

Gorton
Blues
Gray
Ellinger
James
Beard
Stevens
Stinnett
Crosbie
McChord

A G E N D A
PLANNING COMMITTEE

October 21, 2008

~~11:00 A.M~~

1:00 P.M.

1. Mobile Home Park Quality of Life - James (1 -3)
2. Newtown Pike Status - Blues (4)
3. Liberty Road Status - Stinnett (5) Written Report Only
4. Loudon Ave Road Status - James (5) Written Report Only
5. Management Audit - Stevens (6-86)
 - a. Implementation Status (6-54)
 - b. 'Factual Errors' Exercise (55-86)
6. Items Referred to Committee (87)

"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)

ORDINANCE NO. _____-2008

AN ORDINANCE CREATING ARTICLE VII IN CHAPTER 5 OF THE CODE OF ORDINANCES OF THE LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT TO CREATE THE RELOCATION ASSISTANCE PROGRAM FOR TENANTS TO PROVIDE RELOCATION ASSISTANCE TO ELIGIBLE LOW-INCOME TENANTS DISPLACED BY THE REZONING, REDEVELOPMENT OR CHANGE IN USE OF PROPERTY.

WHEREAS, Lexington-Fayette County has a limited supply of affordable rental housing available to low-income households; and

WHEREAS, the recent development of properties and plans for development in the near future in Lexington-Fayette County resulted in and provide for the development of limited affordable housing opportunities for low-income households; and

WHEREAS, among the most substantial impacts of property development, redevelopment and change of use in Lexington-Fayette County are the loss of affordable housing and the displacement of low-income people who are unable to pay for the costs of relocation; and

WHEREAS, it is often challenging for low-income families who are displaced from affordable housing by rezoning and/or redevelopment and/or change of use to locate replacement affordable housing or to afford the expense of relocation.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT:

Section 1 – That Article VII of Chapter 5 of the Code of Ordinances be and hereby is created to read as follows:

Sec. 5-104.

(a) The Relocation Assistance Program for Tenants is hereby created to assist tenants displaced from low-income housing by rezoning, redevelopment or change in use of property with the expenses associated with relocation.

(b) The Relocation Assistance Program for Tenants shall be administered by the Department of Social Services. The Department shall develop the application and procedures necessary for the administration of the program in accordance with this ordinance.

Sec. 5-105.

(a) Any person or family whose income is no more than 40% of the median income in Lexington-Fayette County displaced from rental housing, whether a dwelling or property upon which the dwelling is located, by rezoning and/or redevelopment and/or change in use is eligible for funds from the Relocation Assistance Program for Tenants to assist in locating replacement affordable housing and the costs of relocation.

(b) A person or family eligible for assistance from the Relocation Assistance Program for Tenants may receive up to \$1,000 to assist in payment of utility deposits, security deposits, first month's rent and moving expenses. The assistance provided shall not exceed the actual cost of these expenses. Moving expenses includes only those costs resulting from rental of equipment or hiring of licensed professionals to assist with the move. All payments from the Relocation Assistance Program for Tenants shall be made directly to vendors.

(c) Any monetary assistance provided by the Relocation Assistance Program for Tenants is secondary to any other funds available to a household for relocation. In no event shall the amount of assistance from the Relocation Assistance Program for Tenants combined with any other relocation assistance exceed \$1,000.

Sec. 5-106.

(a) Any person filing an application for a building permit, occupancy permit, zone map amendment, development plan, subdivision plan or appeal to the LFUCG Board of Adjustment that would result in the displacement of any tenant or tenants shall provide the following information along with the application or no less than sixty (60) days prior to the change of use: (1) whether any existing dwelling units will be removed; (2) whether any such dwelling units have been present on the property with the past twelve (12) months; and (3) a written statement setting forth any efforts undertaken or to be undertaken to assist tenants in obtaining alternative housing.

(b) Prior to the granting of any building or occupancy permit by the Division of Building Inspection of a nature that would result in the displacement of any tenant or tenants, the applicant shall distribute to every tenant a packet of information provided by the LFUCG explaining to the tenant how to apply for relocation assistance and what assistance is available. For such cases, the applicant will be required to file an affidavit with the Division of Building Inspection attesting to compliance with the provisions of this section prior to issuance of the permit.

(c) The provisions of this ordinance shall not apply to emergency situations, such as fire or natural disasters, that result in the displacement of tenants.

Sec. 5-107.

In order to insure that the Relocation Assistance Program for Tenants remains viable and is regularly funded, it is recommended that the LFUCG appropriate at least \$50,000 annually to the program. Any funds appropriated to the program shall remain available to the program in subsequent fiscal years. The fund for the program shall be maintained as an open fund. Any amount of funding available to the program in excess of \$200,000 that has been appropriated to the program by LFUCG may be re-appropriated to other programs or services provided by the LFUCG. Funds from the program shall be available on a first come-first served basis. If the fund is exhausted in any fiscal year, no further assistance shall be available from or provided by the program and no person or household shall be eligible for assistance from the program unless additional appropriation of funds is made by the LFUCG.

Section 2 – That this Ordinance shall become effective on the date of its passage.

PASSED URBAN COUNTY COUNCIL:

Mayor

ATTEST:

CLERK OF URBAN COUNTY COUNCIL
PUBLISHED:

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Newtown Pike Extension Project Update
KYTC Item # 7-593.00
October 2008

Phase I (Temporary Housing – Southend Park)

Temporary Housing Area construction is almost complete. Final, top soil pavement and concrete walks still need to be placed. Move in is expected before Thanksgiving.

Phase IV (Main to Versailles)

The KYTC, District-7 office, has begun right-of-way negotiations with property owners along Cox Street. We have met with the stakeholders for the design of the Bridge over Town Branch. Final plans are being prepared and will be available shortly.

CLT (Community Land Trust)

The Lexington Community Land Trust's Board of Directors has been established. The second board meeting will be held on October 22, 2008.

LOUDON AVENUE UPDATE

From Shropshire Avenue to the bridge:

- Street is open from Shropshire to Floyd Drive;
- Street reconstruction is complete, except for final surface and final pavement markings;
- Sidewalks are 99% complete;
- Asphalt driveway connections should be made within the next two weeks;
- Most utility strips and disturbed areas behind the sidewalk have been sodded;
- We are getting quotes for median trees;
- Street light pole bases are being installed.

From the bridge to Winchester Road:

- Street is closed to through traffic;
- First lift of asphalt base is down;
- Inlets are being set and curb construction on the asphalt base is underway;
- Other tasks to complete this year: additional asphalt base; sidewalks; grading behind sidewalks; sodding or temporary seeding; traffic signal installation at Eastland Drive and signal modifications at Winchester Road.

Possible carryover to next spring:

- Final surface with final pavement markings, from bridge to Winchester Road;
- Final grading and sodding;
- Variety of punchlist items.

LIBERTY TODDS ROAD UPDATE

Section 1A

- Final surface is on, up to Mickey Lane;
- Light pole bases are being constructed.

Section 1B

- Twelve out of 19 required parcels have been purchased and closed;
- Three of the 19 are being acquired by the state via eminent domain;
- Three of the 19 are still under negotiation;
- One of the 19 has closing pending.

Lexington-Fayette Urban County Government Organization Review
Draft Action Plan

Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
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	Oct 2008	Yes	S.A.M. has communicated with KLC about providing best practices recommendations and facilitating the process.
F2	Develop five-year strategic plans for every department. (Coordinate with Recommendations F1 and F3)	Yes	SAM	Oct 2008	No	See F1
F3	Create annual work plans for every department. (Coordinate with Recommendations F1, F2 and F4)	Yes	SAM	Nov 2008	No	See F1
F4	Use work plans as one factor when reviewing commissioners' performance. (Coordinate with Recommendations F3 and F5)	Yes	SAM	Sep 2008	No	See F1, F2, F3
F5	Implement a system of performance management with comprehensive outcome-based performance measures. (Coordinate with Recommendations F1, F2 and J5)	Yes	SAM	Sep 2009	Yes	Next Budget - Submit
F6	Prepare a City-wide enterprise Information Technology (IT) Plan.	Yes	CIO	Dec 2008	No	Assessment study and strategic plan (PTO) has to be completed in order for IT plan to be developed. Currently in strategic planning phase.
F7	Conduct a fee study.	Yes	All			Next Budget - Resubmit
F8	Eliminate the Citizens Advocate position.	Yes	Council			Currently Forming Exploratory Committee
F9	Define a Lexington brand and incorporate that brand into government publications, documents, and programs. (Coordinate with Recommendations F10 and 11)	Yes	CIO	Dec 2008	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	Dec 2008	No	Project started on July 23 rd . Scheduled to be completed on December 9 th .
F11	Develop a standard letterhead and business card	Yes	CIO	Dec 2008	Need Input From	Coordinating with F9

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	format for the government that is consistent with the branding initiative. (Coordinate with Recommendation F9)				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	July 2008	Must approve Metaformers Contract - complete	Cash Management Complete. Moving forward w/Treasury.
G2	Implement cash management planning for appropriate time intervals up to, and including, one year.	Yes	Finance Administration	July 2008	No	Cash Management Complete. Moving forward w/Treasury.
G3	Establish a target for interest earnings on idle cash based on money market conditions.	Yes	Finance Administration	Sept. 2008	No	This cannot be accomplished until Treasury module has been in production for awhile.
G4	Transfer employee safety training duties from the Risk Management Division to Human Resources.	Yes	Division of Human Resources	July 2008	Yes - approve transfer of staff/funds	Safety specialist position that prepared the conducted majority of training classes was eliminated per Management Audit. Remaining positions in Risk Management perform training periodically (2-3 times per quarter). No position to transfer.
G5	Transfer the Risk Management Division administration and loss control management programs to the Finance Department.	Yes	Commissioner of Finance and Administration	July 2008	Yes - approve transfer of staff/funds	Complete
G6	Transfer the Financial and Investment Analyst and the Financial Management Administrator positions to the Accounting Division.	Yes	Commissioner of Finance and Administration	July 2008	Yes - approve transfer of staff/funds	Complete
	Division of Accounting					
G7	Develop methods to reduce coding errors for STARS journal entries.	Yes	Division of Accounting	Complete	No	Complete
G8	Develop a plan to implement an appropriate system to account for grants and capital projects.	Yes	Project Manager - Project Synergy	Jan 2009	Must approve Metaformers Contract - complete	Grants/Projects Module Implementation schedule revised.
	Division of Central Purchasing					
G9	Eliminate duplication of effort in the contracting process by including appropriate language for	Yes	Division of Purchasing and	July 2008	Yes - approve budget ordinance language	On hold pending approval by council.

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	contract authorization in the budget adoption ordinance.		Dept. of Law			
G10	Develop and implement a procurement card protocol for commodities costing less than \$1,000.	Yes	Division of Purchasing	Ongoing	No	25 cards are in use and 10 additional people are being scheduled for training
G11	Develop and implement a reverse auction for purchasing appropriate commodities and services.	Yes	Division of Purchasing	Ongoing	Yes - only to finalize acceptance of bids	A third auction was held for salt and the contract has been sent to the council for approval. There is no conclusive evidence that the price received was better than a competitive bid.
G12	Increase the formal quote and bid opening threshold from \$5,000 to \$10,000.	Yes	Division of Purchasing	Complete	No	Commissioners, Directors, and Purchasing Coordinators notified by email on March 5, 2008. Complete.
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	Sept 2008	Yes - must approve funding	In process of hiring.
G14	Develop a plan to eliminate or reduce the General Fund parking subsidy.	Yes	Parking Authority	July 2008	Yes	Complete - PAL implement business plan
G15	Develop a report showing occupational license tax (OLT) accounts that have stopped paying in the last three years.	Yes	Division of Revenue	Complete	No	Complete
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	Complete	No	Complete
G17	Initiate discussions with the School Board to resume collecting the OLT on its own behalf.	Yes	Administration	Aug 2008	No	Letter to be sent
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	Complete	No	Complete
G19	Train staff in Lexcall and the Solid Waste Division to handle customer complaints about dumpster service.	Yes	Lexcall, Revenue, & Solid Waste	June 2008	No	Complete
G20	Division of Community Development Prepare a grant administration manual that details	Yes	Division of	After Jan 2009	No	CAO Policy #22 details policies and procedures but has not been

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Item #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
	the policies, practices and protocols for grants administration and operations and distribute to all appropriate personnel.		Community Development			updated for accounting in PeopleSoft. Will be updated after the Grants/Projects module goes live.
G21	Provide grants administration training to agency personnel.	Yes	Division of Community Development	After Jan 2009	No	Will conduct training at least semi-annually after Grants/Projects module goes live.
G22	Develop a request for proposal to outsource provision of the Homeowner Rehabilitation Program. (Coordinate with Recommendation G23)	?	Division of Community Development	After Jan 2009	Yes - to approve any subsequent contract	On hold pending implementation of Grants/Projects module.
G23	Select a third-party sub-recipient to operate the Homeowner Rehabilitation Program. (Coordinate with Recommendations G22 and G24)	?	Division of Community Development	After Jan 2009	Yes - to approve any subsequent contract	On hold pending implementation of Grants/Projects module.
G24	Transfer sub-recipient monitoring of the Homeowner Rehabilitation Program to the Finance Department Accounting Division. (Coordinate with Recommendation G23)	?	Division of Community Development	After Jan 2009	Yes - to transfer staff and funds	On hold pending implementation of Grants/Projects module.
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	After Jan 2009	Yes - to transfer staff and funds	On hold pending implementation of Grants/Projects module.
G26	Contact Neighborhood Housing Services of America and Fannie Mae to investigate the potential for selling homeowner rehabilitation loans.	Yes	Division of Community Development	July 2008	Unsure - I assume the council would have to approve selling the loans but need input from Law.	Ongoing.
G27	Division of Human Resources Develop customer service standards and provide customer service training to Human Resources staff.	Yes	Division of Human Resources	Dec 2009	No	A training module is being developed to offer government-wide; coordinating with LexCall.
G28	Eliminate the Attrition Committee.	Yes	Division of Human Resources	Complete	No	Complete

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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	Aug 2008	No	Moving forward with HCM PeopleSoft implementation. The PS position description format is being used as a template.
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	July 2008	Yes	Council approves request in the budget; Law approves request on pre-employment physicals & on-line CSC meetings
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	July 2008	Yes	On hold.
G32	Prepare and approve interview questions simultaneously with the initial testing process.	Yes	Division of Human Resources	Dec 2008	No	In progress.
G33	Repeal the requirement for legislative approval of routine personnel actions.	Yes	Division of Human Resources and Dept of Law	July 2008	Yes	On hold.
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)	Earliest attempt would be January 09 Session of the General Assembly	Yes - would need to concur	On hold.
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	Dept of Law/Human Resources	Earliest attempt would be January 09 Session of the General Assembly	Yes - would need to concur	On hold.
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	Yes	Division of Human Resources	Oct 2008	No	Working with external organizations on bench marks.

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	for its job types.					
G37	Eliminate the Mercer Committee.	Yes	Division of Human Resources	Aug 2008	No	Mercer Committee is not meeting. CAO Policy 17 needs to be repealed.
G38	Analyze historic turnover patterns to predict the positions in which turnover is most likely to occur.	Yes	Division of Human Resources	Dec 2008	No	In progress.
G39	Implement a turnover assessment plan as an element of the recommended biennial budget process.	Yes - See G38	Division of Human Resources	Earliest would be 2010 budget process	No council action on turnover assessment plan; council action is needed for biennial budget process.	On hold pending completion of G38.
G40	Analyze historic experience and department turnover projections to develop a testing plan and schedule.	Yes - See G38	Division of Human Resources	March 2009	No	On hold pending completion of G38.
G41	Include a training needs survey as part of the biennial budget preparation process.	Yes	Division of Human Resources	Earliest would be 2010 budget process	No council action on training needs survey; council action is needed for biennial budget process.	Not started.
G42	Develop and administer an internal customer satisfaction survey.	Yes	Division of Human Resources	Dec 2009	No	Dept./Divisions to participate; determine items to be evaluated; measurements of satisfaction
G43	Develop a technology plan for Human Resources services that increases use of the internal intranet and the external Internet.	Yes	Project Synergy Team	March 2009	No	Part of PeopleSoft HCM implementation.
H.	Department of General Services					
H1	Commissioner's Office Restructure the Commissioner's Office.	Yes	Commissioner GS	July 2008	Yes	Complete. Staffing to occur in fall.
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.	Yes	Security Supervisor	Sept 2008	Yes	In 2009 budget - will be purchased late summer.

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
	locations in buildings and parking garages.					
H3	Building Maintenance and Construction Create a new Facilities and Fleet Management Division that consolidates decentralized facilities management functions for the government. Enter into service contracts for all appropriate functions of the new Facilities Management Division.	Yes	Commissioner GS	Dec 2008	Yes	Complete. Staffing in fall.
H4		Yes	Director of Facilities & Fleet	Dec 2009	No	Prepare for FY 2010 Budget
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	March 2009	Yes	Prepare for a sampling in FY 2009. Complete in FY 2010
H6	Develop a capital improvement plan (CIP) with an annual budget for the repair and maintenance of roof systems.	Yes	Director of Facilities & Fleet	March 2009	Yes	Prepare for FY 2009 Budget
H7	Implement a scheduled inspection program for roof systems.	Yes	Director of Facilities & Fleet	March 2009	No	Currently working towards
H8	Contract for inventory, condition assessment and energy efficiency evaluations for existing HVAC equipment.	Yes	Director of Facilities & Fleet	March 2009	Yes	Current - Internal assessment Contract FY 2010 Budget - FY 2009 if funding is available
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	June 2009	Yes	Budget 2010
H10	Dedicate energy savings from equipment upgrades to fund future equipment improvements.	Yes	Director of Facilities & Fleet	June 2009	Yes	Budget 2010
H12	Choose and maintain a single asset management program for HVAC equipment. (Coordinate with Recommendation H13)	Yes	Director of Facilities & Fleet	Dec 2008	Yes	Working with Peoplesoft for implementation this year (FY 2009)
H13	Maintain HVAC equipment according to manufacturers' recommendations. (Coordinate	Yes	Director of Facilities & Fleet	March 2009	No	Holding

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H14	with Recommendation H12.) Identify and train specialized service crews for the most common HVAC systems.	Yes	Fleet Director of Facilities & Fleet	March 2009	No	Holding
H15	Contract for service for unique/rare HVAC systems in the City. (Coordinate with Recommendation H16)	Yes	Director of Facilities & Fleet	Sep 2009	Yes	Holding
H16	Conduct a pilot program to test contract HVAC maintenance. (Coordinate with Recommendation H15)	Yes	Director of Facilities & Fleet	June 2009	Yes	Holding
H17	Assign appropriate building maintenance and construction duties to be completed during non-office hours.	Yes	Director of Facilities & Fleet	March 2009	No	Holding
H18	Contract for comprehensive energy audits of major facilities.	Yes	Director of Facilities & Fleet	Sept 2009	Yes	Holding
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	Sept 2009	Yes	Holding
H20	Dedicate energy savings from conservation efforts to fund future capital improvements.	Yes	Director of Facilities & Fleet	June 2010	Yes	Holding
H21	Install programmable thermostats in appropriate locations. (Coordinate with Recommendation H20)	Yes	Director of Facilities & Fleet	Sept 2009	Yes	Holding
H22	Closely monitor energy costs by facility and expense.	Yes	Director of Facilities & Fleet	March 2009	Yes	Starting data accumulation
H23	Require cleaning contractors to provide soap and paper products as part of their service contracts.	Yes	Director of Facilities & Fleet	Sept 2009	Yes	Holding
H24	Division of Fleet Services Reclassify the fleet systems manager to a parts supervisor.	Yes	Director of Fleet	June 2009	Yes	Holding
H25	Reclassify one of the current operations	Yes	Director of fleet	Unknown	Yes	Holding

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	managers to senior operations manager and eliminate the remaining operations manager position.					
H26	Establish and monitor performance indicators to measure performance against industry and shop standards.	Yes	Director of Fleet	Dec 2008	No	Holding
H27	Provide regular fleet information reports to management, fleet customers and fleet services staff.	Yes	Director of Fleet	July 2009	No	Will be further developing reports to provide usable data
H28	Reduce, eliminate, and/or pool the 107 fleet vehicle units specified in the fleet utilization analysis.	Yes	GS Commissioner	July 2008	No	Complete
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	July 2008	No	Complete
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	Oct 2008	No	In Progress
H31	Streamline the employee mileage reimbursement process. (Coordinate with Recommendations H29 and H30)	Yes	GS Commissioner	Oct 2008	No	In process
H32	Establish a shop loaner pool consisting of three pickup trucks and two sedans. (Coordinate with Recommendation H33)	Yes	Fleet Director	July 2008	No	Complete
H33	Monitor the utilization of the loaner pool for six months to determine the best type and number of units to meet the needs of customers. (Coordinate with Recommendation H32)	Yes	Fleet Director	Jan 2009	No	In process
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	July 2008	Yes	Complete
H35	Add two dump trucks and one flat bed truck to the	Yes	Fleet Director	July 2008	No	Complete

Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
H36	heavy equipment pool. Negotiate rental agreements with local heavy equipment rental agencies for equipment to augment the heavy equipment pool.	Yes	Fleet Director	July 2008	Yes	Complete
H37	Monitor the use of the heavy equipment pool units during the next year as well as requests for equipment.	Yes	Fleet Director	July 2008	No	Ongoing
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	March 2009	No	Connected with PeopleSoft HR implementation
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	March 2009	No	Connected with PeopleSoft HR implementation
H40	Hire lesser-paid personnel ("runners") to perform duties now performed by mechanics.	Yes	Fleet Director	Ongoing	Yes	Examine as vacancies occur
H41	Reduce unaccounted time and increase productive wrench time. (Coordinate with Recommendations H38 and H39)	Yes	Fleet Director	March 2009	No	Connected with PeopleSoft HR implementation
H42	Evaluate Fleet Services' competitiveness and potential for outsourcing 12 months after implementation of fleet recommendations.	Yes	Fleet Director	Dec 2009	Yes	Future study
H43	Develop an internal service fund and chargeback system for Fleet Services.	Yes	Fleet Director	Dec 2009	No	Need data connected with PeopleSoft HR implementation
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	Dec 2008	No	Will establish this fall
H45	Utilize life cycle cost analysis to determine the optimum time to eliminate fleet vehicles.	Yes	Fleet Director	Jan 2009	No	Future study
H46	Expand the hours of operation for Fleet Services to accommodate service to customers outside of their normal work hours.	Yes	Fleet Director	Dec 2008	No	Future study

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H47	Perform a detailed analysis of Fire Department fleet operations and determine the best location for fire fleet servicing.	Yes	Fleet Director & fire chief	Jan 2009	No	Future study
H48	Conduct an analysis of the City's one-to-one car plan for police vehicles.	Yes	Fleet Director	Aug 2009	No	Future study
H49	Division of Parks and Recreation Eliminate two of the superintendent positions and each of their administrative specialists and consolidate responsibilities with the remaining superintendents.	Yes	Park Director	Jan 2009	Yes	Holding - Parks Master Plan
H50	Create a management analyst position to report to the director.	Yes	Park Director	July 2008	Yes	Holding - Parks Master Plan
H51	Centralize capital project management requiring preparation of plans and specifications, bidding and construction management in Public Works and Development. (Coordinate with Recommendation J2)	Yes	Commissioners - Public Works & GS	March 2009	Yes	Holding - Future discussion with Council
H52	Review and re-appropriate budgeted and funded CIP projects prior to purchasing cut-off date.	Yes	Park Director	Ongoing	No	Ongoing
H53	Develop a process to award contracts exceeding administrative approval limits to successful bidders within 30 days of selection.	Yes	Legal	March 2009	Yes	Holding - Council / Administrative Efficiency discussion
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	March 2009	Yes	Holding - Council / Administrative Efficiency discussion
H55	Establish a "small works roster" of pre-qualified designers and contractors for small parks capital projects.	Yes	Parks Director & Purchasing	March 2009	No	Future study
H56	Develop and adopt a five-year Parks and Recreation CIP.	Yes	Budgeting	June 2009	Yes	Future
H57	Transfer the appropriate responsibilities from the Parks Maintenance division to the newly created Facilities and Fleet Management Division.	Yes	GS Commissioner & Parks Director	July 2008	Yes	Budget is established. Functional alignment will take place when new structure is staffed.
H58	Consolidate administrative staff into one building.	Yes	Parks Director	On hold	No	On hold

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H59	Decrease the General Fund subsidy for enterprise programs. (Coordinate with Recommendations H60, H61, H62, H63)	Yes	Parks Director	July 2008	Yes	Complete
H60	Increase recreation fees immediately to be consistent with the current policy. (Coordinate with Recommendation H59)	Yes	Parks Director	July 2008	Yes	Complete
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	June 2009	Yes	Future study
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	Mar 2009	Yes	Holding - Council / Administrative Efficiency discussion
H63	Establish an enterprise fund for golf services. (Coordinate with Recommendations H59, H64, H65, H66, H67)	Yes	Parks Director	June 2009	Yes	Future study - budget moves towards goal
H64	Create an equipment replacement plan and dedicated funding for replacement of golf equipment. (Coordinate with Recommendations H63)	Yes	Parks Director	June 2009	Yes	Future study
H65	Increase golf fees to fully recover costs. (Coordinate with Recommendations H63)	Yes	Parks Director	July 2008	Yes	Complete
H66	Reduce costs by contracting course maintenance. (Coordinate with Recommendations H63)	Yes	Parks Director	June 2008	Yes	Future study
H67	Increase golf capital improvement funding to cover renovation of courses and facilities. (Coordinate with Recommendations H63)	Yes	Parks Director	June 2008	Yes	Future study
H68	Close the Constitution, Berryhill, Douglass, and Picadome public swimming pools.	Yes	Parks Director	June 2008	Yes	Future study
H69	Inventory and identify costs for special events and prioritize them during the budget process.	Yes	Parks Director	Sept 2009	Yes	Future study

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H70	Examine contracts with franchise leagues to determine if the revenue generated is appropriate for the level of service received.	Yes	Parks Director	Sept 2009	Yes	Future study
H71	Rewrite and communicate community franchise field use policies so they are clear.	Yes	Parks Director	Sept 2009	Yes	Future study
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	July 2008	Yes	Complete
I.	Department of Law					
I1	Division of Risk Management Separate the functions now contained in the Division of Risk Management into two separate components.	Yes			Yes	Complete
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	Complete
I3	Eliminate the risk finance accountant position.	No			Yes	Position transferred to Finance, then temporarily transferred to General Services 7/08
I4	Coordinate with Recommendations 14, 15 and 16) Eliminate the exposure analyst position	No			Yes	Position transferred to Finance, then temporarily transferred to General Services 7/08
I5	Coordinate with Recommendations 13, 15 and 16) Eliminate the vacant safety specialist position.	Yes	Deputy Comm.	Aug 2008	Yes	Ordinance to be presented 8/09
I6	Transfer remaining division personnel performing employee-oriented functions into the Finance Department in a Risk Management division	Yes			Yes	Complete
I7	Coordinate with Recommendations 13, 14 and 15) Evaluate whether there is a duplication of the claims adjuster services provided through existing	Yes	Commissioner	March 2009	Yes	Evaluate

Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
18	contracts with third party administrators. Transfer the attorney senior position (formerly risk management contract specialist) to one of the legal services divisions in the Department of Law.	Yes			Yes	Complete
19	Reduce the use of outside counsel on a case-by-case basis in favor of handling more litigation in-house.	Yes			No	Complete
110	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	Commissioner	Sept 2008	Yes	Law preparing ordinance
	Division of Corporate Counsel and Litigation					
111	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	Commissioner	Sept 2008	Yes	Personnel action complete; resolving space issues
112	Separate the attorneys and support staff for the Divisions of Litigation and Corporate Counsel. (Coordinate with Recommendation 13 and 14)	Yes			No	Complete
113	Restructure the Division of Corporate Counsel to have one director in charge of corporate advice and counsel. (Coordinate with Recommendation 11 and 12)	Yes			No	Complete
114	Restructure the Division of Litigation to have one director in charge of litigation, administrative hearings, and claims settlement. (Coordinate with Recommendation 112, 115, 116, 127, 139, and 140)	Yes			No	Complete
115	Create a separate Claims Unit within the Division of Litigation.	Yes/No			No	Complete. Employment is part of Claims Unit. Admin and collections are separate unit
116	Create a separate Administrative Law/Employment Litigation unit and a Collections	Yes/No			No	Complete. Employment is part of Claims Unit. Admin and collections are separate unit

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
117	unit within the Division of Litigation. Evaluate attorney workload to determine which activities could appropriately be delegated to paralegal staff to allow more effective use of resources.	Yes	Directors	Dec 2008	No	Implementing as part of time keeping system and paralegal real estate function determination
118	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	Directors	Sept 2008	No	In process
119	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			No	Will remain in corporate as part of contract review; balance in claims unit
120	Provide Code Enforcement with a central filing system and require departments to make initial efforts to identify property owners using the assessor website and other resources.	Yes	Litigation Dir./ CE Director	Sept 2008	No	Code has own filing system; in process. Still investigating legal consequences
121	Evaluate the cost-effectiveness of contracting for 30 year title searches on real property and limited title searches for liens.	Yes	Directors	Dec 2008	No	In process. If contract attorneys used, additional sums may be needed for professional services
122	Explore the use of voice activated software for paralegals doing real estate or other work off-site. (Coordinate with I23)	Yes			No	Complete
123	Create a call log for informal advice and require attorneys to record entries daily.	Yes	Directors	Sept 2008	No	In process
124	Institute a detailed time record keeping system for attorneys. (Coordinate with Recommendation I26)	Yes	Directors	Sept 2008	No	In process
125	Develop a standardized status report format and require each attorney to report regularly to the director. (Coordinate with Recommendation I26)	Yes	Directors	Sept 2008	No	In process
126	Reduce multiple reviews and approvals within the Department of Law to improve response time and	Yes	Directors	Dec 2008	No	In process

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
	make individual attorneys accountable for the final work product. (Coordinate with Recommendations 124 and 125)					
127	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	Commissioner/Directors	Sept 2008	No	Personnel action complete; resolving space issues
128	Assign a staff assistant to perform the routine typing, filing and related clerical and receptionist duties or utilize a typing service.	Yes	Commissioner	Sept 2008	No	Personnel action complete; resolving space issues
129	Explore the purchase of voice recognition software for attorneys who use a disproportionate amount of administrative specialist's time for transcribing.	Yes			No	Complete
130	Train employees on effective use of document management, word processing and other office technology.	Yes	Directors	Dec 2008	No	In process
131	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	Directors/CE Director	Sept 2008	No	In process
132	Place responsibilities for receipt of payments due to Code Enforcement in Finance and designate that Finance receive all payments.	Yes	Litigation, CE & Revenue Dir.	Sept 2008	No	In process. Still investigating legal consequences
133	Transfer responsibility for initial address verifications to Code Enforcement.	Yes	Directors	Sept 2008	No	In process
134	Determine average cost of handling collections per case through the legal process. (Coordinate with Recommendation 135)	Yes	Litigation Dir.	Dec 2008	No	In process
135	Transfer only those cases to Collections that exceed the average cost of collection.	Yes	Litigation Dir.	Dec 2008	No	In process
136	Develop alternative methods of collection such as use of collection agencies for those cases where	Yes	Litigation Dir.	Dec 2008	No	Investigating

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
I37	cost of collection exceeds potential recovery of amounts due and for more timely initial contact. Give priority to higher dollar value collections until the backlog is eliminated. (Coordinate with Recommendation I38)	Yes	Litigation Dir.	Dec 2008	No	In process
I38	Screen department requests for payment to focus on high cost cases.	Yes	Litigation Dir.	Dec 2008	No	In process
I39	Assign one attorney to the Collections section in the Division of Litigation.	Yes			No	Complete. We have added two lawyers as the collections/admin unit is combined.
I40	Provide additional paralegal and administrative specialist support dedicated to the Collections section.	Yes	Litigation Dir.	Sept 2008	No	In process
J.	Department of Public Works and Development					
	Division of Engineering					
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	Sept 2008	No	Recommendations currently being revised in the Division of Purchasing.
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	Sept 2008	Yes	Capital Projects Director was <u>not</u> approved for FY 09 Budget.
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	Mar 2009	No	Capital Projects Director was <u>not</u> approved for FY 09 Budget.
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	June 2009	No	Capital Projects Director was <u>not</u> approved for FY 09 Budget.
J5	Establish performance standards for CIP managers. (Coordinate with Recommendations F5, J2, and	Yes	Capital Projects Director	Dec 2008	No	Capital Projects Director was <u>not</u> approved for FY 09 Budget.

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
J6	J7) Require development plans to be submitted in compatible electronic form. (Coordinate with Recommendation J7)	Yes	Engineering Director	Mar 2009	No	Developing schedule to allow lead time for implementation by the consulting industry.
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	Dec 2008	Yes	Program development underway to determine type of projects that requires higher levels of review.
J8	Division of Streets, Roads, and Forestry Implement emergency snow route restrictions during appropriate events and enforce towing provisions.	Yes	SR & F Director	Dec 2008	Yes	Reviewing routes which will require signs.
J9	Equip the snow removal fleet with GPS units to allow centralized tracking and recording of progress.	Yes	SR & F Director	Sept 2009	No	Coordinate with Waste Management.
J10	Provide an additional salt storage shed at an appropriate location.	Yes	SR & F Director	Jun 2009	Yes	Design Plan being developed, to be constructed in 2009
J11	Provide 24-hour access to truck wash facilities at Water and Air Quality and Fleet. (Coordinate with J12)	Yes	SR & F Director	June 2009	No	Coordinate with Division of Water Quality and Fleet Management.
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	June 2009	No	Coordinate with Division of Water Quality and Fleet Management.
J13	Provide take home vehicles to on-call employees during their on call shifts. (Coordinate with Recommendation J14)	Yes	SR & F Director	Dec 2008	No	Partial Implementation, based on schedules and accountability of vehicles.
J14	Allow on-call employees to report directly to site and manually record their time. (Coordinate with Recommendation J13)	Yes	SR & F Director	Dec 2008	No	Partial Implementation
J15	Revise the use policies associated with the Kronos time system to allow supervisory flexibility in the management of staff. (Coordinate with	Yes	SR & F Director	June 2009	No	Holding, per new rules with PeopleSoft.

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
J16	Recommendation 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	June 2009	No	Holding, per new rules with PeopleSoft.
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	Sept 2008	No	In Process
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	Sept 2008	No	In process, have to coordinate implementation with Waste Management.
J19	Enforce violations in no parking zones.	Yes		June 2008	No	Implemented by Parking Authority – Ongoing effort.
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	Dec 2008	Yes	Will require Council Action to approve.
J21	Purchase sweepers and sweeper brooms based on life cycle cost evaluation rather than initial purchase price.	Yes	SR & F Director	Dec 2008	No	Developing purchasing process
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	Dec 2008	No	Will be evaluated for implementation this fall.
J23	Require developers to contribute to a street tree fund instead of planting trees in the right of way. (Coordinate with Recommendation J22)	Yes, with Qualifications	Commissioner, PW&D	Dec 2008	Yes	Will be evaluated for implementation this fall.
J24	Division of Traffic Engineering Establish a partnership and contractual arrangement with Jessamine County to provide traffic engineering services. (Coordinate with	Yes, as a point of negotiation	Commissioner, PW&D	Sept 2009	Yes	Holding

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
	Recommendations J32 and J33)	with Jessamine County				
J25	Budget General Fund monies to support shared maintenance of joint fiber optic system.	Yes	Traffic Engineering Director	Sept 2008	No	In Process
J26	Coordinate with Recommendation 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	Sept 2008	No	In Process
J27	Evaluate the cost/benefit of using permanent seasonal workers in lieu of trustees for pavement marking.	Yes	Commissioner, PW&D	Dec 2008	No	Evaluating in conjunction with J28
J28	Assign pavement marking crew and responsibilities to Streets, Roads and Forestry.	Yes	Commissioner, PW&D	March 2009	No	Evaluating in conjunction with J27
J29	Division of Historic Preservation Align historic and planning functions by placing Historic Preservation within the Planning Division.	Yes	Planning Director	June 2009	Yes	Include in FY 2010 Budget Process
	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	June 2008	No	Accomplished
J31	Division of Planning 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)	Dec 2008	No	In Process
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	Sept 2009	Yes	Holding
J33	Assess and revise the annual payment from	Yes, with	MPO Manager	Sept 2009	Yes	Holding

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	Jessamine County so that it is proportionate to the transportation planning services provided. (Coordinate with Recommendations J24 and J32)	more study and further negotiation with Jessamine County 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	Dec 2008	No	In Process
J35	Amend Planning Division filing requirements to require electronic submissions of applications, plans and supporting documentation.	Yes	Planning Director	Sept 2009	No	In Process
J36	Reduce the number of staff assistants by one. (Coordinate with Recommendation J37)	Yes	Planning Director	June 2008	No	Accomplished
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	June 2009	No	In Process
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	March 2009	No	In Process
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	March 2009	No	In Process
J40	Develop a handbook that details the various development review applications and processes. (Coordinate with J41)	Yes	Planning Services Manager	Dec 2008	No	Holding
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	March 2009	No	Holding

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
J42	Develop and publish cycle time standards for review of plans submitted for certification. (Coordinate with J43)	Yes	Planning Services Manager	Dec 2008	No	In Process
J43	Track certification cycle times. (Coordinate with Recommendation J42)	Yes	Planning Services Manager	June 2009	No	In Process
J44	Consolidate the Strategic and Long Range Planning units. (Coordinate with Recommendation J45)	Yes	Planning Director		Yes	Not approved by Council in Budget Session
J45	Eliminate the position of manager of strategic planning. (Coordinate with Recommendation J44)	Yes	Planning Director		Yes	Not approved by Council in Budget Session
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	March 2009	No	In Process
J47	Implement a consent agenda for full Planning Commission meetings.	Yes	Planning Director	Dec 2009	No	Holding
J48	Identify the types of applications that can be reviewed and approved administratively	Yes	Planning Director	Sept 2009	No	In Process
J49	Prepare and deliver staff reports to Planning Commission members no later than one week prior to a scheduled meeting.	Yes	Planning Director	Sept 2009	No	In Process
J50	Provide applicants with written notice of deadlines for information required for staff review. (Coordinate with Recommendation J41)	Yes	Planning Services Manager	March 2009	No	In Process
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	March 2009	No	Holding
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	Yes	Planning Director	June 2009	No	Holding

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
	Recommendation J51)					
J53	Division of Building Inspection Eliminate the commercial check list to prevent duplication of effort.	Yes	Building Inspection Director	March 2009	No	In Process. Will be included in the rewrite of B I Program
J54	Convert the plan review record to electronic format.	Yes	Building Inspection Director	March 2009	No	In Process (See above)
J55	Incorporate online, read-only status reports for residential plans.	Yes	Building Inspection Director	March 2009	No	In Process (See above)
J56	Add reviewer phone numbers to the approval status screen as a convenience to applicants checking plans status.	Yes	Building Inspection Director	March 2009	No	In Process (See above)
J57	Identify and analyze the origin and type of complaints received.	Yes	Building Inspection Assistant Director	March 2009	No	In Process (See above)
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	March 2010	No	Pending. Requires new software not funded in FY 09.
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	July 2008	No	Complete
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	Pending. Dependant upon other review agencies providing staffing for extended review time.
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	March 2009	Yes	Pending. New ordinance must be written, reviewed and approved.
J62	Forward applications for Board of Architectural	Yes	Planning		No	Implementation dependant on Historic Preservation.

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	Review (BOAR) to the commercial project facilitator or the appropriate residential construction supervisor in Building Inspection prior to staff report completion. Develop and implement a schedule to rotate assigned inspection areas.		Director			
J63		Yes	Building Inspection Assistant Director	March 2009	No	In Process. Implementation dependant on rewrite/new software.
J64	Reduce the number of staff devoted to new and existing residential inspections by three FTEs.	No, this proposal was based on insufficient data.	N/A	N/A	N/A	N/A
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	July 2008	No	Complete - to extent possible. Currently 1 inspector is employed on a part-time temporary basis.
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	March 2010	No	Pending. Requires new software system, not funded in FY 09.
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	March 2010	No	Pending (see above)
J68	Develop performance requirements for staff persons who participate in the take home vehicle pilot. (Coordinate with Recommendation J67)	Yes	Building Inspection Assistant Director	March 2010	No	Pending (see above)

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J69	Identify an alternative meeting space that can be used by plans reviewers.	Yes	Building Inspection Assistant Director	July 2008	No	In Process. Space in other divisions available on limited basis. FY 09 funds to provide space were deleted by Council.
J70	Require appointments for commercial building plans.	Yes	Building Inspection Assistant Director	Jan 2009	No	Pending. Staff vacancies limit ability to implement.
K. K1	Department of Environmental Quality Create an administrative officer senior position for the Department of Environmental Quality.	Yes	DEQ - Commissioner	June 2008	Yes	Completed
K2	Fill the vacant Administrative Specialist Senior position in the Commissioner's office and transfer that person to the Division of Environmental Policy.	Yes	DEQ - Commissioner	June 2008	Yes	Completed
K3	Add a graduate intern position.	Yes	DEQ - Commissioner	June 2008	Yes	Completed
K4	Transfer the Administrative Officer currently reporting to the Commissioner to the Division of Environmental Policy.	Yes	DEQ - Commissioner	June 2008	Yes	Completed
K5	Division of Environmental Policy Change the name of the "Office of Compliance" to "Division of Environmental Policy." (Coordinate with Recommendation K7 and K12)	Yes	DEP - Acting Director	June 2008	Yes	Completed
K6	Develop a mission statement, goals and	Yes	DEP - Acting	Sept 2008	No	Draft statement developed - in progress.

Rec	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
	objectives, and a work plan for the new Division of Environmental Policy. (Coordinate with Recommendation K11)		Director			
K7	Revise ordinances to reflect the new organizational structure for responsibility and enforcement. (Coordinate with Recommendation K5)	Yes	DEQ- Commissioner DWQ - Director Law Dept - Commissioner	Dec 2008	Yes	In process
K8	Transfer environmental management duties of the Division of Environmental and Emergency Management (DEEM) to the Department of Environmental Quality.	Yes	Public Safety - Commissioner	Dec 2008	Yes	Pending—no staff available DEQ has not been able to take ownership of duties because no staff is available in Public Safety to transfer. The audit recommended along with transferring the duties from DEEM that two positions also accompany these duties.
K9	Transfer air quality responsibilities from the Division of Water and Air Quality to the new Division of Environmental Policy.	Yes	DEQ - Commissioner	June 2008	Yes	Completed
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.	Yes	Planning Director	Dec 2008	No	Pending – waiting for replacement person for the planner who recently retired.
K11	Review staffing requirements for the new Division of Environmental Policy once duties, priorities and workload are firmly established. (Coordinate with Recommendation K6)	Yes	DEP – Acting Director	Sept 2008	Yes	In process
K12	Division of Water Quality Rename the "Division of Water and Air Quality" to "Division of Water Quality." (Coordinate with Recommendation K5)	Yes	DEP – Acting Director	June 2008	Yes	Completed

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Rec	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
K13	Streamline the new Division of Water Quality. (Coordinate with Recommendation K14)	Yes	DWQ Director	Sept 2008 Propose initial positions	Yes	In process - Required by the Consent Decree: Submittal of CMOM Self Assessment report to EPA in mid-June 2008. This is an EPA review and approval document. Based on that approval, details of streamlining, consistent with EPA requirements, can begin.
K14	Organize the new Division of Water Quality under three operating areas: Administration, Technical Services and Operations. (Coordinate with Recommendation K13)	Yes	DWQ Director	Sept 2008 Propose initial positions	Yes	In process
K15	Re-evaluate staffing needs once the requirements of the consent decree are known and fully evaluated.	Yes	DWQ Director	Sept 2008 Initial proposals. Additional proposals made as EPA approvals are received.	No	In process - Required by the Consent Decree: Program Manager selection nearly complete. Expect 6 months timeframe before initiation, allowing for full evaluation and EPA approval of CMOM Self-Assessment. Program Manager selected and work has begun. Currently testing protocols for SW field inspections to determine Full Time Equivalent (FTE) needs to compliance purposes.
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	PW Director	11-13 years away	Yes	Holding - Consent decree Project Work Required to be completed in next decade will delay transfer
K17	Modernize the SCADA system in conjunction with planned physical plant and system improvements. (Coordinate with Recommendations K18, K19 and K21)	Yes	DWQ Director	Sept 2008 Implementation	No	In process - Required by the Consent Decree: Design work included in FY09 budget. This item has changed as a result of a lightning strike at Town Branch Wastewater Treatment Plant on Wednesday, July 23, 2008 at about 7:30 a.m. Various SCADA functions are inoperable and since the system in place is obsolete, replacement parts are unavailable. Work to begin immediately on design and implementation.
K18	Modernize the maintenance management software in conjunction with planned physical	Yes	DWQ Director PIO Director	Sept 2008 Implementation	No	In process - Required by the Consent Decree: PAQs for Database Administrator and Computer Analyst approved at division level - 5/8/08

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	plant and system improvements. (Coordinate with Recommendations K17, K19 and K21)					These positions have been advertised and the Division is expecting a list for these positions plus a GIS Specialist in the next couple of weeks. Consent Decree Program Manager task for software Project Charter assigned.
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	DWQ Director PIO Director	Sept 2008 Implementation	No	In process-Required by the Consent Decree: sanitary sewer mapping already complete
K20	Implement asset management software for the sanitary and storm sewer systems. (Coordinate with Recommendation K19)	Yes	DWQ Director PIO Director	June 2009 Implementation	No	In process-Initial activity. Water Air Quality is currently reviewing asset management software
K21	Develop a comprehensive plan for capital improvements. (Coordinate with Recommendations K17 and K18)	Yes	DWQ Director	June 2011 and beyond	Yes	Pending - Required by the Consent Decree: Remedial Measures plan due for EPA approval in 2012.
K22	Define and implement best management practices for stormwater management in Environmental Quality. (Coordinate with Recommendation K23)	Yes	DWQ Director	June 2008 Implemented	Yes	Complete, but just implemented. Required by the Consent Decree: Fundamental component of Consent Decree Implementation.
K23	Implement a stormwater utility that includes funding for stormwater management activities and support functions. (Coordinate with Recommendation K22)	Yes	DEQ Commissioner DWM Director Finance Commissioner	March 2009	Yes	In process-Required by the Consent Decree: Impervious area study scheduled for completion - July 2008.
K24	Place responsibility for sanitary and storm sewer cleaning with the new Division of Water Quality.	Yes	PW Commissioner DWQ Director	June 2009	Yes	Pending -Sanitary sewer cleaning already with division. Funding and personnel must be in place to move operation.
K25	Perform preconstruction cleaning and inspection of storm sewers prior to paving.	Yes	PW Commissioner DWQ Director	June 2009	Yes	Pending -Sanitary sewer cleaning already with division. Funding and personnel must be in place to move operation
K26	Transfer responsibility for storm sewer Inlet	N/A	PW	June 2008	Yes	Complete -Storm Inlet adjust was already their responsibility

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
K27	adjustment to Streets, Roads and Forestry and charge work to the appropriate activity. Charge actual snow and ice control expenses to the appropriate budget account.	Yes	Commissioner Finance / Budgeting Director	No activity	No	Pending -General fund impact. Division needs correct accounting to which personnel and operating expenses should be charged. Capital expenditures must also be addressed.
K28	Division of Waste Management Develop a management action plan to implement the recommendations contained within the solid waste management study. (Coordinate with Recommendation K29)	Yes	DWM Director	Sept 2008 Implement review of recos	No	Pending - Recommended by the 2006 Efficiency Study: Addition of staff will accelerate actions
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)	Yes, but needs additional review	DWM Director	Sept 2008 Implement review of recos	Yes	Pending - Recommended by the 2006 Efficiency Study: Addition of staff will accelerate actions
K30	Alternate bulky waste collection and yard waste collection so that services are provided in alternate weeks. (Coordinate with Recommendations K29 and K32)	Yes, but needs additional review	DWM Director	June 2009	Yes	Pending - Recommended by the 2006 Efficiency Study: Addition of staff will accelerate actions
K31	Reject option two of the solid waste management study proposing that collection be made semi-automated	Yes—agree to reject	DWM Director	June 2008	N/A	Completed
K32	Adopt option three recommendations of the solid waste management study proposing to optimize commercial frontload collections. (Coordinate with Recommendations K30 and 33)	Yes	DWM Director	Sept 2008 Implement review of recos	No	In process -Recommended by the 2006 Efficiency Study: Changes are currently being made to reduce the number of routes
K33	Adopt option four recommendations of the solid waste management study proposing to optimize commercial rear load collections. (Coordinate with Recommendation K32)	Yes	DWM Director	March 2009	Yes	Pending – will move forward with resource additions. Recommended by the 2006 Efficiency Study: Changes have been made and are continually being made to optimize these routes. We will also study the feasibility of replacing downtown commercial routes with a stationary compactor solution.

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
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.	Yes, but needs additional review	DWM Director	Sept 2010 initiate	Yes	Holding -Recommended by the 2006 Efficiency Study: Review to be conducted 2010-11
K35	Develop an implementation plan to move toward a fee based collection system that encourages recycling and equitably assigns costs.	Yes	DWM Director	Sept 2011 initiate	Yes	Pending - Recommended by the 2006 Efficiency Study: Review to be conducted 2010-11
K36	Perform a financial and service evaluation of privatization and/or managed competition prior to the 2011-2012 budget.	Yes	DWM Director Budget/Finance Director	Sept 2011 initiate	Yes	Pending -Recommended by the 2006 Efficiency Study: Review to be conducted 2011-12
K37	Begin refuse collection earlier in the day in congested traffic areas. (Coordinate with Recommendations J18 and J20)	Yes	Council	June 2009	Yes	Holding -Waste Management will review routing feasibility. This would require Council action to change ordinance on collection times
K38	Establish and enforce parking bans on collection days to allow curb access for automated vehicles.	Yes	Council	June 2009 implement study	Yes	Holding-An evaluation will be done in 2009
K39	Expand implementation of fully automated refuse collection.	Yes	DWM Director	Sept 2008 Implement study	No	Pending - Recommended by the 2006 Efficiency Study: Addition of staff routing manager will accelerate actions
K40	Divide the non-urban services district areas into a small number of zones and award bids to a single contractor per zone for solid waste and recycling collection services. (Coordinate with Recommendation K41)	Yes	DWM Director	Dec 2008	Yes	Pending - Recommended by the 2006 Efficiency Study: Addition of staff will accelerate actions
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	DWM Director	June 2009	Yes	Pending - Recommended by the 2006 Efficiency Study: Addition of staff will accelerate actions

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Grainance or Resolution Required	Status
K42	Enforce the Division of Waste Management's policy of conducting pre- and post- trip inspections of vehicles used.	Yes	DWM Director	June 2008	No	Completed -Random checks conducted by Supervisors regard equipment checklist. Personnel will be assigned to have exclusive responsibility for monitoring this process.
K43	Institute the use of a checkout list/after action report that will be used to track potential threats to effective service delivery.	Yes	DWM Director	Dec 2008	No	Pending -New personnel will have exclusive responsibility for implementing recommendations K42 and K43
K44	Make participation in the recycling and yard waste collection programs mandatory, including areas outside the urban services districts.	Yes	Council	June 2009 Implement review	Yes	Pending -Recommended by the 2006 Efficiency Study: A review of this recommendation will be conducted in 2009.
K45	Evaluate the use of cardboard compaction and bailing for the City's commercial customers.	Yes	DWM Director	June 2009 Implement review	No	Pending -Recommended by the 2006 Efficiency Study: A review of this recommendation will be conducted in 2009.
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	DWM Director	June 2010	Yes	Pending -Recommended by the 2006 Efficiency Study: A review of this recommendation will be conducted in 2010.
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	DWM Director	June 2010	No	Holding -A review of this recommendation will be conducted in 2010.
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	DWM Director	Sept 2008	Yes	In process
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.	Yes	DWM Director	Sept 2008	Yes	In process
K50	The Division of Waste Management should continue to coordinate with Computer Services to share an employee.	Yes	DWM Director PIO Director	Sept 2008	Yes	In process -Action has been initiated with the Division of Computer Services and Human Resources
K51	Create a solid waste special revenue fund with customer charges based more closely on cost of services.	Yes	DWM Director	June 2010 Initiate review	No	Pending -Recommended by the 2006 Efficiency Study: A review of this recommendation will be conducted in 2010.

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
K52	Provide nominal compensation to temporary work release labor at the recycling facility.	Yes	DWM Director	Dec 2008	No	Pending - Meetings have been conducted with Detention Center officials to discuss increasing the use of inmates at the recycling center. New personnel will be requested to assign in monitoring these individuals.
L	Department of Public Safety					
	Division of Code Enforcement					
L1	Complete an inventory of rental properties within Lexington-Fayette County.	No	N/A	N/A	N/A	N/A
L2	Develop an annual rental inspection program for administration by the Division of Code Enforcement. (Coordinate with Recommendation L3)	No	N/A	N/A	N/A	N/A
L3	Develop an inspection fee rate structure that will make the annual inspection program self-supporting. (Coordinate with Recommendation L2)	No	N/A	N/A	N/A	N/A
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.	No	N/A	N/A	N/A	N/A
L5	Develop an inspection fee structure that will make the point of sale inspection program self-supporting.	No	N/A	N/A	N/A	N/A
L6	Develop a realistic abatement budget and include it in the original appropriation.	Yes	Code Enforcement Director	June 2009	Yes	Will be submitted with FY2010 budget request
L7	Institute a graduated fee structure for housing and nuisance complaint compliance re-inspections.	Yes	Code Enforcement Director/Law Department	Dec 2008	Yes	Under discussion with Law Department
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	June 2009	No	In process

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
L9	Incorporate a code enforcement module into the property-based development review system in coordination with the Building Inspection Division. Division of Community Corrections	Yes	Code Enforcement Director/CIO		Yes -- budget and contract approval	In planning stages with CIO
L10	Eliminate the rank of captain.	Partially	Community Corrections Director	March 2009	Yes	Both Captain and Major positions are under review for realignment
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	Dec 2007	No	Completed
L13	Evaluate the alternatives to providing adult misdemeanant probation. (Coordinate with Recommendation L12)	Yes	Community Corrections Director		Yes Also state statute amendment necessary	Not begun
L14	Division of Enhanced 911 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	June 2008	Yes	Completed
L15	Provide the ability for emergency service field units to communicate directly with one another. (Coordinate with Recommendation L14)	Yes	Public Safety Commissioner	June 2010	Yes -- budget and contract approval	Capital project authorized in FY09 budget
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	June 2010	Yes -- budget and contract approval	Capital project authorized in FY09 budget
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	March 2008	No	Completed
L18	Implement the staffing recommendations contained in the recent staffing requirements analysis conducted by ICMI.	Yes	E911 Director	Dec 2007	Yes -- budget and hiring approval	Completed. Recommendations were already being implemented

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
L19	Develop job sharing strategies for professional and communicator positions to reduce the turnover and vacancy rates.	Yes	E911 Director	March 2008	No	Completed
	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	Sept 2008	Yes	In process. * Availability of staff for transfer is being evaluated
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	June 2008	Yes	Completed
L22	Use the Louisville MetroSafe organizational model to guide implementation of the new division. (Coordinate with Recommendation L14)	Yes	Public Safety Commissioner	Dec 2008	No	In process
L23	Division of Fire and Emergency Services					
L23	Eliminate the position of assistant chief for Planning and Design.	Yes	Fire Chief	March 2009	Yes	Numerous retirements will present opportunity for reorganization.
L24	Eliminate the position of assistant chief for Community Services.	Yes	Fire Chief	March 2009	Yes	Numerous retirements will present opportunity for reorganization.
L25	Eliminate the position of assistant chief for Training.	Yes	Fire Chief	March 2009	Yes	Numerous retirements will present opportunity for reorganization.
L26	Conduct a study to identify the cause of lapses in radio coverage. (Coordinate with Recommendation L16)	Yes	Fire Chief	June 2010	Yes - budget and contract approval	Capital project authorized in FY08 budget
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	June 2010	Yes - budget and contract approval	Capital project authorized in FY08 budget
L28	Transfer building maintenance responsibility from the Fire and Emergency Services Division to the Department of General Services' Building	Yes	Public Safety Commissioner	June 2008	Yes	Completed

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L29	Maintenance Division. Reassign six sworn Fire and Emergency Services Division's Building Maintenance personnel to the Operations unit.	Yes	Public Safety Commissioner	Oct 2008	No	In process
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	June 2008	Yes	Completed
L31	Implement a false alarm fee system similar to the system recommended for the Police Division. (Coordinate with Recommendation L58)	Yes	Fire Chief	June 2009	Yes	Pending
L32	Develop a plan for periodically rotating firefighter/paramedics between engine companies and paramedic companies.	Yes	Fire Chief	Feb 2009	No	In process
L33	Develop a medical supplies audit protocol.	Yes	Fire Chief	N/A	No	Completed - Protocol already exists
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	Program with Kentucky League of Cities currently exists
L35	Purchase and install Firehouse data management software to track and analyze important performance data.	No	N/A	N/A	N/A	N/A
L36	Coordinate with the Building Inspection Division to provide the Fire Prevention plan review and inspection teams with access to plan review software.	Yes	CIO		Yes - budget and contract approval	Under discussion with CIO
L37	Do not change engine company staffing.	Yes	N/A	N/A	N/A	Completed. No action necessary
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)	Yes, but with a higher threshold	Fire Chief	June 2009	Would require amendment to state statute	Pending 2009 General Assembly

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
L39	Design and implement a program requiring the retrofit installation of fire sprinklers in high-rise buildings. (Coordinate with Recommendation L38)	Yes	Fire Chief	June 2009	Yes	Pending
L40	Staff ambulances with two persons instead of the current three.	No	N/A	N/A	N/A	N/A
L41	Division of Police Implement online access for police records.	Yes	Police Chief	Feb 2008	Yes - Contract approval	In process - Initial phase completed
L42	Implement an online reporting system for use by the public.	Yes	Police Chief/CIO	Jan 2009	No	In process
L43	Replace the lieutenant and sergeant with civilian managers in the Central Records section.	Yes, in part	Police Chief	March 2008	Yes - approval to hire civilians	Lieutenant has been removed. Division of Police recommends retaining the sergeant position
L44	Adopt the International Association of Chiefs of Police or IACP workload patrol staffing standard.	Yes	Police Chief	June 2008	Yes - to the extent additional personnel are needed	Completed. All staffing issues will be addressed with funding for staffing increases.
L45	Assign a minimum of 14 additional officers to meet the IACP minimum patrol staffing standard.	Yes	Police Chief	Sept 2008	No	In process. Will be completed when current recruit class completes training.
L46	Update patrol staffing requirements as an element of the biennial budget process.	Yes	Police Chief	Dec 2009	No	Pending. Will be implemented with upcoming budgets
L47	Increase the average target of time for officer-initiated activity to 50% as additional officers are added.	Yes	Police Chief	June 2012	Yes - approval to hire additional personnel.	Pending. All staffing issues will be addressed with funding for increases in authorized strength.
L48	Track hours spent responding to calls for service.	Yes	Police Chief	March 2008	No	Completed. Already tracking this.
L49	Establish actual officer availability by tracking hours used for leave and training time.	Yes	Police Chief	June 2009	Yes - if budget or contract approval is necessary	Pending implementation of the next PeopleSoft module.
L50	Add new patrol sergeants at a ratio of one sergeant for each eight additional police officers assigned to patrol.	Yes	Police Chief	April 2008	Yes - budget and personnel approval	Completed. Will be reevaluated on an ongoing basis.
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	Jan 2008	Yes - budget and contract approval	Completed. A manual staffing system was implemented in January 2008. Staffing software is estimated at approximately \$30K and will be included in future budget requests. Leadership and supervision will ensure workloads are adequately and properly distributed.
L52	Assign additional personnel resources to non-	Yes	Police Chief	Jan 2008	Yes - budget and	Completed. A manual staffing system was implemented in January

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	patrol units based on the workload-related staffing methodology as additional sworn personnel are authorized in the budget.				contract approval	2008. Staffing software is estimated at approximately \$30K and will be included in future budget requests; Leadership and supervision will ensure workloads are adequately and properly distributed.
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	Jan 2008	Yes - budget and contract approval	Initial phase completed. A manual staffing system was implemented in January 2008. Staffing software is estimated at approximately \$30K and will be included in future budget requests; Leadership and supervision will ensure workloads are adequately and properly distributed.
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	June 2009	No	In process
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	June 2009	No	In process
L56	Reclassify division positions that are filled by sworn staff but do not require the use of police powers to a civilian classification.	Yes, with limited exceptions	Police Chief	June 2010	Yes - budget and personnel approval	In process. Partially implemented. Exploring impact of total implementation.
L57	Purchase computers and software from the state contract.	Yes	Police Chief/CIO	April 2008	No	Completed
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	March 2008	No	Completed
L59	Establish the rate for false alarm fines based on the actual response cost. (Coordinate with Recommendation L58)	Yes	Police Chief		Yes	To be reviewed further
L60	Require alarm companies to obtain an annual business license. (Coordinate with Recommendation L58)	Yes	Revenue Director	N/A	No	Completed. Code of Ordinances already requires alarm businesses operating in Fayette County to obtain an alarm business license.
L61	Set a goal to reduce the number of false alarm	Yes	Police Chief	March 2008	No	Completed.

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	responses each year until they account for less 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	March 2008	No	Completed
L63	Establish a regional gang collaborative. (Coordinate with Recommendation L62)	Yes	Police Chief	Already existed	No	Completed. The monthly Regional Crime Information Exchange (RCIE) meetings are already in place.
L64	Do not create a new fourth patrol service sector.	Yes	Police Chief	No action necessary	No	Completed. No fourth sector will be established at this time due to insufficient staffing however staffing increases in the relatively near future will allow for a fifth beat in each of the three sectors to improve coverage.
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	Dec 2008	No	In process. Field training for sergeants has been established and implemented with the last sergeant promotions. Commanders are working on creation of a two-three week program for lieutenant field training.
L66	Eliminate the position of major in the Traffic Section and place the captain in command.	Yes	Police Chief	April 2008	Yes	Completed
M.	Department of Social Services					
M1	Office of the Commissioner Develop social services programs that meet the needs of an aging population.	Yes	Coordinator of Aging (Ind. Living)	March 2009	Yes	In Process
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	Dec 2009	Yes	In Process
M3	Design a building based on the needs of the populations being served. (Coordinate with Recommendation M2)	Yes	Com's of Social Services & General	Dec 2009	Yes	In Process

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
M4	Fill vacant position at the Cardinal Valley Center.	Yes	Services Adult Services Div. Dir.	Sept 2009	Yes	In Process
M5	Reassign supervision of the Cardinal Valley Center to the Adult Services Division.	Yes	Commissioner	Sept 2009	Yes	Complete
M6	Encourage cultural awareness and sensitivity throughout the government and eliminate the position of Multi-Cultural Affairs Coordinator.	Yes	All	June 2010	Yes	Position funded for FY 09 Job description, role and outcomes of position under review.
M7	Relocate the Partners for Youth Program from the Mayor's Office to the Commissioner's Office in the Department of Social Services.	Yes	Chief of Staff	Sept 2009	Yes	Complete
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	June 2009	Yes	Holding for FY 10 (Council did not approve for FY 09)
M9	Develop formal standard operating procedures (SOPs) for documenting case information. (Coordinate with Recommendation M10)	Yes	Program Administrator	June 2009	No	Holding
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	June 2009	No	In Process
M11	Bring the case management database development process back on schedule to ensure accreditation status is maintained.	Yes	Program Administrator	June 2009	No	In Process
M12	Assign one individual (the Deputy Social Services Commissioner) to oversee the accreditation process.	Yes	Commissioner	-	Yes	See M8
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	June 2009	No	Holding.

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
M14	Schedule bi-monthly meetings among case management personnel to share information about clients and available resources. (Coordinate with Recommendation M13)	Yes	Program Administrator	June 2009	No	Holding
M15	Formalize a process to periodically evaluate existing programs and services to ensure that they meet the needs of the community.	Yes	Commissioner	June 2009	No	In Process
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	June 2009	No	In Process
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. Director	March 2009	Yes	In Process
M18	Develop formal agreements with the non-profit groups housed in the Black and Williams Center that incorporate specific performance goals.	Yes	Adult Services Div. Director	June 2009	Yes	Holding
M19	Assign management of the Black and Williams Center facility to the Department of General Services' Building Maintenance Division.	Yes	Commissioner	Sept 2009	Yes	Council did not approve.
M20	Reassign the current facility manager as a full-time eligibility counselor in the Division of Adult Services.	Yes	Adult Services Div. Director	Sept 2009	No	See M19
M21	Develop partnerships to take a multi-faceted approach to dealing with clients with mental health issues.	Yes	Adult Services Div. Director	June 2009	No	Holding.
M22	Develop additional educational programs that will help to educate both tenants and landlords concerning their respective rights and responsibilities.	Yes	Adult Services Div. Director	June 2009	No	Holding.
M23	Train Adult Services clerical and administrative	Yes	Adult Services	March 2009	No	Holding

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	staff members in conflict resolution techniques to help them more confidently and effectively meet the challenges of the service environment.		Div. Director			
M24	Provide funding for clients who require transportation to enable them to access Adult Services programs.	Yes	Adult Services Div. Director	Sept 2009	Yes	Complete
	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	March 2008	No	Complete
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	March 2008	No	Complete
M27	Examine the feasibility of partnering with the Fayette County Health Department to manage health clinic operations.	Yes*	Commissioner	March 2009	Yes	*In Process with UK
M28	Contract for transportation services for clients of the Family Care Center.	Yes	Commissioner	Sept 2009	Yes	In Process
	Division of Youth Services					
M29	Explore the feasibility of transferring operational responsibility for the Day Treatment Center to the Fayette County Public School District.	Yes	Commissioner	June 2009	Yes	Holding for FY 10
M30	Exclude district court juvenile probation from the responsibilities of the Department of Social Services.	No	Youth Services Div. Director	—	---	Withdrawn from consideration
M31	Exclude truancy related family court duties from the responsibilities of the Department of Social Services.	Yes	Youth Services Div. Director	—	Yes	Holding, Council did not approve.
M32	Provide proactive and positive youth development	Yes	Youth Services	June 2009	Yes	In Process

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
	programs that meet the needs of the community and serve to prevent problem behaviors. Develop social services programs that meet the needs of an aging population.		Div. Director			
M1		Yes	Coordinator of Aging (Ind. Living) & Sr. Center Mgr.	Sept 2008 On-going	Yes	On hold until the Coordinator of Aging (Independent Living) is employed
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	June 2008 Thru Oct 2008	Yes	Discussions to be held
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	May 2008 Thru June 2009	Yes	Programs to be offered at the Sr. Center are being reviewed in preparation for work with Brandstetter Carroll, the architects who have been selected to design the facility.
M4	Fill vacant position at the Cardinal Valley Center.	Yes	Com. of Social Services & Adult Services Div. Dir.	July 2008 Thru Sept 2008	Yes	Pending Council budget approval
M5	Reassign supervision of the Cardinal Valley Center to the Adult Services Division.	Yes	Commissioner	July 2008	Yes	Move is expected to occur 7-1-08.
M6	Encourage cultural awareness and sensitivity throughout the government and eliminate the position of Multi-Cultural Affairs Coordinator.	No	All	July 2008 On-going	Yes	Review of mission and services at CVC needs to be undertaken. Position is to remain Job description, role and outcomes of position needs review.
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	July 2008 Thru Oct 2008	Yes	Not in Mayor's budget
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	July 2008 Thru Sept 2008	Yes	Position of Administrative Officer included in the Mayor's budget place of filling the Deputy position at this time. Pending Council approval Position is critical for enhancement of work with partner agencies and needed budget expertise/work

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
M9	Develop formal standard operating procedures (SOPs) for documenting case information. (Coordinate with Recommendation M10)	Yes	Program Administrator	Oct 2008 Thru July 2009		To be studied
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	Oct 2008 Thru July 2009		To be studied
M11	Bring the case management database development process back on schedule to ensure accreditation status is maintained.	Yes	Program Administrator	July 2008 Thru June 2009		To be studied
M12	Assign one individual (the Deputy Social Services Commissioner) to oversee the accreditation process.	Yes	Commissioner	July 2008 On-going		Under review
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	Oct 2008 Thru Dec 2009		This issue aligns with the recommendations of the needs assessment and needs further study.
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.	Sept 2008 On-going		To be studied
M15	Formalize a process to periodically evaluate existing programs and services to ensure that they meet the needs of the community.	Yes	Commissioner	July 2008 On-going		To be studied
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	Sept 2008 On-going		Is under review within the strategic planning process.
M17	Division of Adult Services Develop a formalized financial management education program and require client participation	Yes	Adult Services Div. Dir	Jan 2009 On-going	Yes	To be studied

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M18	as a condition of receiving financial assistance. 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	Sept 2008 Thru March 2009	Yes	To be studied
M19	Assign management of the Black and Williams Center facility to the Department of General Services' Building Maintenance Division.	Yes	Commissioner	July 2008	Yes	Prepared to be effective 07/01/08, pending Council approval.
M20	Reassign the current facility manager as a full-time eligibility counselor in the Division of Adult Services.	Yes	Adult Services Div. Dir	July 2008		July 1, 2008
M21	Develop partnerships to take a multi-faceted approach to dealing with clients with mental health issues.	Yes	Adult Services Div. Dir	Sept 2008 On-going	Yes	To be considered within the current Strategic Planning process.
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	Sept 2008 On-going		To be considered within the current Strategic Planning process.
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	Oct 2008 On-going		Fall 2008 Professional Develop Training
M24	Provide funding for clients who require transportation to enable them to access Adult Services programs.	Yes	Adult Services Div. Dir	On-going	Yes	Transportation support for clients already available Staff will also go to clients
M25	Division of Family Services Clarify role definition in the duties of the Family Services deputy director and the division director. (Coordinate with Recommendation M26)	Yes	Commissioner	March 2008		Completed
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	March 2008		Completed

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
M27	Examine the feasibility of partnering with the Fayette County Health Department to manage health clinic operations.	Yes	Commissioner	March 2008 Thru June 2009	Yes	Comprehensive Health Clinic practice assessment completed 5/30/08. Meetings and discussions with UK are in process. Review of current medical contracts underway.
M28	Contract for transportation services for clients of the Family Care Center.	Yes	Commissioner & Deputy Director	May 2008 Thru June 2009	Yes	Meetings with FCPS on-going with final action pending Council approval.
M29	Division of Youth Services 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	March 2008 Thru Jan 2009	Yes	Research of Day Treatment program is underway. Discussions with DJJ, FCPS and KECSAC are on-going. FCPS is very much interested in operating this program.
M30	Exclude district court juvenile probation from the responsibilities of the Department of Social Services.	No	---	---	---	Further action pending Council approval of the transfer. Withdrawn from consideration at this time
M31	Exclude truancy related family court duties from the responsibilities of the Department of Social Services.	Yes	Commissioner & Youth Services Div. Dir.	July 2008 Thru Dec 2008	Yes	Plans to exclude truancy responsibilities from DYS have been studied and conversation with the state cabinet and the Truancy County have also been held. Further action pending Council approval.
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.	Jan 2009 On-going	Yes	Youth program development is scheduled to begin in Spring, 2009 pending council budget approval, new programs implemented in FY2010.
N. N1	Mayor and Advisors 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	Dec 2008	No	In Process
N2	Adopt standards for the blue sheet submittal package.	Yes	COS/SAM	Dec 2008	No	Not started

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Rec #	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
N3	Implement an electronic blue sheet process routing system.	No	CIO	Dec 2008		In Process.
	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	July 2008	Yes	Completed
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. Implement web content management software.	Yes	Director of Government Communication CIO	Sept 2008	No	In Process
N6	(Coordinate with Recommendation N22)	Yes	CIO	Dec 2008	No	In Process
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	June 2010	No	Pending - Currently not budgeted and will be postponed to 2010 budget
N8	Update departmental LexCall contact lists and establish a schedule for updating these lists on a regular basis. (Coordinate with Recommendation N7)	Yes	Director of Government Communication	Sept 2008	No	In Process
N9	Develop lists of frequently asked questions (FAQs) and common issues for each department and division.	Yes	Director of Government Communication	Sept 2008	No	In Process
N10	Incorporate frequently asked questions (FAQs) and common issues into the recommended CRM software. (Coordinate with Recommendation N7)	Yes	Director of Government Communication	June 2010	No	Pending - Will be Addressed with Implementation of CRM in 2010 Budget.

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Re	Recommendation	Agree?	Responsible Party	Timeframe	Ordinance or Resolution Required	Status
N11	Require LexCall staff to close out complaints in the LexCall system.	Yes	Director of Government Communication	Sept 2008	No	Completed
N12	Division of Computer Services Develop an Information Technology strategic plan.	Yes	CIO	Nov 2008	No	In Process - Project Started June 13 th . Will be finished on October 1 st .
N13	Staff the PeopleSoft project appropriately by assigning a project manager, assistant project manager, and team leader.	Yes	CIO	March 2009	Yes	Pending - PeopleSoft Business Analyst position funded for '09 budget
N14	Redesign and streamline business processes that are critical to ERP functioning.	Yes	PeopleSoft Project Manager	Sept 2008	No	In Process
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	PeopleSoft Project Manager	Sept 2008	No	Completed
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	March 2009	No	In Process
N17	Reconsider the decision to support the database on the mainframe.	Yes	March 2009	March 2009	No	In Process - Migrating from Mainframe to P Series
N18	Develop a formal work plan for normal software maintenance activities and future customizations and enhancements.	Yes	Director of Computer Services	April 2009	No	In Process - Investigating help desk, project planning and workflow software. Implementing STAT for ERP. Starts July '08
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	Dec 2008	No	In process
N20	Centralize the core GIS technical staff including GIS technicians in engineering, planning, and the 911 center.	Yes	CS Applications Manager	Sept 2008	Yes	Completed
N21	Coalesce redundant data sources and repair references to existing GIS applications.	Yes	CS Applications Manager	Dec 2008	No	In Process - GIS has started this.

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N22	Examine the use of a website content management system for website maintenance and support. (Coordinate with Recommendation N6)	Yes	CIO	Dec 2008	No	In Progress - Project starts May 29th
N23	Create uniform design standards displaying the government brand consistently throughout web pages from all organizational units.	Yes	CIO	Dec 2008	No	In Process - Project starts May 29th
N24	Redesign the website with a focus on the consumer's interests and perspectives, providing clear navigation tools and effective help.	Yes	CIO	Dec 2008	No	In Process - Project Starts May 29th
N25	Move the webmaster position to the Division of Computer Sciences under direction of the Chief Operating Officer	Yes	CIO	July 2009	Yes	Pending - Position is not funded in the '09 budget
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	July 2009	No	Pending
N27	Investigate the use of a Citizen Resource Management (CRM) module provided by the major permit system makers for 311 and other citizen request functions. (Coordinate with Recommendations N7 and N28)	Yes	PeopleSoft Project Manager	Sept 2010	No	Pending - Will be implemented as part of CRM in 2010
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	Sept 2011	No	Pending - Need CRM in place before purging to new system
N29	Evaluate the use of a Computerized Maintenance Management System (CMMS).	Yes	CIO	June 2009	No	In Process - Software evaluated

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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. Office of Policy and Budget	Yes	CIO	April 2009	No	Pending - ITAM module has been purchased. Implementation will be done in December '08 - April '09 2009
N31	Implement a biennial budget process.	Yes	Administration/ Council	FY 2010 and 2011	Yes	On hold.
N32	Convert budget preparation and presentation to a program budget format.	Yes	Administration/ Council	FY 2010 and 2011	Yes	On hold pending additional budget training for managers.
N33	Track costs for each program, including overhead, capital and benefits, so that unit costs can be identified accurately.	Yes	Division of Budgeting	Not before FY 2011	No - assuming Council has approved program format	On hold.
N34	Develop a financial condition indicators inventory/index.	Yes	Dept. of Finance and Administration and Division of Budgeting	Jan 2009	No	Working with Finance Task Force to determine appropriate indicators.
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	Jan 2009	No - assuming Council has approved biennial budget.	Working with Finance Task Force to determine appropriate indicators
N36	Adopt written objectives/policies regarding financial condition indicators.	Yes	Dept. of Finance and Administration and Division of Budgeting	Jan 2009	Yes	On hold pending development of appropriate indicators.
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	Jan 2009	Yes - for approval through the budget process	On hold until resources can be identified to implement.
N38	Implement a detailed capital planning process for development of a multi-year capital budget.	Yes	Division of Budgeting	March 2009	Yes - for approval through the budget process	Division Managers are in the process of reviewing their 6 year capital improvement requests. Initial report to be presented to Council on August 14, 2008.

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