Town Branch Crossings
 - 5 Trolley Stop
 - 6 Rain Garden Planter Typical
 - 7 Sidewalk Cafe
 - 8 Newsrack
 - 9 Graphic Panel at Face of Electric Sub-station
 - 10 Striped Intersection
 - 11 Existing Sculpture
 - 12 Existing Light Fixture
 - 13 Entry Drive
 - 14 Auto Court for Valet Drop-Off
 - 15 Bike Lane
 - 16 On-Street Parking

Project Opportunity - Limestone Corridor

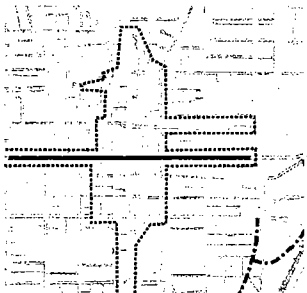
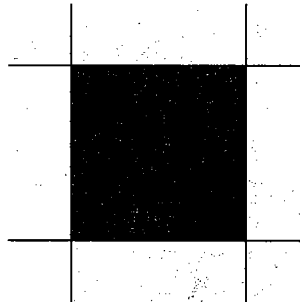
WORK IN PROGRESS

- Legend**
- 1 Concrete Pavers
 - 2 Specialty Pavers (Brick)
 - 3 Specialty Pavers (Rumble Strips in ADA Compliant Ramp)
 - 4 Curb
 - 5 Light Pole with banner and hanging basket
 - 6 Limestone Pylon
 - 7 Mast Arm Traffic Signal
 - 8 Crosswalk
 - 9 Striped Intersection
 - 10 Planters
 - 11 Bike Rocks
 - 12 Newspaper Rack
 - 13 Outdoor Dining
 - 14 Trash Cans
 - 15 Inlaid Custom Paver (See Detail)

THIS SHEET FOR REFERENCE ONLY:
This drawing is conceptual in nature and was completed during initial stages of the planning process. Standards, materials and locations of elements have been altered. See the Standard Intersection Plan for the Limestone Corridor for current information.

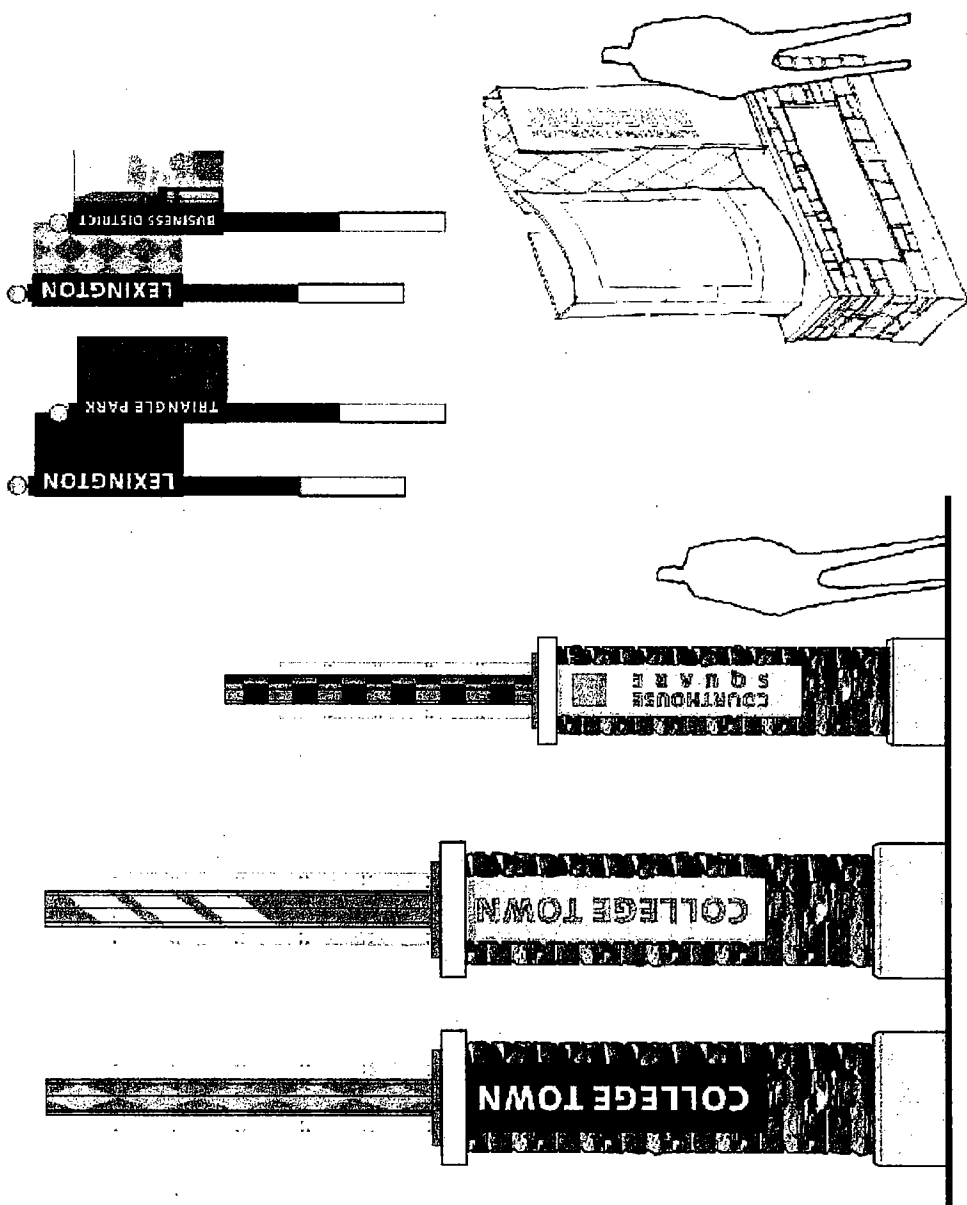


Alternate A



Key Map
Campus/Neighborhood
Connector Typology
Specialty Area: Limestone Corridor

Secondary Gateway and Place Markers



Project Opportunity - Cheapside District

The presence of the Old Courthouse building, currently housing museums and associated administrative offices, along with the courthouse lawn and adjoining retail uses, provides a unique opportunity for revitalization of the Cheapside area into a flexible venue for entertainment and social gathering. Opportunity prevails to convert Cheapside Court and the adjoining Old Courthouse lawn into a performance area during evening hours where visitors can enjoy a relaxing environment along with food from nearby restaurants. The blank facade of the parking garage can be screened with a video monitor ("jumbotron") that can enhance the entertainment oriented theme of Cheapside.

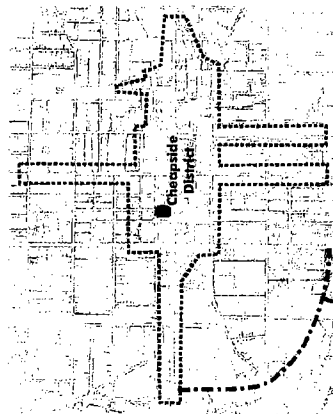
The streetscape design calls for specialty pavers on Cheapside and Upper Streets with option of on-street parking during daytime hours. Current on-street parking on the west side of Cheapside Street is recommended to relocate to the east side of the street, along the park. The existing statue on the park's west side might be relocated further to the east for extension of Cheapside Court and performance area.

Overhead utility lines will be buried and ornamental light fixtures installed where funding permits. The option of providing string lights across the street width should be explored. Wayfinding elements, in the form of pylons with limestone base, identifying the "Cheapside" district should be installed at all four corners of Cheapside Park to further the "sense of place". Miscellaneous streetscape embellishments include planters, banner program on light poles, and litter and recycling receptacles, strategically located.

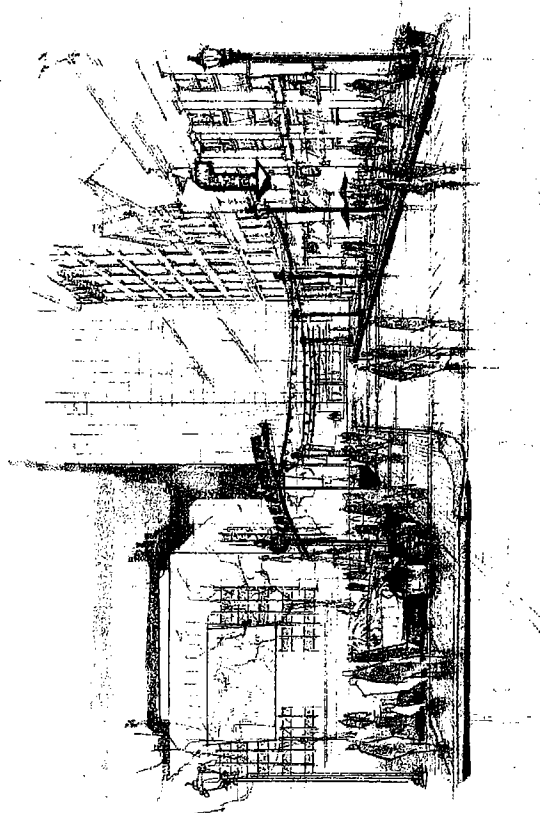
THIS SHEET FOR REFERENCE ONLY.
These drawings are conceptual in nature and were completed during initial stages of the planning process. Further design exploration for Cheapside Plaza and Park are encouraged.



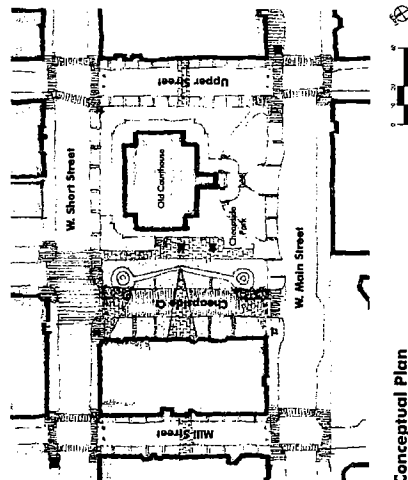
Existing Conditions-Cheapside



Key Map
Minor Street Typology
Specialty Area: Cheapside Plaza & Park



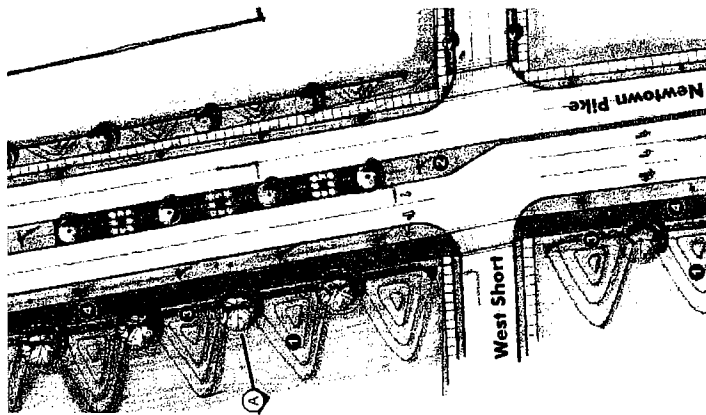
Conceptual View



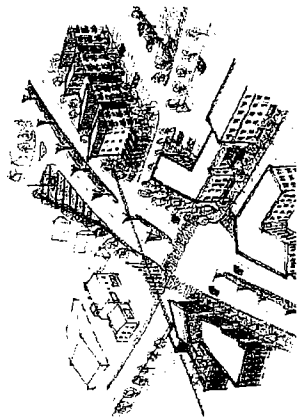
Conceptual Plan

Project Opportunity - Newtown Pike

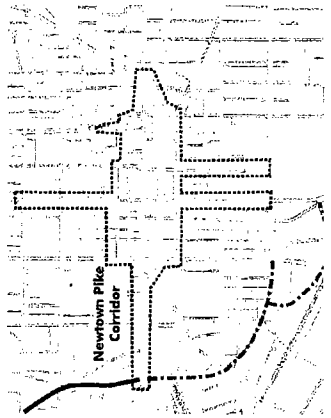
Newtown Pike is conceptualized to serve as the primary Regional Connector. The character of Newtown Pike is conceived as parkway with wide stretches of "green" on either side of the street. These wide stretches support the character and experience of nearby horse farms, boasting large expanses of green buffer. Added to this will be the historic limestone wall at intermittent sections to embellish the character and sense of place of Lexington. Enhanced lighting specifically near main intersections, a banner program to announce arrival, temporary landscaped mounds to screen unkempt properties and bike ways are elements in the kit of parts for the recommended streetscape.



Typical Sidewalk Plan

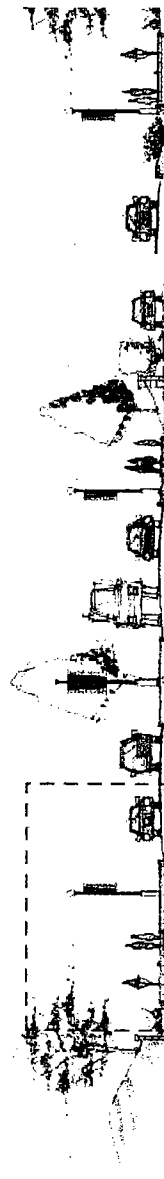


Conceptual Perspective View



Key Map
Newtown Pike Corridor

- Legend
- 1 Temporary Mounding
 - 2 Landscaped Median
 - 3 Replica of Historic Wall
 - 4 Multi Purpose Trail



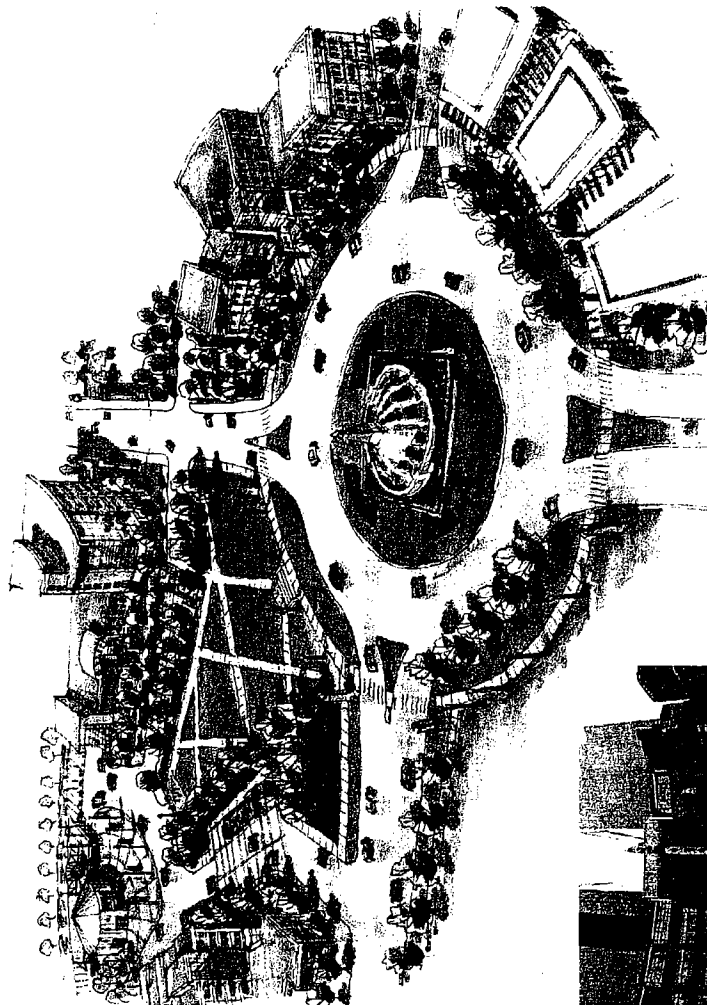
Optional Swale

Typical Sidewalk Section with multi-purpose trail option for novice cyclists.

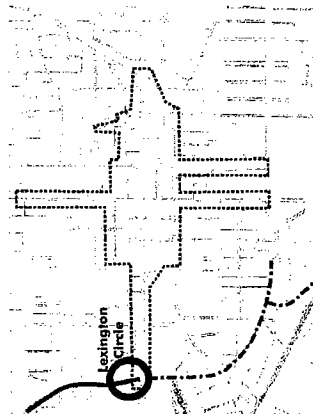
THIS SHEET FOR REFERENCE ONLY
This drawing is conceptual in nature and was completed during initial stages of the planning process. This area is not within the Downtown Streetscape Master Plan's study area; therefore, no Standard Intersection Plan has been developed. The plan is intended to encourage temporary enhancements in preparation for the 2010 World Equestrian Games and it is following legacy.

Project Opportunity - Lexington Circle

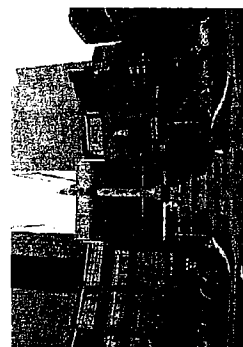
WORK IN PROGRESS



Town Branch Basin and Modern Roundabout
Newtown Pike and Main Street Gateway Opportunity



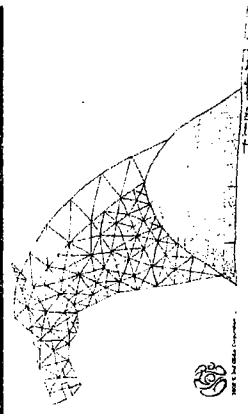
THIS SHEET FOR REFERENCE ONLY.
This drawing is conceptual in nature and was completed during initial stages of the planning process.



Columbus Circle, New York



Existing Intersection of Main Street and Newtown Pike



2nd Globe Studios: Representative of Potential Design Direction



Democracy Monument, Bangkok

Streetscape Design Standards: Pavements

Clay Pavers (Brick):

Use Area:
Main Street (Newtown Pike to West Vine & Broadway to Midland)
High Street (Broadway to Rose)

Suggested Manufacturers / distance from Lexington:
Belden Brick Company: Color-Admiral Red
www.beldenbrick.com, (330) 456-0031, 300 miles

Pine Hill Brick Company: Color-Pathway Red
www.pinehillbrick.com, (800) 334-8689, 400 miles

Boral Bricks, Inc.: Color-Red
www.boralbricks.com, (800) 748-8888, 500 miles



Concrete Pavers:

Use Area:
Limestone Corridor Intersections
Vine Street / Water Street Promenade

Suggested Manufacturer:
Unilock, Series: 3000, Colors: Coral Gem, Crystal Rose & Black Granite, www.unilock.com, (800) UNILOCK



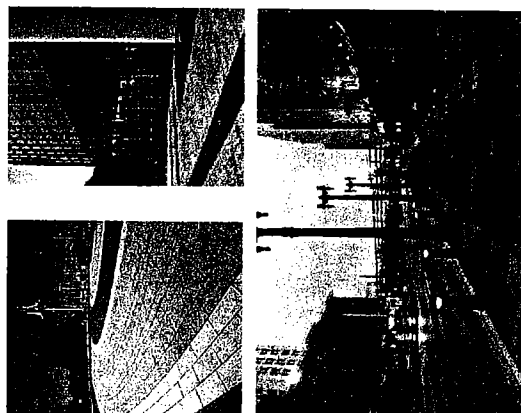
A - Coral Gem



B - Black Granite



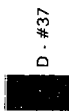
C - Crystal Rose



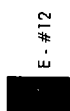
Recycled Asphalt Block Pavers:

Use Area:
Triangle Park Entertainment District
Broadway Street (Church to High)
Main Street (W. Vine to Broadway)
Potential use between Triangle Park Fountain Wall and Lexington Center (if Vine Street changes from roadway to a pedestrian mall in the future)

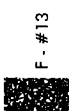
Suggested Manufacturer:
Hanover Architectural Products
Color: #37 (Red) 94.0% Recycled
Color: #12 (Multi-dark) 24.0% Recycled
Color: #13 (Multi-light) 22.6% Recycled
www.hanoverpavers.com, (717) 637-0500



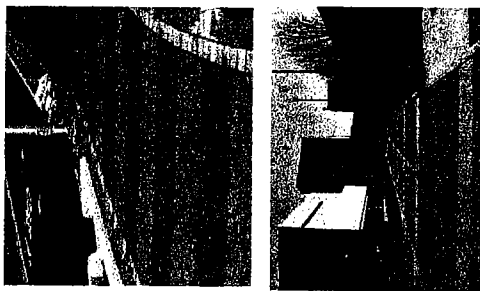
D - #37



E - #12



F - #13



Limestone Pavers:

Use Area:
Limestone Corridor Intersections (Wayfinding Element)
Vine Street / Water Street Promenade (Crossings Pattern)

Suggested Manufacturer:
Indiana Limestone Company
www.indianalimestonecompany.com, (800) 457-4026



Standard Intersection

Typical design for intersections at :

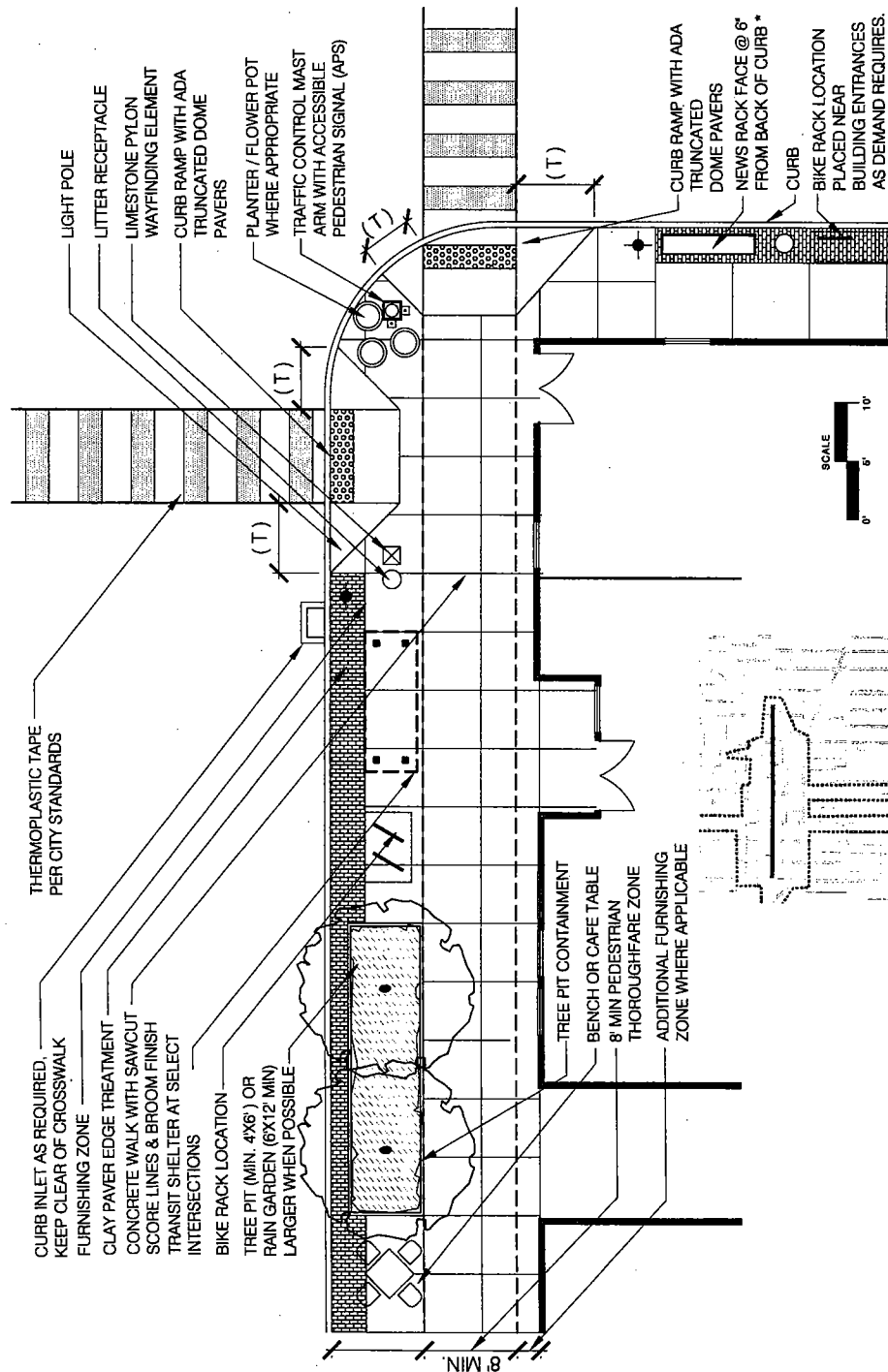
- Main & Newtown Pike
- Main & Jefferson
- Main & Mill
- Main & Cheapside
- Main & Upper
- Main & Limestone
- Main & MLK
- Main & Esplanade
- Main & Deweese
- Main & Elm Tree
- Main & Midland/East Vine

Notes:

1. Furnishing Zone to be located as shown. If current sidewalks are less than 10' wide, Furnishing Zone will be reduced to allow for minimum Pedestrian Thoroughfare Zone until desired conditions can be established.
2. Pedestrian Thoroughfare Zone to be an unobstructed path from curb ramp to curb ramp.
3. See Streetscape Design Standards for street furniture information (i.e. News rack Corals, Litter Receptacles, Light Poles, Hanging Baskets, Bike Racks, Planters/Flower Pots, Street Trees with Structural Soil, Clay Pavers.
4. Spacing of street trees to be field determined based on door/window locations.
5. Typical sidewalk design to be continuous. Sidewalk materials to be used at driveways (vehicular strength).

* See News Rack Corral Location Map for proposed corral locations.

(T) Transition curb from flush grade to full height.



Key Map
Downtown Mainstreets Typology
Specialty Area: Main Street Core

Notes:

1. Furnishing Zone to be located as shown. If current sidewalks are less than 10' wide, Furnishing Zone will be reduced to allow for minimum Pedestrian Thoroughfare Zone until desired conditions can be established.
2. Pedestrian Thoroughfare Zone to be an unobstructed path from curb ramp to curb ramp.
3. ADA curb ramp to be a continuous depressed curb when in specialty pavement promenade. Typical ADA ramp to be used in North/South crossing direction.
4. See Streetscape Design Standards for street furniture information (i.e. Newsrack Corrals, Litter Receptacles, Light Poles, Hanging Baskets, Bike Racks, Planters/Flower Pots, Street Trees with Structural Soil, Concrete and Limestone Pavers.
5. Spacing of street trees to be field determined based on door/window locations.
6. Typical sidewalk design to be continuous. Sidewalk materials to be used at driveways (vehicular strength).

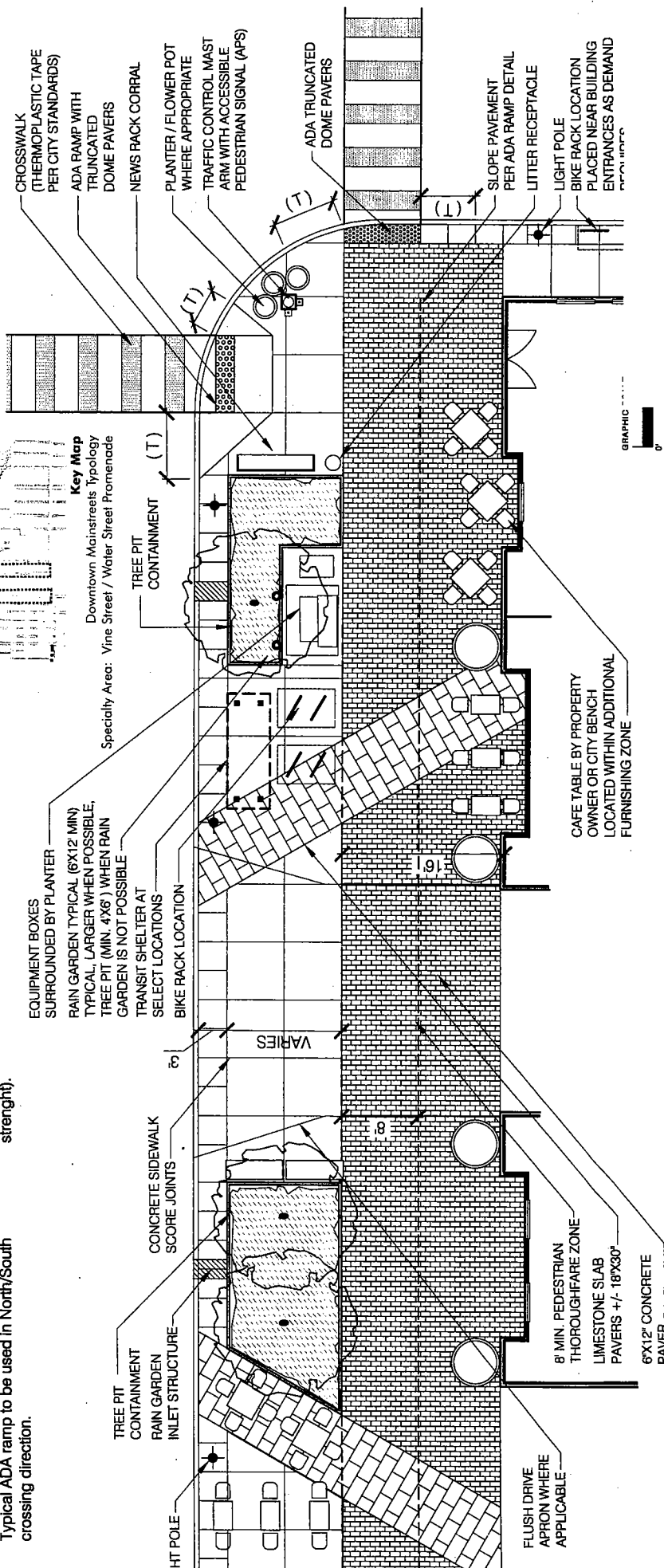
Standard Intersection

Typical design for intersections at :

- Vine & Mill
- Vine & Upper
- Vine & Limestone
- Vine & Rose

* See News Rack Corral Location Map for proposed corral locations.

(T) Transition curb from flush grade to full height.



LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
F.	Corporate Recommendations			
F1	Create a strategic plan for the Lexington-Fayette Urban County Government and annual department work plans based on it. (Coordinate with Recommendations F2, F3 and F5)	Yes	SAM	Yes
F2	Develop five-year strategic plans for every department. (Coordinate with Recommendations F1 and F3)	Yes	SAM	No
F3	Create annual work plans for every department. (Coordinate with Recommendations F1, F2 and F4)	Yes	SAM	No
F4	Use work plans as one factor when reviewing commissioners' performance. (Coordinate with Recommendations F3 and F5)	Yes	SAM	No
F5	Implement a system of performance management with comprehensive outcome-based performance measures. (Coordinate with Recommendations F1, F2 and J5)	Yes	SAM	?
F6	Prepare a City-wide enterprise Information Technology (IT) Plan.	Yes	CIO	No
F7	Conduct a fee study.		All	
F8	Eliminate the Citizens Advocate position.		Budget	
F9	Define a Lexington brand and incorporate that brand into government publications, documents, and programs. (Coordinate with Recommendations F10 and 11)	Yes	CIO	Need Input From Law Department
F10	Redesign the government's website so that each department and division uses the common web design and format consistent with the branding initiative. (Coordinate with Recommendation F9)	Yes	CIO	No
F11	Develop a standard letterhead and business card format for the government that is consistent with the branding initiative. (Coordinate with Recommendation F9)	Yes	CIO	Need Input From Law Department
G.	Department of Finance and Administration			
	Administration			
G1	Develop a plan and timetable for implementing the STARS cash management software. (Coordinate with Recommendation G2)	Yes	Finance Administration	Must approve Metaformers Contract - complete
G2	Implement cash management planning for appropriate time intervals up to, and including, one year.	Yes	Finance Administration	No
G3	Establish a target for interest earnings on idle cash based on money market conditions.	Yes	Finance Administration	No
G4	Transfer employee safety training duties from the Risk Management Division to Human Resources.	Yes	Division of Human	Yes – approve transfer of staff/funds

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
			Resources	
G5	Transfer the Risk Management Division administration and loss control management programs to the Finance Department.	Yes	Commissioner of Finance and Administration	Yes – approve transfer of staff/funds
G6	Transfer the Financial and Investment Analyst and the Financial Management Administrator positions to the Accounting Division.	Yes	Commissioner of Finance and Administration	Yes – approve transfer of staff/funds
	Division of Accounting			
G7	Develop methods to reduce coding errors for STARS journal entries.	Yes	Division of Accounting	No
G8	Develop a plan to implement an appropriate system to account for grants and capital projects.	Yes	Project Manager – Project Synergy	Must approve Metaformers Contract - complete
	Division of Central Purchasing			
G9	Eliminate duplication of effort in the contracting process by including appropriate language for contract authorization in the budget adoption ordinance.	Yes	Division of Purchasing and Dept. of Law	Yes – approve budget ordinance language
G10	Develop and implement a procurement card protocol for commodities costing less than \$1,000.	Yes	Division of Purchasing	No
G11	Develop and implement a reverse auction for purchasing appropriate commodities and services.	Yes	Division of Purchasing	Yes – only to finalize acceptance of bids
G12	Increase the formal quote and bid opening threshold from \$5,000 to \$10,000.	Yes	Division of Purchasing	No
	Division of Revenue			
G13	Add additional analysts to the Audit and Compliance Section of the Revenue Division at the rate of up to four per year until marginal revenue equals marginal cost.	Yes	Division of Revenue	Yes – must approve funding
G14	Develop a plan to eliminate or reduce the General Fund parking subsidy.	Yes	Parking Authority	Done- Approved PAL & Mgmt. Contract
G15	Develop a report showing occupational license tax (OLT) accounts that have stopped paying in the last three years.	Yes	Division of Revenue	No
G16	Establish a practice of sending one demand letter for delinquent/unpaid accounts before sending the account to Collections.	Agree to shorten to 2 letters	Division of Revenue	No
G17	Initiate discussions with the School Board to resume collecting the OLT on its own behalf.	Yes	Administration	No
G18	Include phone numbers on bills for Lexcall and/or Division of Solid Waste for questions on Landfill user fees for dumpster service.	Yes	Lexcall, Revenue, & Solid Waste	No
G19	Train staff in Lexcall and the Solid Waste Division to handle customer complaints about dumpster service.	Yes	Lexcall, Revenue, & Solid Waste	No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	Division of Community Development			
G20	Prepare a grant administration manual that details the policies, practices and protocols for grants administration and operations and distribute to all appropriate personnel.	Yes	Division of Community Development	No
G21	Provide grants administration training to agency personnel.	Yes	Division of Community Development	No
G22	Develop a request for proposal to outsource provision of the Homeowner Rehabilitation Program. (Coordinate with Recommendation G23)	?	Division of Community Development	Yes – to approve any subsequent contract
G23	Select a third-party sub-recipient to operate the Homeowner Rehabilitation Program. (Coordinate with Recommendations G22 and G24)	?	Division of Community Development	Yes – to approve any subsequent contract
G24	Transfer sub-recipient monitoring of the Homeowner Rehabilitation Program to the Finance Department Accounting Division. (Coordinate with Recommendation G23)	?	Division of Community Development	Yes – to transfer staff and funds
G25	Transfer code enforcement staff in the Community Development Division, along with their current responsibilities, to the Code Enforcement Division of the Public Safety Department.	?	Division of Community Development	Yes – to transfer staff and funds
G26	Contact Neighborhood Housing Services of America and Fannie Mae to investigate the potential for selling homeowner rehabilitation loans.	Yes	Division of Community Development	Unsure – I assume the council would have to approve selling the loans but need input from Law.
	Division of Human Resources			
G27	Develop customer service standards and provide customer service training to Human Resources staff.	Yes	Division of Human Resources	No
G28	Eliminate the Attrition Committee.	Yes	Division of Human Resources	No
G29	Test the first draft of the revised position analysis questionnaire on a selected group of users to determine if it is indeed user friendly before implementing it on a government-wide basis.	Yes	Division of Human Resources	No
G30	Revise the hiring process in such a way that the cycle time to fill vacant positions is two months. (Coordinate with Recommendations G28, G29, G31, and G32)	Yes	Division of Human Resources	Yes
G31	Eliminate the requirement for the Council to approve all new hires. This would save a minimum of two weeks in the hiring process cycle time.	Yes	Division of Human Resources and Dept of Law	Yes
G32	Prepare and approve interview questions	Yes	Division of	No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	simultaneously with the initial testing process.		Human Resources	
G33	Repeal the requirement for legislative approval of routine personnel actions.	Yes	Division of Human Resources and Dept of Law	Yes
G34	Modify the underlying statutory authority for the City's civil service system to provide a modern civil service system based on merit and fitness.	Yes	Dept. of Law., Mayor's Office (Govt. Relations)	Yes – would need to concur
G35	Create an Executive Service System for division directors, assistant division directors and other senior management positions as designated by ordinance, separate from the classified civil service system.	Yes	?	Yes – would need to concur
G36	Arrange for a market study based on total compensation and working environment factors, such as work schedule, to determine Lexington's competitive position in the regional labor market for its job types.	Yes	Division of Human Resources	No
G37	Eliminate the Mercer Committee.	Yes	Division of Human Resources	No
G38	Analyze historic turnover patterns to predict the positions in which turnover is most likely to occur.	Yes	Division of Human Resources	No
G39	Implement a turnover assessment plan as an element of the recommended biennial budget process.	Yes - See G38	Division of Human Resources	No council action on turnover assessment plan; council action is needed for biennial budget process.
G40	Analyze historic experience and department turnover projections to develop a testing plan and schedule.	Yes - See G38	Division of Human Resources	?
G41	Include a training needs survey as part of the biennial budget preparation process.	Yes	Division of Human Resources	No council action on training needs survey; council action is needed for biennial budget process.
G42	Develop and administer an internal customer satisfaction survey.	Yes	Division of Human Resources	No
G43	Develop a technology plan for Human Resources services that increases use of the internal intranet and the external Internet.	Yes	Project Synergy Team	No
H.	Department of General Services			
	Commissioner's Office			
H1	Restructure the Commissioner's Office.	Yes	Commissioner GS	Yes

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
H2	Purchase and install a security wand system. Such a system is estimated to cost \$4,000 and includes a data gathering "chip" at strategic locations in buildings and parking garages.	Yes	Security Supervisor	Yes
	Building Maintenance and Construction			
H3	Create a new Facilities and Fleet Management Division that consolidates decentralized facilities management functions for the government.	Yes	Commissioner GS	Yes
H4	Enter into service contracts for all appropriate functions of the new Facilities Management Division.	Yes	Director of Facilities & Fleet	No
H5	Contract with an outside consultant to complete an inventory, condition assessment and recommended action plan for the maintenance, repair and replacement of all roof systems for City buildings.	Yes	Director of Facilities & Fleet	Yes
H6	Develop a capital improvement plan (CIP) with an annual budget for the repair and maintenance of roof systems.	Yes	Director of Facilities & Fleet	Yes
H7	Implement a scheduled inspection program for roof systems.	Yes	Director of Facilities & Fleet	No
H8	Contract for inventory, condition assessment and energy efficiency evaluations for existing HVAC equipment.	Yes	Director of Facilities & Fleet	Yes
H9	Establish an adequately funded annual capital plan and replace HVAC units in priority order, starting with those units in the worst condition and/or with lowest energy efficiency. (Coordinate with Recommendation H19)	Yes	Director of Facilities & Fleet	Yes
H10	Dedicate energy savings from equipment upgrades to fund future equipment improvements.	Yes	Director of Facilities & Fleet	Yes
H12	Choose and maintain a single asset management program for HVAC equipment. (Coordinate with Recommendation H13)	Yes	Director of Facilities & Fleet	
H13	Maintain HVAC equipment according to manufacturers' recommendations. (Coordinate with Recommendation H12)	Yes	Director of Facilities & Fleet	
H14	Identify and train specialized service crews for the most common HVAC systems.	Yes	Director of Facilities & Fleet	No
H15	Contract for service for unique/rare HVAC systems in the City. (Coordinate with Recommendation H16)	Yes	Director of Facilities & Fleet	Yes
H16	Conduct a pilot program to test contract HVAC maintenance. (Coordinate with Recommendation H15)	Yes	Director of Facilities & Fleet	Yes
H17	Assign appropriate building maintenance and construction duties to be completed during non-	Yes	Director of Facilities &	No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	office hours.		Fleet	
H18	Contract for comprehensive energy audits of major facilities.	Yes	Director of Facilities & Fleet	Yes
H19	Develop a capital projects plan for energy conservation measures based on payback period and return on investment principles. (Coordinate with Recommendations H9 and H20)	Yes	Director of Facilities & Fleet	Yes
H20	Dedicate energy savings from conservation efforts to fund future capital improvements.	Yes	Director of Facilities & Fleet	Yes
H21	Install programmable thermostats in appropriate locations. (Coordinate with Recommendation H20)	Yes	Director of Facilities & Fleet	Yes
H22	Closely monitor energy costs by facility and expense.	Yes	Director of Facilities & Fleet	Yes
H23	Require cleaning contractors to provide soap and paper products as part of their service contracts.	Yes	Director of Facilities & Fleet	Yes
	<i>Division of Fleet Services</i>			
H24	Reclassify the fleet systems manager to a parts supervisor.	Maybe	Director of Fleet	Yes
H25	Reclassify one of the current operations managers to senior operations manager and eliminate the remaining operations manager position.	Pending	Director of fleet	Yes
H26	Establish and monitor performance indicators to measure performance against industry and shop standards.	Yes	Director of Fleet	No
H27	Provide regular fleet information reports to management, fleet customers and fleet services staff.	Yes	Director of Fleet	No
H28	Reduce, eliminate, and/or pool the 107 fleet vehicle units specified in the fleet utilization analysis.	Yes	GS Commissioner	No
H29	Eliminate the City's central pool and contract with a commercial car rental agency to provide central pool services. (Coordinate with Recommendations H30 and H31)	Yes	GS Commissioner	No
H30	Develop incentives to encourage employees to use personal vehicles when it is more economical to do so. (Coordinate with Recommendations H29 and H31)	Yes	GS Commissioner	No
H31	Streamline the employee mileage reimbursement process. (Coordinate with Recommendations H29 and H30)	Yes	GS Commissioner	No
H32	Establish a shop loaner pool consisting of three pickup trucks and two sedans. (Coordinate with Recommendation H33)	Yes	Fleet Director	No
H33	Monitor the utilization of the loaner pool for six	Yes	Fleet Director	No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	months to determine the best type and number of units to meet the needs of customers. (Coordinate with Recommendation H32)			
H34	Negotiate rental agreements with local rental car agencies for vehicles to be used to augment the Fleet Services pool when units are out of service due to extensive repair work or for peak needs.	Yes	GS Commissioner	Yes
H35	Add two dump trucks and one flat bed truck to the heavy equipment pool.	Yes	Fleet Director	No
H36	Negotiate rental agreements with local heavy equipment rental agencies for equipment to augment the heavy equipment pool.	Yes	Fleet Director	Yes
H37	Monitor the use of the heavy equipment pool units during the next year as well as requests for equipment.	Yes	Fleet Director	No
H38	Calculate a fully-burdened shop labor rate that incorporates all fleet overhead costs as well as technician productivity (wrenching hours). (Coordinate with Recommendations H39 and H41)	Yes	Fleet Director	No
H39	Establish a goal to increase mechanics' productivity (wrenching time) from 60% to a minimum of 70. (Coordinate with Recommendations H38 and H41)	Yes	Fleet Director	No
H40	Hire lesser-paid personnel ("runners") to perform duties now performed by mechanics.	Yes	Fleet Director	Yes
H41	Reduce unaccounted time and increase productive wrench time. (Coordinate with Recommendations H38 and H39)	Yes	Fleet Director	No
H42	Evaluate Fleet Services' competitiveness and potential for outsourcing 12 months after implementation of fleet recommendations.	Yes	Fleet Director	Yes
H43	Develop an internal service fund and chargeback system for Fleet Services.	Yes	Fleet Director	?
H44	Establish a Vehicle and Equipment Committee consisting of the Fleet Manager and representatives from the City's largest fleet users to review and discuss fleet policies.	Yes	Fleet Director	No
H45	Utilize life cycle cost analysis to determine the optimum time to eliminate fleet vehicles.	Yes	Fleet Director	No
H46	Expand the hours of operation for Fleet Services to accommodate service to customers outside of their normal work hours.	Yes	Fleet Director	No
H47	Perform a detailed analysis of Fire Department fleet operations and determine the best location for fire fleet servicing.	Yes	Fleet Director & fire chief	No
H48	Conduct an analysis of the City's one-to-one car plan for police vehicles.	Maybe		Yes
	Division of Parks and Recreation			

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
H49	Eliminate two of the superintendent positions and each of their administrative specialists and consolidate responsibilities with the remaining superintendents.	Maybe	Park Director	Yes
H50	Create a management analyst position to report to the director.	Yes	Park Director	Yes
H51	Centralize capital project management requiring preparation of plans and specifications, bidding and construction management in Public Works and Development. (Coordinate with Recommendation J2)	Maybe	Commissioners – Public Works & GS	Yes
H52	Review and re-appropriate budgeted and funded CIP projects prior to purchasing cut-off date.	Yes	Park Director	No
H53	Develop a process to award contracts exceeding administrative approval limits to successful bidders within 30 days of selection.	Yes	Legal	Yes
H54	Approve change orders administratively to the recommended bid-opening threshold limits of \$10,000 or 10% of the contract, whichever is greater.	Yes	Legal	Yes
H55	Establish a "small works roster" of pre-qualified designers and contractors for small parks capital projects.	Yes	Parks Director & Purchasing	No
H56	Develop and adopt a five-year Parks and Recreation CIP.	Yes	Budgeting	Yes
H57	Transfer the appropriate responsibilities from the Parks Maintenance division to the newly created Facilities and Fleet Management Division.	Yes	GS Commissioner & Parks Director	Yes
H58	Consolidate administrative staff into one building.	Yes	Parks Director	
H59	Decrease the General Fund subsidy for enterprise programs. (Coordinate with Recommendations H60, H61, H62, H63)	Yes	Parks Director	Yes
H60	Increase recreation fees immediately to be consistent with the current policy. (Coordinate with Recommendation H59)	Yes	Parks Director	Yes
H61	Revise the recreation fee policy to establish an annual not-to-exceed amount for the General Fund support of recreation programs and encourage recreation managers to provide innovative programs that generate additional revenue. (Coordinate with Recommendation H59)	Yes	Parks Director	Yes
H62	Revise the recreation fee policy to provide for approval of Parks and Recreation fees administratively by the Commissioner of General Services. (Coordinate with Recommendations H59, H60 and H61)	Yes	GS Commissioner & Legal	Yes
H63	Establish an enterprise fund for golf services. (Coordinate with Recommendations H59, H64, H65, H66, H67)	Yes	Parks Director	Yes
H64	Create an equipment replacement plan and dedicated funding for replacement of golf	Yes	Parks Director	Yes

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	equipment. (Coordinate with Recommendations H63)			
H65	Increase golf fees to fully recover costs. (Coordinate with Recommendations H63)	Yes	Parks Director	Yes
H66	Reduce costs by contracting course maintenance. (Coordinate with Recommendations H63)	Yes	Parks Director	Yes
H67	Increase golf capital improvement funding to cover renovation of courses and facilities. (Coordinate with Recommendations H63)	Yes	Parks Director	Yes
H68	Close the Constitution, Berryhill, Douglass, and Picadome public swimming pools.	Yes	Parks Director	Yes
H69	Inventory and identify costs for special events and prioritize them during the budget process.	Yes	Parks Director	Yes
H70	Examine contracts with franchise leagues to determine if the revenue generated is appropriate for the level of service received.	Yes	Parks Director	Yes
H71	Rewrite and communicate community franchise field use policies so they are clear.	Yes	Parks Director	Yes
H72	Consolidate the marketing and communication functions of the Parks and Recreation Division into the City-wide marketing and communications unit recommended elsewhere in this report.	Yes	Parks Director & CIO	Yes
H1	Restructure the Commissioner's Office.	Yes	Commissioner GS	Yes
I.	Department of Law			
	Division of Risk Management			
I1	Separate the functions now contained in the Division of Risk Management into two separate components.	Yes		Yes
I2	Retain under the supervision of the Commissioner of Law the legal aspects of claims management and settlements, coordination of litigated claims with external counsel, third party administrator contract negotiation and monitoring, management of the insurance program and contract review and administrative support for those functions.	Yes		No
I3	Eliminate the risk finance accountant position. (Coordinate with Recommendations I4, I5 and I6)	Yes		Yes
I4	Eliminate the exposure analyst position (Coordinate with Recommendations I3, I5 and I6)	Yes		Yes
I5	Eliminate the vacant safety specialist position. (Coordinate with Recommendations I3, I4 and I6)	Yes		Yes
I6	Transfer remaining division personnel performing employee-oriented functions into the Finance Department in a Risk Management division (Coordinate with Recommendations I3, I4 and I5)	Yes	Askew/Koch	Yes
I7	Evaluate whether there is a duplication of the claims adjuster services provided through existing contracts with third party administrators.	Yes	Askew	Yes
I8	Transfer the attorney senior position (formerly risk	Yes		Yes

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	management contract specialist) to one of the legal services divisions in the Department of Law.			
I9	Reduce the use of outside counsel on a case-by-case basis in favor of handling more litigation in-house.	Yes	Askew	No
I10	Amend City ordinances to articulate that the Commissioner of Law is responsible for claims administration, administration of the self-insurance retention fund, settlements and recommendations, determination of retention of outside counsel and the selection and monitoring of third party administration contracts.	Yes	Askew	Yes
	Division of Corporate Counsel and Litigation			
I11	Provide the Commissioner with an administrative specialist, staff assistant and clerical assistant to perform general administrative, budget, receptionist and clerical functions in support of the department.	Yes	Askew	No
I12	Separate the attorneys and support staff for the Divisions of Litigation and Corporate Counsel. (Coordinate with Recommendation I3 and I4)	Yes	Askew/Sledd/Bowman	No
I13	Restructure the Division of Corporate Counsel to have one director in charge of corporate advice and counsel. (Coordinate with Recommendation I12)	Yes	Sledd	No
I14	Restructure the Division of Litigation to have one director in charge of litigation, administrative hearings, and claims settlement. (Coordinate with Recommendation I12, I15, I16, I27, I39, and I40)	Yes	Bowman	No
I15	Create a separate Claims Unit within the Division of Litigation.	Yes/No	Bowman	No
I16	Create a separate Administrative Law/Employment Litigation unit and a Collections unit within the Division of Litigation.	Yes/No	Bowman	No
I17	Evaluate attorney workload to determine which activities could appropriately be delegated to paralegal staff to allow more effective use of resources.	Yes	Askew/Sledd/Bowman/	No
I18	Reassign two paralegals from real estate title searches, address verifications and financial responsibilities relating to payoff calculations and receipt of code enforcement payments to provide direct service to division attorneys.	Yes	Bowman/Sledd	No
I19	Assign a paralegal to review indemnification and insurance coverage in contracts and leases, process certificates of insurance and process off-duty employment requests as part of the Division of Corporate Counsel transactional responsibilities.	No	Sledd	No
I20	Provide Code Enforcement with a central filing system and require departments to make initial	???	Bowman/Jarvis	No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	efforts to identify property owners using the assessor website and other resources.			
I21	Evaluate the cost-effectiveness of contracting for 30 year title searches on real property and limited title searches for liens.	Yes	Sledd	????
I22	Explore the use of voice activated software for paralegals doing real estate or other work off-site. (Coordinate with I29)	Yes	Bowman/ Rama	No
I23	Create a call log for informal advice and require attorneys to record entries daily.	Yes	Sledd	No
I24	Institute a detailed time record keeping system for attorneys. (Coordinate with Recommendation I26)	Yes	Sledd/ Bowman	No
I25	Develop a standardized status report format and require each attorney to report regularly to the director. (Coordinate with Recommendation I26)	Yes	Sledd/ Bowman	No
I26	Reduce multiple reviews and approvals within the Department of Law to improve response time and make individual attorneys accountable for the final work product. (Coordinate with Recommendations I24 and I25)	Yes	Sledd/ Bowman	No
I27	Restructure the Divisions of Litigation and Corporate Counsel so that an administrative specialist supports each division and performs tasks associated with the level of administrative skills required for the classification.	Yes		No
I28	Assign a staff assistant to perform the routine typing, filing and related clerical and receptionist duties or utilize a typing service.	Yes		No
I29	Explore the purchase of voice recognition software for attorneys who use a disproportionate amount of administrative specialist's time for transcribing.	Yes	Bowman/ Rama	No
I30	Train employees on effective use of document management, word processing and other office technology.	Yes	Sledd/ Bowman	
I31	Reduce Department of Law involvement in the code enforcement process to those matters requiring legal expertise or court process to reduce delays and improve responsiveness and collections.	Yes	Bowman/ Askew/ Jarvis	No
I32	Place responsibilities for receipt of payments due to Code Enforcement in Finance and designate that Finance receive all payments.	Yes	Bowman/ Koch/Askew	No
I33	Transfer responsibility for initial address verifications to Code Enforcement.	Yes	Bowman	No
I34	Determine average cost of handling collections per case through the legal process. (Coordinate with Recommendation I35)	Yes	Bowman	No
I35	Transfer only those cases to Collections that exceed the average cost of collection.	Yes	Bowman	No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
I36	Develop alternative methods of collection such as use of collection agencies for those cases where cost of collection exceeds potential recovery of amounts due and for more timely initial contact.	Yes	Bowman	No
I37	Give priority to higher dollar value collections until the backlog is eliminated. (Coordinate with Recommendation I38)	Yes	Bowman	No
I38	Screen department requests for payment to focus on high cost cases.	Yes	Bowman	No
I39	Assign one attorney to the Collections section in the Division of Litigation.	Yes	Bowman	No
I40	Provide additional paralegal and administrative specialist support dedicated to the Collections section.	Yes	Bowman	No
J.	Department of Public Works and Development			
	<i>Division of Engineering</i>			
J1	Amend the engineering consultant selection process to ensure compliance with qualifications-based selection practices, followed by price negotiation with the most qualified firm.	Yes	Commissioner PW&D	No
J2	Centralize project management for CIP projects requiring the preparation of plans, specifications and bid documents in a new Capital Projects Division reporting to the Commissioner of Public Works and Development. (Coordinate with Recommendations H51 and J5)	Yes	Commissioner PW&D	Yes
J3	Contract with one or more private firms to acquire all rights-of-way associated with Lexington's capital improvement projects.	As a supplement	Capital Projects Director	No
J4	Require that underground utility relocations be completed in the year prior to the scheduled construction date for a given CIP project.	Yes, when feasible	Capital Projects Director	No
J5	Establish performance standards for CIP managers. (Coordinate with Recommendations F5, J2, and J7)	Yes	Capital Projects Director	No
J6	Require development plans to be submitted in compatible electronic form. (Coordinate with Recommendation J7)	Yes	Engineering Director	No
J7	Require engineering review of development plans for key areas such as drainage and stormwater management. (Coordinate with Recommendations J5 and J6)	Yes May be a graduated format based on complexity.	Engineering Director	No
	<i>Division of Streets, Roads, and Forestry</i>			
J8	Implement emergency snow route restrictions during appropriate events and enforce towing provisions.	Yes	SR & F Director	Yes

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
J9	Equip the snow removal fleet with GPS units to allow centralized tracking and recording of progress.	Yes	SR & F Director	No
J10	Provide an additional salt storage shed at an appropriate location.	Yes	SR & F Director	Yes
J11	Provide 24-hour access to truck wash facilities at Water and Air Quality and Fleet. (Coordinate with J12)	Yes	SR & F Director	No
J12	Implement a limited second shift so Streets, Roads and Forestry employees can provide truck and vehicle washing, fueling and light maintenance.	Yes	SR & F Director	No
J13	Provide take home vehicles to on-call employees during their on call shifts. (Coordinate with Recommendation J14)	Yes	SR & F Director	No
J14	Allow on-call employees to report directly to site and manually record their time. (Coordinate with Recommendation J13)	Yes	SR & F Director	No
J15	Revise the use policies associated with the Kronos time system to allow supervisory flexibility in the management of staff. (Coordinate with Recommendation J16)	Yes	SR & F Director	No
J16	Expand the use of Kronos beyond the existing divisions and departments to include all groups currently using time clocks. (Coordinate with Recommendation J15)	Yes	Commissioner PW&D	No
J17	Establish street sweeping standards based on environmental quality best management practices and staff, equip and route accordingly. (Coordinate with Recommendations J18, J20, J21)	Yes	SR & F Director	No
J18	Coordinate street sweeping schedules with refuse collection to take advantage of proposed parking limitations and to provide clean-up of spilled materials. (Coordinate with Recommendations J17, J20 and K37)	Yes	SR & F Director	No
J19	Enforce violations in no parking zones.	Yes		No
J20	Begin street sweeping earlier in the day in traffic-congested areas and consider moving sweeping to a third shift. This may require a noise ordinance waiver. (Coordinate with Recommendations J17, J18 and K37)	Yes, with qualifications	SR & F Director	Yes
J21	Purchase sweepers and sweeper brooms based on life cycle cost evaluation rather than initial purchase price.	Yes	SR & F Director	No
J22	Conduct a study of Right-of-Way maintenance alternatives and explore alternatives for financing an expanded role for the City in this area. (Coordinate with Recommendation J23)	Yes	SR & F Director	No
J23	Require developers to contribute to a street tree	Yes, with	Commissioner,	Yes

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	fund instead of planting trees in the right of way. (Coordinate with Recommendation J22)	Qualifications	PW&D	
	Division of Traffic Engineering			
J24	Establish a partnership and contractual arrangement with Jessamine County to provide traffic engineering services. (Coordinate with Recommendations J32 and J33)	Yes, as a point of negotiation with Jessamine County	Commissioner, PW&D	Yes
J25	Budget General Fund monies to support shared maintenance of joint fiber optic system. (Coordinate with Recommendation J26)	Yes	Traffic Engineering Director	No
J26	Establish a two-person fiber optic crew supplemented with existing employees to inspect and maintain the fiber optic network for both traffic engineering and general use. (Coordinate with Recommendation J25)	Yes	Traffic Engineering Director	No
J27	Evaluate the cost/benefit of using permanent seasonal workers in lieu of trusties for pavement marking.	Yes	Commissioner, PW&D	No
J28	Assign pavement marking crew and responsibilities to Streets, Roads and Forestry.	Yes	Commissioner, PW&D	No
	Division of Historic Preservation			
J29	Align historic and planning functions by placing Historic Preservation within the Planning Division.	Yes	Planning Director	Yes
	Division of Purchase of Development Rights (PDR)			
J30	Make PDR a section within the office of the Commissioner of Public Works.	Yes	Commissioner, PW&D	No
	Division of Planning			
J31	Clearly define the roles and responsibilities of Transportation Planning and Traffic Engineering staff with regard to Fayette County projects and planning activities.	Yes	Planning Director (and Commissioner PW&D)	No
J32	Establish a formal agreement between the City and the Jessamine County fiscal court that outlines the purpose, provisions, staffing, reporting and funding of the MPO. (Coordinate with Recommendations J24 and J33)	Yes	Commissioner, PW&D	Yes
J33	Assess and revise the annual payment from Jessamine County so that it is proportionate to the transportation planning services provided. (Coordinate with Recommendations J24 and J32)	Yes, with more study and further negotiation with Jessamine County	MPO Manager	Yes
J34	Develop a comprehensive integrated system for plans review and tracking that is linked to the process currently underway by the Division of Building Inspection.	Yes	Planning Director	No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
J35	Amend Planning Division filing requirements to require electronic submissions of applications, plans and supporting documentation.	Yes	Planning Director	No
J36	Reduce the number of staff assistants by one. (Coordinate with Recommendation J37)	Yes	Planning Director	No
J37	Consolidate administrative and technical support staff into one administrative support section under the direction of the principal administrative specialist. (Coordinate with Recommendation J36)	Yes	Planning Director	No
J38	Identify major subdivision and development plan applications that can be decided at the Planning Commission Subcommittee level. (Coordinate with Recommendations J39 and J46)	Yes	Planning Director	No
J39	Identify zoning text and map amendment applications that can be decided at the subcommittee level. (Coordinate with Recommendations J38 and J46)	Yes	Planning Director	No
J40	Develop a handbook that details the various development review applications and processes. (Coordinate with J41)	Yes	Planning Services Manager	No
J41	Publish the development handbook electronically with forms that can be completed and printed or filed electronically from the Planning Division webpage. (Coordinate with J40)	Yes	Planning Services Manager	No
J42	Develop and publish cycle time standards for review of plans submitted for certification. (Coordinate with J43)	Yes	Planning Services Manager	No
J43	Track certification cycle times. (Coordinate with Recommendation J42)	Yes	Planning Services Manager	No
J44	Consolidate the Strategic and Long Range Planning units. (Coordinate with Recommendation J45)	Yes	Planning Director	No
J45	Eliminate the position of manager of strategic planning. (Coordinate with Recommendation J44)	Yes	Planning Director	No
J46	Streamline the Planning Commission review structure to allow decisions on some applications to occur at the committee level. (Coordinate with Recommendations J38 and J39)	Yes	Planning Director	No
J47	Implement a consent agenda for full Planning Commission meetings.	Yes	Planning Director	No
J48	Identify the types of applications that can be reviewed and approved administratively	Yes	Planning Director	No
J49	Prepare and deliver staff reports to Planning Commission members no later than one week prior to a scheduled meeting.	Yes	Planning Director	No
J50	Provide applicants with written notice of deadlines for information required for staff review. (Coordinate with Recommendation J41)	Yes	Planning Services Manager	No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
J51	Combine zoning/variance requests and zoning/conditional use processes for certain development proposals outside of the infill and redevelopment boundary. (Coordinate with Recommendation J52)	Yes	Planning Services Manager	No
J52	Identify other instances in which the Planning Commission can assume Board of Adjustment decision making powers for variance or conditional use requests combined with zone change applications. (Coordinate with Recommendation J51)	Yes	Planning Director	No
Division of Building Inspection				
J53	Eliminate the commercial check list to prevent duplication of effort.	Yes	Building Inspection Director	No
J54	Convert the plan review record to electronic format.	Yes	Building Inspection Director	No
J55	Incorporate online, read-only status reports for residential plans.	Yes	Building Inspection Director	No
J56	Add reviewer phone numbers to the approval status screen as a convenience to applicants checking plans status.	Yes	Building Inspection Director	No
J57	Identify and analyze the origin and type of complaints received.	Yes	Building Inspection Assistant Director	No
J58	Incorporate data collection for response to complaints and inspection requests into the design of the electronic plan review and permitting system.	Yes	Building Inspection Assistant Director	No
J59	Develop and publish review criteria and identify the types of plans best suited to the Tuesday morning review. (Coordinate with Recommendations J60 and J61)	Yes	Commercial Project Facilitator	No
J60	Adopt a policy that any plan that meets the specified criteria is automatically scheduled for Tuesday morning review. (Coordinate with J59)	Yes	Commercial Project Facilitator	No
J61	Institute a cancellation policy and a "no-show" penalty fee equal to double the cost of the staff time for the half-hour consultation with City department representatives. (Coordinate with Recommendation J59)	Yes	Commercial Project Facilitator	Yes
J62	Forward applications for Board of Architectural Review (BOAR) to the commercial project facilitator or the appropriate residential construction supervisor in Building Inspection prior to staff report completion.	Yes	Planning Director	No
J63	Develop and implement a schedule to rotate	Yes	Building	No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	assigned inspection areas.		Inspection Assistant Director	
J64	Reduce the number of staff devoted to new and existing residential inspections by three FTEs.	No, this proposal was based on bad data		
J65	Use contract inspectors as needed to handle peak residential inspections in excess of 2006 workload volumes.	Yes, with qualifications as staff does not believe inspectors are available	Building Inspection Assistant Director	No
J66	Implement a web-based inspection scheduling system as part of the on-going project to implement a plan review and permitting software system within the division and other review agencies.	Yes	Building Inspection Assistant Director	No
J67	Pilot test the use of take home vehicles so that inspectors begin and end daily inspection duty from home rather than driving into the office. (Coordinate with Recommendation J68)	Yes	Building Inspection Assistant Director	No
J68	Develop performance requirements for staff persons who participate in the take home vehicle pilot. (Coordinate with Recommendation J67)	Yes	Building Inspection Assistant Director	No
J69	Identify an alternative meeting space that can be used by plans reviewers.	Yes	Building Inspection Assistant Director	No
J70	Require appointments for commercial building plans.	Yes	Building Inspection Assistant Director	No
K.	Department of Environmental Quality			
K1	Create an administrative officer senior position for the Department of Environmental Quality.	Error	DEQ	Yes
K2	Fill the vacant Administrative Specialist Senior position in the Commissioner's office and transfer that person to the Division of Environmental Policy.	Error	DEQ	Yes
K3	Add a graduate intern position.	Yes	DEQ	Yes

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
K4	Transfer the Administrative Officer currently reporting to the Commissioner to the Division of Environmental Policy.	Yes	DEQ	Yes
	Office of Compliance			
K5	Change the name of the "Office of Compliance" to "Division of Environmental Policy." (Coordinate with Recommendation K7 and K12)	Yes	DEQ/Office of Compliance	Yes
K6	Develop a mission statement, goals and objectives, and a work plan for the new Division of Environmental Policy. (Coordinate with Recommendation K11)	Yes	Office of Compliance	No
K7	Revise ordinances to reflect the new organizational structure for responsibility and enforcement. (Coordinate with Recommendation K5)	Yes	DEQ/Office of Compliance/Law	Yes
K8	Transfer environmental management duties of the Division of Environmental and Emergency Management (DEEM) to the Department of Environmental Quality.	No, positions are not available.	DEQ/Public Safety	Yes
K9	Transfer air quality responsibilities from the Division of Water and Air Quality to the new Division of Environmental Policy.	Yes	DEQ	Yes
K10	Enlist the air quality senior planner from the Division of Planning in the process of evaluating air quality opportunities, priorities and staffing needs for the new Division of Environmental Policy.	NA Person retired	Office of Compliance/Planning	No
K11	Review staffing requirements for the new Division of Environmental Policy once duties, priorities and workload are firmly established. (Coordinate with Recommendation K6)	Yes	DEQ/Office Compliance	Yes
	Division of Water Quality			
K12	Rename the "Division of Water and Air Quality" to "Division of Water Quality." (Coordinate with Recommendation K5)	Yes	Office of Compliance	Yes
K13	Streamline the new Division of Water Quality. (Coordinate with Recommendation K14)	Yes	Water Quality	Yes
K14	Organize the new Division of Water Quality under three operating areas: Administration, Technical Services and Operations. (Coordinate with	Yes	Water Quality	Yes

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	Recommendation K13)			
K15	Re-evaluate staffing needs once the requirements of the consent decree are known and fully evaluated.	Yes	Water Quality	No
K16	Review transfer of Construction Management and Stormwater Engineering to the Department of Public Works at such time as the division meets the requirements of the consent decree with the Environmental Protection Agency.	Yes, but in 13 years		Yes
K17	Modernize the SCADA system in conjunction with planned physical plant and system improvements. (Coordinate with Recommendations K18, K19 and K21)	Yes	Water Quality	No
K18	Modernize the maintenance management software in conjunction with planned physical plant and system improvements. (Coordinate with Recommendations K17, K19 and K21)	Yes	Water Quality / Computer Services	No
K19	Complete the physical mapping of the sanitary and storm sewer systems with digital representations included in the GIS. (Coordinate with Recommendations K17, K18 and K20)	Yes	Water Quality / Computer Services	No
K20	Implement asset management software for the sanitary and storm sewer systems. (Coordinate with Recommendation K19)	Yes	Water Quality / Computer Services	No
K21	Develop a comprehensive plan for capital improvements. (Coordinate with Recommendations K17 and K18)	Yes	Water Quality / Finance	Yes
K22	Define and implement best management practices for stormwater management in Environmental Quality. (Coordinate with Recommendation K23)	Yes	Water Quality	Yes
K23	Implement a stormwater utility that includes funding for stormwater management activities and support functions. (Coordinate with Recommendation K22)	Yes	Law / DEQ / Water Quality	Yes
K24	Place responsibility for sanitary and storm sewer cleaning with the new Division of Water Quality.	Yes	Public Works / Environmental Quality / Finance	Yes
K25	Perform preconstruction cleaning and inspection of storm sewers prior to paving.	Yes	Public Works / Environmental Quality / Finance	Yes
K26	Transfer responsibility for storm sewer inlet adjustment to Streets, Roads and Forestry and charge work to the appropriate activity.	Error		
K27	Charge actual snow and ice control expenses to	Yes	Finance /	No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	the appropriate budget account.		Budgeting	
	Division of Waste Management			
K28	Develop a management action plan to implement the recommendations contained within the solid waste management study. (Coordinate with Recommendation K29)	Yes	Waste Management	No
K29	Adopt recommendations in option one of the solid waste management study proposing optimization of automated residential collection with the exception of quarterly bulky waste collection. (Coordinate with Recommendations K28 and K30)	Needs to be studied	DEQ Mayor/ Council	Yes
K30	Alternate bulky waste collection and yard waste collection so that services are provided in alternate weeks.(Coordinate with Recommendations K29 and K32)	Needs to be studied	DEQ Mayor/ Council	Yes
K31	Reject option two of the solid waste management study proposing that collection be made semi-automated		N/A	N/A
K32	Adopt option three recommendations of the solid waste management study proposing to optimize commercial frontload collections. (Coordinate with Recommendations K30 and 33)	Yes	Waste Management	No
K33	Adopt option four recommendations of the solid waste management study proposing to optimize commercial rear load collections. (Coordinate with Recommendation K32)	Yes	Waste Management	Yes
K34	Consider option five to provide full service commercial service after evaluating the division's success in meeting productivity targets established in option four of the solid waste management study.	Needs to be studied	DEQ Mayor/ Council	Yes
K35	Develop an implementation plan to move toward a fee based collection system that encourages recycling and equitably assigns costs.	Yes	DEQ Mayor/Council	Yes
K36	Perform a financial and service evaluation of privatization and/or managed competition prior to the 2011-2012 budget.	Yes	DEQ Mayor/Council	Yes
K37	Begin refuse collection earlier in the day in congested traffic areas. (Coordinate with Recommendations J18 and J20)	Yes	Waste Management/ Council	Yes
K38	Establish and enforce parking bans on collection days to allow curb access for automated vehicles.	Yes	Waste Management/ Council	Yes
K39	Expand implementation of fully automated refuse collection.	Yes	Waste Management	No
K40	Divide the non-urban services district areas into a	Yes	DEQ	Yes

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	small number of zones and award bids to a single contractor per zone for solid waste and recycling collection services. (Coordinate with Recommendation K41)		Mayor/Council	
K41	Use the private collection zones as a baseline comparison for services provided by the Division of Waste Management and potentially for managed competition in the future (Coordinate with Recommendation K40).	Yes	DEQ Mayor/Council	Yes
K42	Enforce the Division of Waste Management's policy of conducting pre- and post- trip inspections of vehicles used.	Yes	Waste Management	No
K43	Institute the use of a checkout list/after action report that will be used to track potential threats to effective service delivery.	Yes	Waste Management	No
K44	Make participation in the recycling and yard waste collection programs mandatory, including areas outside the urban services districts.	Yes	DEQ Mayor/Council	Yes
K45	Evaluate the use of cardboard compaction and bailing for the City's commercial customers.	Yes	Waste Management	No
K46	Implement a financial plan that will move the Division of Waste Management towards a fee-based system for special collections.	Yes, but requires study	DEQ Mayor/Council	Yes
K47	Adjust the fee charged for the "Loan-a-Box" program to reflect a portion of the direct and indirect costs associated with providing this service.	Yes	DEQ Mayor/ Council	No
K48	Add an additional operations manager for collections and reassign two public service supervisor seniors from recycling to collections.	No, but have new structure to recommend	Waste Management Human Resources	Yes
K49	Create a route manager position that will be responsible for data collection and reporting associated with the provision of divisional services and the annual review and amendment to collection routes.		Waste Management	Yes
K50	The Division of Waste Management should continue to coordinate with Computer Services to share an employee.	Yes	Waste Management / computer services	Yes
K51	Create a solid waste special revenue fund with customer charges based more closely on cost of services.	Yes	DEQ Mayor/Council	No
K52	Provide nominal compensation to temporary work release labor at the recycling facility.	Yes	Waste Management	No
L.	Department of Public Safety			
	Division of Code Enforcement			
L1	Complete an inventory of rental properties within	?		No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	Lexington-Fayette County.			
L2	Develop an annual rental inspection program for administration by the Division of Code Enforcement. (Coordinate with Recommendation L3)	?		Yes
L3	Develop an inspection fee rate structure that will make the annual inspection program self-supporting. (Coordinate with Recommendation L2)	?		Yes
L4	Develop a program that provides inspections at the point of sale for owner-occupied residential units for administration by the Division of Code Enforcement.	?		Yes
L5	Develop an inspection fee structure that will make the point of sale inspection program self-supporting.	?		Yes
L6	Develop a realistic abatement budget and include it in the original appropriation.	Yes	Code Enforcement Director	Yes
L7	Institute a graduated fee structure for housing and nuisance complaint compliance re-inspections.	Yes	Code Enforcement Director/Law Department	Yes
L8	Develop a procedure and policy that is based on expedited lien placement and aggressive enforcement to recover abatement costs and civil penalties.	Yes	Code Enforcement Director/Law Department	No
L9	Incorporate a code enforcement module into the property-based development review system in coordination with the Building Inspection Division.	Yes	Code Enforcement Director/CIO	Yes – budget and contract approval
	Division of Community Corrections			
L10	Eliminate the rank of captain.	?	Community Corrections Director	Yes
L12	Meet with the judiciary and prosecutors to develop a policy and plan for more aggressive use of incarceration alternatives. (Coordinate with Recommendation L13)	Yes	Community Corrections Director	No
L13	Evaluate the alternatives to providing adult misdemeanor probation. (Coordinate with Recommendation L12)	Yes	Community Corrections Director	Yes Also state statute amendment necessary
	Division of Enhanced 911			
L14	Consolidate emergency management and E-911 operations organizationally and physically in the planned regional Public Safety Operations Center facility. (Coordinate with Recommendations L21 and L22)	Yes	Public Safety Commissioner	Yes
L15	Provide the ability for emergency service field units to communicate directly with one another.	Yes	Public Safety Commissioner	Yes – budget and contract approval

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	(Coordinate with Recommendation L14)			
L16	Eliminate dead spots in radio coverage in the region to be served by the PSOC. (Coordinate with Recommendation L14, L26 and L27)	Yes	Public Safety Commissioner	Yes – budget and contract approval
L17	Establish a service quality standard of answering 90% of 911 calls within 10 seconds and track performance against the established service quality standard.	Yes	E911 Director	No
L18	Implement the staffing recommendations contained in the recent staffing requirements analysis conducted by ICMI.	Yes	E911 Director	Yes – budget and hiring approval
L19	Develop job sharing strategies for professional communicator positions to reduce the turnover and vacancy rates.	Yes	E911 Director	No
	Division of Environmental and Emergency Management			
L20	Transfer environmental management duties of DEEM and the two environmental staff to the Environmental Quality Department. (Coordinate with Recommendation L14)	Yes	Public Safety Commissioner/ DEQ Commissioner	Yes
L21	Consolidate the Division of Enhanced 911 and emergency management responsibilities into a single new division reporting to the Public Safety Commissioner. (Coordinate with Recommendation L14 and L22)	Yes	Public Safety Commissioner	Yes
L22	Use the Louisville Metro Safe organizational model to guide implementation of the new division. (Coordinate with Recommendation L14)	Yes	Public Safety Commissioner	No
	Division of Fire and Emergency Services			
L23	Eliminate the position of assistant chief for Planning and Design.	?	Fire Chief	Yes
L24	Eliminate the position of assistant chief for Community Services.	?	Fire Chief	Yes
L25	Eliminate the position of assistant chief for Training.	?	Fire Chief	Yes
L26	Conduct a study to identify the cause of lapses in radio coverage. (Coordinate with Recommendation L16)	Yes	Fire Chief	Yes – budget and contract approval
L27	Invest in the infrastructure necessary to maintain communications between emergency dispatch and Fire Division operations personnel. (Coordinate with Recommendations L16 and L26)	Yes	Public safety Commissioner	Yes – budget and contract approval
L28	Transfer building maintenance responsibility from the Fire and Emergency Services Division to the Department of General Services' Building Maintenance Division.	Yes	Public Safety Commissioner	Yes
L29	Reassign six sworn Fire and Emergency Services Division's Building Maintenance personnel to the Operations unit.	Yes	Public Safety Commissioner	No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
L30	Reassign three civilian Fire and Emergency Services Division's Building Maintenance personnel to the Department of General Services' Building Maintenance Division and absorb the remaining additional six sworn building maintenance personnel into fire suppression and EMS operations.	Yes	Public Safety Commissioner	Yes
L31	Implement a false alarm fee system similar to the system recommended for the Police Division. (Coordinate with Recommendation L58)	?	Fire Chief	Yes
L32	Develop a plan for periodically rotating firefighter/paramedics between engine companies and paramedic companies.	Yes	Fire Chief	No
L33	Develop a medical supplies audit protocol.	Yes	Fire Chief	No
L34	Coordinate with Risk Management to develop a tracking and training program for accident prevention in the Fire and Emergency Services Division.	Yes	Fire Chief	No
L35	Purchase and install Firehouse data management software to track and analyze important performance data.	No	Fire Chief	Yes – budget and contract approval
L36	Coordinate with the Building Inspection Division to provide the Fire Prevention plan review and inspection teams with access to plan review software.	Yes	Fire Chief	Yes – budget and contract approval
L37	Do not change engine company staffing.	Yes		No
L38	Require the installation of fire sprinklers in all multi-family, mercantile and restaurant uses with remodels exceeding a cost of \$5,000. (Coordinate implementation with Recommendation L39)	?		Would require amendment to state statute
L39	Design and implement a program requiring the retrofit installation of fire sprinklers in high-rise buildings. (Coordinate with Recommendation L38)	?		Yes
L40	Staff ambulances with two persons instead of the current three.	No		Yes
Division of Police				
L41	Implement online access for police records.	Yes	Police Chief	Yes – Contract approval
L42	Implement an online reporting system for use by the public.	Yes	Police Chief/CIO	No
L43	Replace the lieutenant and sergeant with civilian managers in the Central Records section.			Yes – approval to hire civilians
L44	Adopt the International Association of Chiefs of Police or IACP workload patrol staffing standard.	Yes	Police Chief	Yes – to the extent additional personnel are needed
L45	Assign a minimum of 14 additional officers to meet the IACP minimum patrol staffing standard.	Yes	Police Chief	No
L46	Update patrol staffing requirements as an element of the biennial budget process.	Yes	Police Chief	No
L47	Increase the average target of time for officer-	Yes	Police Chief	Yes – approval to hire

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	initiated activity to 50% as additional officers are added.			additional personnel.
L48	Track hours spent responding to calls for service.	Yes	Police Chief	No
L49	Establish actual officer availability by tracking hours used for leave and training time.	Yes	Police Chief	Yes – if budget or contract approval is necessary
L50	Add new patrol sergeants at a ratio of one sergeant for each eight additional police officers assigned to patrol.	Yes	Police Chief	Yes - budget and personnel approval
L51	Adopt a workload-related staffing methodology to determine staffing levels for investigative units of the Police Division. (Coordinate with Recommendations L54 and L55)	Yes	Police Chief	Yes – budget and contract approval
L52	Assign additional personnel resources to non-patrol units based on the workload-related staffing methodology as additional sworn personnel are authorized in the budget.	Yes	Police Chief	Yes – budget and contract approval
L53	Develop and install appropriate software to electronically track data needed for the workload-related staffing methodology for investigative units. (Coordinate with Recommendations L54 and L55)	Yes	Police Chief	Yes – budget and contract approval
L54	Track the number of traffic enforcement complaints received, traffic complaint enforcement operations mounted, and labor hours used to determine appropriate staffing for traffic complaint enforcement. (Coordinate with Recommendations L51 and L53)	Yes	Police Chief	No
L55	Track the number of officer-initiated enforcement operations meeting the established operations standard to determine appropriate staffing for officer initiated traffic enforcement. (Coordinate with Recommendations L51 and L53)	Yes	Police Chief	No
L56	Reclassify division positions that are filled by sworn staff but do not require the use of police powers to a civilian classification.	?		Yes – budget and personnel approval
L57	Purchase computers and software from the state contract.	Yes	Police Chief/CIO	No
L58	Invoice alarm companies and levy a fine for each false alarm responded to by the Police Division. (Coordinate Recommendation L31 and Recommendations L59 through L61)	Yes	Police Chief	No
L59	Establish the rate for false alarm fines based on the actual response cost. (Coordinate with Recommendation L58)	Yes	Police Chief	Yes
L60	Require alarm companies to obtain an annual business license. (Coordinate with Recommendation L58)	Yes	Revenue Director	No
L61	Set a goal to reduce the number of false alarm responses each year until they account for less	Yes	Police Chief	No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	than 500 hours total response time. (Coordinate with Recommendation L58)			
L62	Task the major in the Bureau of Investigations with contacting the San Jose Police Department Gang Investigations Unit to discuss the structure and function of the Santa Clara County Gang Collaborative. (Coordinate with Recommendation L63)	Yes	Police Chief	No
L63	Establish a regional gang collaborative. (Coordinate with Recommendation L62)	Yes	Police Chief	No
L64	Do not create a new fourth patrol service sector.	Yes	Police Chief	No
L65	Create a structured field training program for new sergeants and lieutenants that parallel the field training program for new police officers.	Yes	Police Chief	No
L66	Eliminate the position of major in the Traffic Section and place the captain in command.	Yes	Police Chief	Yes
M.	Department of Social Services			
	Office of the Commissioner			
M1	Develop social services programs that meet the needs of an aging population.	Yes	Coordinator of Aging (Ind. Living) & Sr. Center Mgr.	Yes
M2	Collaborate with the Parks and Recreation Division to develop a facility that can meet the recreation and social interaction needs of the entire community, including youth, adults and senior citizens. (Coordinate with Recommendation M3)	Yes	Commissioner's of Social Services & General Services	Yes
M3	Design a building based on the needs of the populations being served. (Coordinate with Recommendation M2)	Yes	Com's of Social Services & General Services, Sr. Ctr. Manager & Cord. of Aging	Yes
M4	Fill vacant position at the Cardinal Valley Center.	Yes	Com. of Social Services & Adult Services Div. Dir.	Yes
M5	Reassign supervision of the Cardinal Valley Center to the Adult Services Division.	Yes	Commissioner	Yes
M6	Encourage cultural awareness and sensitivity throughout the government and eliminate the position of Multi-Cultural Affairs Coordinator.	No	All	Yes
M7	Relocate the Partners for Youth Program from the Mayor's Office to the Commissioner's Office in the Department of Social Services.	Yes	Mayor's Chief of Staff	Yes
M8	Hire a Deputy Social Services Commissioner to manage Commissioners' Office programs, handle day-to-day budget and personnel-related duties, and provide internal support.	Yes	Commissioner	Yes

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
M9	Develop formal standard operating procedures (SOPs) for documenting case information. (Coordinate with Recommendation M10)	Yes	Program Administrator	
M10	Incorporate SOPs and documentation requirements into the electronic case management system (discussed in Recommendation M9) and require that social workers consistently use the system to enter case information. (Coordinate with Recommendation M9)	Yes	Program Administrator	
M11	Bring the case management database development process back on schedule to ensure accreditation status is maintained.	Yes	Program Administrator	
M12	Assign one individual (the Deputy Social Services Commissioner) to oversee the accreditation process.	Yes	Commissioner	
M13	Utilize the department's case management system to track clients who use multiple services and coordinate services among relevant case management personnel. (Coordinate with Recommendation M14)	Yes	Program Administrator	
M14	Schedule bi-monthly meetings among case management personnel to share information about clients and available resources. (Coordinate with Recommendation M13)	Yes	Commissioner, Program Administrator & Adult Services Div. Dir.	
M15	Formalize a process to periodically evaluate existing programs and services to ensure that they meet the needs of the community.	Yes	Commissioner	
M16	Ensure that each program has specific goals, strategies and a work plan that is linked to the strategic plan, as well as established outcome based performance measures.	Yes	Commissioner	
	Division of Adult Services			
M17	Develop a formalized financial management education program and require client participation as a condition of receiving financial assistance.	Yes	Adult Services Div. Dir	Yes
M18	Develop formal agreements with the non-profit groups housed in the Black and Williams Center that incorporate specific performance goals.	See #19	Commissioner & Adult Services Div. Dir	Yes
M19	Assign management of the Black and Williams Center facility to the Department of General Services' Building Maintenance Division.	Yes	Commissioner	Yes
M20	Reassign the current facility manager as a full-time eligibility counselor in the Division of Adult Services.	Yes	Adult Services Div. Dir	
M21	Develop partnerships to take a multi-faceted approach to dealing with clients with mental health issues.	Yes	Adult Services Div. Dir	Yes

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
M22	Develop additional educational programs that will help to educate both tenants and landlords concerning their respective rights and responsibilities.	Yes	Adult Services Div. Dir	
M23	Train Adult Services clerical and administrative staff members in conflict resolution techniques to help them more confidently and effectively meet the challenges of the service environment.	Yes	Adult Services Div. Dir	
M24	Provide funding for clients who require transportation to enable them to access Adult Services programs.	Yes	Adult Services Div. Dir	Yes
	Division of Family Services			
M25	Clarify role definition in the duties of the Family Services deputy director and the division director. (Coordinate with Recommendation M26)	Yes	Commissioner	
M26	Educate program managers about the revised reporting relationships and reinforce the fact that the deputy division director will serve as the chief operating officer. (Coordinate with Recommendation M25)	Yes	Commissioner	
M27	Examine the feasibility of partnering with the Fayette County Health Department to manage health clinic operations.	Yes	Commissioner	Yes
M28	Contract for transportation services for clients of the Family Care Center.	Yes	Commissioner & Deputy Director	Yes
	Division of Youth Services			Yes
M29	Explore the feasibility of transferring operational responsibility for the Day Treatment Center to the Fayette County Public School District.	Yes: MH, SH, SW No: JS, MM, WK, PG	Commissioner	Yes
M30	Exclude district court juvenile probation from the responsibilities of the Department of Social Services.	No	----	----
M31	Exclude truancy related family court duties from the responsibilities of the Department of Social Services.	Yes	Commissioner & Youth Services Div. Dir.	Yes
M32	Provide proactive and positive youth development programs that meet the needs of the community and serve to prevent problem behaviors.	Yes	Youth Services Div. Dir.	Yes
N.	Mayor and Advisors			
N1	Create a standardized departmental review process for items to be submitted through the blue sheet process to ensure consistent and high quality submittals.	Yes	COS/SAM	No
N2	Adopt standards for the blue sheet submittal package.	Yes	COS/SAM	No
N3	Implement an electronic blue sheet process routing system.	Yes	CIO	No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	Office of the Chief Information Officer			
	Clarify role definition in the duties of the Family Services deputy director and the division director. (Coordinate with Recommendation M26)			
N4	Reassign the two public information officers (PIOs), as well as the two graphic design employees, that are currently in Parks and Recreation to the Division of Government Communications.	Yes	Commissioner of General Services CIO	Yes
N5	Establish a structured process for regular communication among PIOs from the Division of Government Communications, the Mayor's Office, and the Divisions of Police, Fire, and Corrections.	Yes	Director of Government Communication	No
N6	Implement web content management software. (Coordinate with Recommendation N22)	Yes	CIO	No
N7	Incorporate a property-based customer relationship management module into the specifications of the development review system being evaluated for implementation in the Building Inspection Division. (Coordinate with Recommendations N8, N10 and N26)	Yes	CIO	No
N8	Update departmental LexCall contact lists and establish a schedule for updating these lists on a regular basis. (Coordinate with Recommendation N7)	Yes	Manager of LexCall Director of Government Communication	No
N9	Develop lists of frequently asked questions (FAQs) and common issues for each department and division.	Yes	Manager of LexCall Director of Government Communication	No
N10	Incorporate frequently asked questions (FAQs) and common issues into the recommended CRM software. (Coordinate with Recommendation N7)	Yes	Manager of LexCall Director of Government Communication	No
N11	Require LexCall staff to close out complaints in the LexCall system.	Yes	Manager of LexCall Director of Government Communication	No
	Division of Computer Services			
N12	Develop an Information Technology strategic plan.	Yes	CIO	No
N13	Staff the PeopleSoft project appropriately by assigning a project manager, assistant project manager, and team leader.	Yes	CIO	Yes
N14	Redesign and streamline business processes that are critical to ERP functioning.	Yes	PeopleSoft Project	No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
N15	Establish a system for progress reporting on implementation. These projects always require a great deal of communication, at least weekly updates by the project manager and senior project team members.	Yes	Manager PeopleSoft Project Manager	No
N16	Identify current skill deficiencies and provide additional training to key technical and line staff to use the new systems more effectively.	Yes	PeopleSoft Project Manager	No
N17	Reconsider the decision to support the database on the mainframe.	Yes	PeopleSoft Project Manager	No
N18	Develop a formal work plan for normal software maintenance activities and future customizations and enhancements.	Yes	Director of Computer Services	No
N19	Conduct a formal review of the system to identify additional training, changes in processes or configurations that would improve function or efficiency.	Yes	PeopleSoft Project Manager	No
N20	Centralize the core GIS technical staff including GIS technicians in engineering, planning, and the 911 center.	Yes	Computer Services Applications Manager	Yes
N21	Coalesce redundant data sources and repair references to existing GIS applications.	Yes	Computer Services Applications Manager	No
N22	Examine the use of a website content management system for website maintenance and support. (Coordinate with Recommendation N6)	Yes	CIO	No
N23	Create uniform design standards displaying the government brand consistently throughout web pages from all organizational units.	Yes	CIO	No
N24	Redesign the website with a focus on the consumer's interests and perspectives, providing clear navigation tools and effective help.	Yes	CIO	No
N25	Move the webmaster position to the Division of Computer Sciences under direction of the Chief Operating Officer	Yes	CIO	Yes
N26	Replace the current building permit and code enforcement applications with a commercial application that supports all building and development functions (planning, building and safety, engineering, and code enforcement). (Coordinate with Recommendations N27 and N28)	Yes	CIO	No
N27	Investigate the use of a Citizen Resource Management (CRM) module provided by the major permit system makers for 311 and other	Yes	CIO	No

LFUCG Management Audit Planning Committee Presentation

Rec #	Recommendation	Agree?	Responsible Party	Ordinance or Resolution Required
	citizen request functions. (Coordinate with Recommendations N7 and N26)			
N28	Convert existing permit records and all code enforcement case records that are not subject to purging to the new system. (Coordinate with Recommendation N26)	Yes	CIO	No
N29	Evaluate the use of a Computerized Maintenance Management System (CMMS).	Yes	CIO	No
N30	Consolidate management of CAD and other software licenses under the Computer Services Division in order to reduce compatibility problems by maintaining consistent versions and to manage costs across the wider organization.	Yes	CIO	No
	Office of Policy and Budget			
N31	Implement a biennial budget process.	Yes	Administration/ Council	Yes
N32	Convert budget preparation and presentation to a program budget format.	Yes	Administration/ Council	Yes
N33	Track costs for each program, including overhead, capital and benefits, so that unit costs can be identified accurately.	Yes	Division of Budgeting	No – assuming Council has approved program format
N34	Develop a financial condition indicators inventory/index.	Yes	Dept. of Finance and Administration and Division of Budgeting	No
N35	Update the financial conditions analysis as an element of the biennial budget process and provide the results of the analysis as the initial step in budget preparation.	Yes	Dept. of Finance and Administration and Division of Budgeting	No – assuming Council has approved biennial budget.
N36	Adopt written objectives/policies regarding financial condition indicators.	Yes	Dept. of Finance and Administration and Division of Budgeting	Yes
N37	Develop formulae for full cost recovery for fee-based services and update the full cost recovery calculation as an element of the budget process.	Yes	Division of Budgeting	Yes – for approval through the budget process
N38	Implement a detailed capital planning process for development of a multi-year capital budget.	Yes	Division of Budgeting	Yes – for approval through the budget process

Planning Committee- Issues Outstanding

Issue	Member Referred	Date Referred
• Liberty Road Project Status	Stinnett	Jan 06
• Newtown Pike Status	Blues	Feb 06
• Tax Increment Financing (TIF)	Stinnett	Mar 06
• Loudon Avenue Phase 1 Status	James	Oct 06
• Buffering ED Zone	DeCamp	Jan 07
• Development Plan Adherence	Myers	Jan 07
• Land Bank	James	June 07
• Student Housing Issues	Stevens	Sept 07
• Social Services Report	Stinnett	Oct 07
• Fence Regulations	Blues	Dec 07
• Mobile Home Trailer Park Quality of Life	James	Dec 07
• Eastern State Hospital Site Plan	James	Jan 08
• Constructed Wetlands	Gray	Jan 08
• Infill Redevelopment Committee Recommendations	DeCamp	Feb 08
• Tree Protection Ordinance	James	Mar 08
• Streetscape Plan	Stevens	Mar 08
• Downtown Master Plan	DeCamp	Apr 08
• Electrical Inspector's Fee Schedule	McChord	May 08
• Management Audit Recommendations	Stevens	May 08
• Family Care Center Audit	Stevens	May 08

06.09.2008