

# Lexington-Fayette Urban County Government

## Public Safety Transition Team Draft Report

Glenn Brown, Chair

David Ades

Anthony Beatty

Dr. John Bizzack

Linda Gorton

Diane Lawless

Dr. Derek Paulson

Kathy Witt

**MAYOR-ELECT JIM GRAY  
PUBLIC SAFETY TRANSITION TEAM**

December 28, 2010

The Honorable Jim Gray  
Mayor-Elect Lexington Fayette Urban County Government  
200 East Main Street  
Lexington, KY 40507

Dear Mayor-Elect Gray:

The members of the Public Safety Transition Team are pleased to submit our Transition Report. Thank you for the opportunity to serve on the Transition Team to review the Lexington-Fayette Urban County Government's Department of Public Safety. It is our hope that our report will provide suggestions for ways to become more efficient and reduce costs while improving the quality of public safety that LFUCG provides for its citizens.

We interviewed the directors of the following agencies: Division of Fire and Emergency Services, Division of Code Enforcement, Community Corrections, Enhanced 911, Division of Police, and the Division of Emergency Management. We also met with the Commissioner of Public Safety to gather additional information regarding concerns brought forth by the division directors. Additionally, we conducted interviews with the Lexington Professional Firefighters IAFF Local 526, the Fraternal Order of Police, the Bluegrass Community Corrections Officer Association Kentucky Coalition of Public Safety Officers Local 3370 and Town Branch FOP Lodge 83. They provided us valuable insight into the challenges their divisions will face in 2011 and beyond.

We have reviewed and discussed the individual reports submitted by each division as well as the additional information that was requested as the interviews were conducted. Our report consists of division overviews and summaries of each interview. Additionally, we have included a brief budget synopsis, a personnel synopsis, and overall public safety issues and recommendations for your review.

Although there are many encouraging projects taking place across divisions, there are also areas of opportunity in specific divisions. There are vast differences in management styles across the divisions, some of which we found to be concerning.

There will be much work to do when your Administration takes office in January. Our team is ready to assist and provide further information to you as you compile and prioritize your Administration's agenda. Please do not hesitate to contact us if we can provide any additional support to you or your staff.

Sincerely,

Glenn Brown  
Chair, LFUCG Public Safety Transition Team

### **Transition Team Members**

- Glenn Brown, Chair, Retired LFUCG Community Corrections Director
- David Ades, Retired LFUCG Assistant Fire Chief
- Anthony Beatty, Assistant Vice President, University of Kentucky Campus Services
- Dr. John Bizzack, Commissioner of the Kentucky Department of Criminal Justice Training
- Linda Gorton, LFUCG Vice Mayor-Elect
- Diane Lawless, LFUCG Councilmember 3<sup>rd</sup> District
- Dr. Derek Paulson, Professor of Criminal Justice, Eastern Kentucky University
- Kathy Witt, Fayette County Sheriff

### **Department of Public Safety**

The Public Safety Transition team conducted interviews of the Public Safety divisions from December 7<sup>th</sup>, 2010 to December 21<sup>st</sup>, 2010. The directors were asked a series of questions supplied by Mayor-Elect Jim Gray's Transition Team Chair. The minutes of each of the meetings are included in this report.

### **Department Overview**

*The mission of The Department of Public Safety is to enhance the quality of life in the Lexington Fayette Urban County by working cooperatively with the public within the framework of law. Public Safety will responsibly, ethically, and with great determination preserve and advance moral as well as traditional values established within our past and demanded by our future.*

### **Public Safety Budget, FY 2011**

The largest department in the General Services fund is Public Safety, accounting for 56% of the FY 2011 budget.

Budget by Division	Adopted FY 2011
Commissioner	\$499,110
Emergency Management	\$3,541,330
Community Corrections	\$31,496,918
Police	\$59,566,470
Fire and Emergency Services	\$54,961,985
Code Enforcement	\$1,670,750
Total	\$151,736,563

- The personnel budgets for Community Corrections, Police, and Fire and Emergency Services include funds required by the collective bargaining agreements.
- The budget for Police and Fire Pension was moved from Public Safety to Finance Administration for FY 2010.

- Funds are included for one recruit class for Police and two recruit classes for Fire.

### **Public Safety Personnel, FY 2011**

Personnel	FY 2011
Emergency Management	11
E911	70
Community Corrections	314
Police	523 (sworn) 79 (civilian)
Fire and Emergency Services	536 (sworn) 15 (civilian)
Code Enforcement	24
<b>Total</b>	<b>1572</b>

### **Overall Public Safety Issues and Recommendations**

Upon the conclusion of the meetings, the Public Safety Transition Team met to debrief and compile a comprehensive list of the most pressing issues for Public Safety as well as recommendations for your Administration to improve the efficiency and effectiveness of the department. These issues and recommendations are as follows:

- Upcoming requirement for a new Public Safety radio system at a cost of approximately \$30 million FCC Mandated to be on line by year 2013. If not done fines could be imposed at \$60,000 weekly and appears no waivers will be issued (currently being worked on by a Consultant Firm).
- Consider using a professional negotiator to work with unions and LFUCG Division of Human Resources during contract talks.
- All Chiefs and Directors would like to see monthly meetings (**with a cause**) with CAO so they know what is happening in government and/or what is to be expected from the Administration. This could also include segments for leadership development that have been requested by all.
- The Division of Police leadership development model should serve as a potential model for other public safety agencies to use. The Division of Police presented as having an excellent leadership development process and professional business minded management approach. This level of forward thinking and confidence in leadership was not as high for the Divisions of Fire, Corrections, and E911.
- Division of E-911 needs to be reviewed to ensure it's more of a one division management concept under either Police or Fire. Having two separate locations makes it a management issue.
- Recommend the formation of a Public Safety Tax Task Force to explore possible tax models that could be used to assist in the funding of LFUCG's Department of Public Safety. The Public Safety Tax Task Force would also review what Public Safety expenses could be covered by the tax as well as the logistical issues associated with differing tax models.

- Staffing levels in Police, Fire and Community Corrections, when staffing levels are below the allocated positions should be able to recruit new classes when those positions fall below a certain level, e.g. Community Corrections has 25 positions open, need to start new hiring process.
- Overall hiring process for Police, Fire and Community Corrections seems to be a lengthy process...up to 11 months.
- Division of Fire and Emergency Services is in need of a new Fire Training Tower. Alternative funding sources to consider should be with Division of Police, Fayette County Sheriff's Office or work with Fire Commission and State Legislators to request funding and include surrounding counties' Fire Chiefs and Mayors.
- Current location for Division of Emergency Management as well as the Emergency Operations Center is not big enough for its functions if an emergency arises. LFUCG currently owns a building (Juvenile Detention Center on Cisco Road could serve this function). Some grant funding may be available for renovating to suit the division and/or community need, e.g. no back-up generator at current location, EOC is too small to accommodate emergency agencies.
- Community Corrections has had to turn over it's phone revenue to the General Fund and this will cause budget issues for inmate mandated equipment/supplies that could have been paid for out of that account, e.g. \$108,000 for new mattresses is on for a "bond approval" and could have been paid for out of that fund and other maintenance items that are forthcoming. Consider allowing the division to keep some of the revenue to take care of required items.
- Community Corrections could be placed under the jurisdiction of the Fayette County Sheriff's Department.
- Recommend the establishment of Community Corrections Oversight Board.
- **Community Corrections faces many challenges as a division. The issues are vast and range from safety and security to general management of the facility and its employees. A thorough review of Community Corrections is needed immediately. This should include interviews with management and subordinate staff, as well as an infrastructure inspection. Corrections staff expressed concern that the failure of the current Administration to establish career path development will perpetuate the low retention rates at the Corrections facility.**

# Transition Team Overview

---

## **DIVISION**

Division of Fire and EMS

## **DIRECTOR/CHIEF**

Chief Robert Hendricks

## **BUDGET**

- Overtime costs (FY 2010: \$1,600,000) FY 2011: Budgeted \$820,000 but will exceed this by \$200,000-\$300,000
- No funding for Paramedic classes
- No funding for new Fire Stations
- No funding for new Training Center/Tower
- Comp time issues

## **MANAGEMENT ISSUES**

- Length of hiring process is cumbersome
- Purchasing using PeopleSoft is difficult
- Need to send more firefighters to National Academy
  - This is a free program

## **OVERALL CONCERNS**

- Communications among Directors, Commissioners, and Mayor
- Lack of training opportunities
- Staffing
  - Division of Fire has pushed in the contract to encourage higher education
- Collective Bargaining
  - LFUCG needs to consider an outside negotiator

# **SUMMARY**

## **Fire and EMS Transition Meeting**

### **December 7, 2010**

**Attendees:** Glenn Brown, Dr. Derek Paulson, David Ades, Linda Gorton, Anthany Beatty, Chief Robert Hendricks, Assistant Chief David Mattingly, Jenifer Benningfield

**What do you think are the 5 most important responsibilities of your division, agency, or commission?**

1. Prevention of situations that would lead to a person's injury, death, or loss of property.
2. Response to people already in trouble. Almost all Fire resources are geared towards response.
3. Planning for the future. Fire must be responsive to how community is growing and changing.
  - ISO ratings are important and the Department does not receive highest rating. They should respond first within 4 minutes and have full response in 8 minutes.
  - Don't always meet NFPA goals for response time.
  - Fire resources are spread out over 282 miles.
  - Need 7 different/new facilities to bring fire services closer to rural dwellers.
4. Taking care of their people (workers, work force). Ensuring a safe, hazard free environment.
5. Making the Department of Fire a great place to work.

**What do you consider the top 5 daily routine activities performed in your division?**

1. Life safety, through prevention and response.
2. Fire and EMS response: Fire runs 8,000/year; EMS runs 31,000/year.
3. Greater things that could affect entire population: hazardous materials, chemical weapons, train derailment, traffic emergencies.
4. Responses to national disasters.
5. Ability to help and coordinate with neighboring counties when resources are needed. Bluegrass Emergency Response Team member (BERT).

**Please describe what you feel are your 3 most significant accomplishments during your service in this specific position. In your opinion, what made them significant?**

1. Working with Station 23 Army Depot.
  - In less than one year, being able to work out a system to provide protection for military assets also become better at serving that part of Fayette County that was previously underserved.
2. Working to overcome significant pay discrepancies.
  - Worked with LFUCG City Council. Lost 17 employees to resignation in 2003. Began to use collective bargaining and the system has flourished.
3. EMS. Division of Fire developed the system. Chief Hendricks has increased and enhanced it. Worked with UK to complete 2 studies.

**What are the 3 most frustrating aspects of your position? What makes them frustrating? In your opinion, what steps can be taken for improvement?**

1. Resources available.
2. Overtime costs. This year, Department of Fire has had \$3,000,000 in overtime costs.
  - Have not had a paramedic class in two years.
  - Have not been able to provide technical rescue/hazardous materials training that is needed.
3. Equipment Issues: Station maintenance is falling behind.
  - Have not purchased new pumpers in 4 years.

- Need more funding; a way to purchase new equipment needs to be built into the system.(i.e. a fully funded apparatus replacement plan that covers the fleet for the varying life of different apparatus, this could normalize bond issuance).

**Can you think of at least 3 significant changes or improvements you really wanted to make during your time in this position but where unable to make happen? What kept you from making these changes or improvements?**

1. Hoped to have a new training center. Lack of resources.
2. Hoped to be further along in relocating and adding new companies. Lack of resources.
3. Personnel: Able to make paramedic training mandatory for 2 classes, but have since abandoned that due to economic challenges.
4. Want to build education into their system, make higher level standards for staff.
5. Would also like to send more firefighters to the National Fire Academy

**Can you think of any areas of your position where current LFUCG administrative regulations have limited your effectiveness or made accomplishing your objectives near impossible? How many of these situations come to mind and tell us the specific administrative regulation that limited you?**

1. Requiring the Mayor to sign any agreement is inefficient and doesn't always make sense.
2. Purchasing is very difficult, PeopleSoft is difficult.
3. Length of hiring process is cumbersome. However, part of that process is to ensure the hiring of good, qualified people.
  - Chief stated this was his most significant point on this topic

**How would you rate the overall efficiency of your division, agency, or commission?**

1. Rate of *extremely efficient (1)* in many categories. This is in part to the lengthy hiring process.
2. Fire personnel are responders, they like to sort things and meet them as they come, and they are not the best planners in the world.
  - Stated that long-term planning is a deficit area for the Division

**What do you think are the 5 areas where the efficiency and/or effectiveness of your division, agency, or commission could be improved significantly? Please be as specific as you can. What do you think would help make these areas more efficient or effective?**

1. Overtime is necessary to provide the training the Department needs.
  - We had just 1 paramedic in-service this year, down from 4 in past years. The International Organization for Standardization (ISO) wants 240 hours a year of continuing education; the State of Kentucky wants 100 hours.
  - Most of their employees get 140 hours of training each year.
2. Relating to the Master Plan: If funds were available to replace Eastland Drive, Fire could replace stations in better areas because the personnel will be available.
  - He was trying to indicate that if they could simply find the funds to relocate the building all other expenses are already budgeted (i.e. personnel and equipment)
3. New buildings would also be built "green" which would make them less expensive to operate.

**How effective are the current processes for communications and interactions between your division and our citizens? Are there ways that communications can be improved?**

1. Yes, communications could be improved. There has been a significant improvement in communications since Battalion Chief Marshall Griggs took over Community Services.
  - He utilizes Twitter, Facebook, and the Fire website. Griggs is also great at interaction with the media.



2. Most firefighters avoid the camera at all costs. This prevents the Department from having good interaction with the media.
3. The Department is improving, but there is still work to do.

**How effective are the current process for intra-governmental communications between the Mayor's Office and you and/or your staff? Are there ways that communications can be improved?**

1. Monthly, if not weekly meetings of certain personnel are crucial.
  - Should include the Chief Administrative Officer (CAO) or Mayor's assistant. These meetings should include the directors/commissioners. Could have presentations from various programs to be made aware of issues within LFUCG.
  - The current process does include bi-weekly meetings with the Public Safety Commissioner. Feedback is provided.
2. When you read things, you don't always take it all in. Additionally, if people don't hear things from the top, they will make up information.

**Do you have any suggestions on how we can better translate organizational goals practically and meaningfully for employees from the lowest level to the highest level? In your view, are there better ways to encourage people to communicate differing opinions on policy and similar decisions?**

1. The most important is the company Officer. If they are not onboard or not communicating, the Major is not getting the information he/she needs.
2. The Major needs to get the message and relay it.
3. Middle management needs to know the importance of communication and the ability to enhance those communications.
4. Need to get staff together more often.

**Can you think of areas or activities within your division, agency, or commission where cost reductions might be available? What would help those reductions become reality?**

1. They are cut to the bone. However, pay and benefits have not changed or decreased.
2. Fire has 44 buildings they are responsible for and they have tried to become more efficient by making them more "green."
3. Within the contract, LFUCG could examine the comp time issue. They can currently take comp time anytime they want to with 24 hour notice. When they work overtime, they can earn comp time and accumulate the time at time and a half. (i.e. a person works 12 hours of overtime and chooses comp time rather than pay and earns 18 hours comp time; then when they want 12 hours off they still have the extra 6 hours in their bank)
4. The comp time issue is bigger than the training issue in terms of overtime negative impact on the budget.
5. There may be areas in scheduling shifts that could be addressed, although Kentucky law mandates 24 on 28 off schedule.

**What are the 5 most difficult issues, problems, or hurdles facing the new administration within your division, agency, or commission? What suggestions would you offer to help overcome these issues, problems, or hurdles?**

1. Financial
2. Overtime
3. Contracts
4. Training Tower:
  - Tower has been there for 40 years and has served the Department but is now in need of replacement.
  - When the Department put out for bids, lowest came in at \$952,000.00. They may have left over bond funds to cover the \$12,000 difference.

**Please explain your system for strategic planning, business planning, staff management and meetings.**

1. Restructuring: Decreased Department to four Assistant Chiefs. Had to do the same with less.
2. Strategic planning usually on a task by task basis

**What are the significant strengths, weaknesses, opportunities and threats (SWOT) facing your department as well as your perceptions of those facing LFUCG as a whole?**

1. Biggest strength is their people
2. Weakness is that 65% of the Department lives outside of Fayette County.
3. Training they do is of tremendous quality. People often serve as mentors.
4. Need more training.
  - Stated leadership training has been lacking some due to money, some due to him
5. The biggest opportunity is recognizing and utilizing partnerships.
  - An example is Station 23. Also want to work with Airport to provide paramedic and hazardous material support.
  - Would also be in close proximity to Keeneland, Man O' War, and various farms. The Department would not have to purchase any land.
6. The biggest threat is that if they don't stay fully staffed they will have to close Fire stations. Additionally, the buildings are aging and will eventually need to be replaced. The land near Station 8 could be purchased for future development.

**During or before your time in a leadership role has your division experienced a crisis? How was it handled? What should we do differently if we encounter a similar situation?**

1. Death of Brenda Cowen which resulted in "hold back" policy.
2. Addressed personnel issues that had not been addressed.
3. Soon the Department will adopt uniform disciplinary guidelines and now has an attorney who assists.

**Additional Information:**

1. One EEO Complaint
2. Radio System is aging. Current system was put in place in 1988.

*Submitted by Jenifer Benningfield, Legislative Aide to Linda Gorton*

# Transition Team Overview

---

## **DIVISION**

Fire and EMS: Lexington Professional Firefighters (IAFF)  
Local 526

## **DIRECTOR/CHIEF**

Chris Bartley, President

## **BUDGET**

- Staffing: Want 4 on each truck
- Emergency Care Unit 10 should be placed into full service
- Need funding for Paramedic classes
- Major needs aides on trucks
- Need new radio system
- Need new apparatus and fleet
- Need funding for Training Tower
- Need more SCBA Bottles

## **MANAGEMENT ISSUES**

- E911 Management and staffing practices in fire dispatch
- Wellness/Fitness Initiative
- Division of Fire and EMS is not developing their leadership
- Need to encourage diversifying the Fire Department: African American Firefighters
- No trust, respect, or leadership with current Administration

## **OVERALL CONCERNS**

- Police and Fire Pension system

# SUMMARY

## Lexington Professional Firefighters IAFF Local 526 Meeting December 7, 2010

**Attendees:** Glenn Brown, Dr. Derek Paulson, David Ades, Anthany Beatty, Chris Bartley, Eddie Crews, Chris Sweat, Jenifer Benningfield

### Health and Safety Issues

#### Staffing

1. Staffing: Need 4 on each truck (It is 5 minutes faster with 4 vs. 3 people).
  - This is a matter of safety and efficiency (quoted NIST study completed in 2009)
2. 90% of City be reached within 4 minutes.
3. Want the city to fully staff engines.
  - 3 firefighters cross trained as paramedics or EMTs.
4. Need more ambulances.
5. Emergency Care Unit 10 should be placed into full service.
6. Major's need aides on trucks
  - Must be a sworn position.
  - They would be used for accountability (this is potentially the most important role on an emergency scene in that this role tracks the personnel in the dangerous environments, currently this is performed by responders that are otherwise unassigned or diverted from other tasks), communications, and logistics.
  - Industry standard on this is mixed, used more in urban areas.

#### Paramedic and Recruit Classes

1. Have not had a paramedic class in 2.5 years.
  - Need rotation on trucks to avoid burnout.
  - \$400,000/year to train 20 people.
  - IAFF suggests that they go through recruit class trained as firefighters. Then they can go on to become paramedics.
    - This is the way it has been done for many years
  - A few years ago, Chief Hendricks wanted everyone to get EMT, fire and paramedic training. Recruit school went from 20-22 weeks to 44 weeks.
  - Do not do that anymore. Do not have time to train them for 44 weeks.
  - Paramedics are getting burned out.
2. The staff on an Emergency Care Unit (EC Unit) should consist of 2 paramedics and 1 EMT.
3. There is a program to help strained paramedics. However, the culture is that supervisors assist if they notice if someone is mentally or physically exhausted.
4. They had too much overtime a few years ago because they had not hired the extra classes they needed.
5. ***The IAFF recommends to Jim Gray's administration that the "voluntary" paramedic class be brought back. This is the most important thing the IAFF needs now.***

#### Radio System Upgrades

1. The current system is about 10 years old.

2. There are many “dead” areas around Fayette County.
3. Police and Fire cannot talk to one another.
4. ***The IAFF recommends an analysis of the system to ensure proper to radio communications.***

#### **E911**

1. More issues since it became its own division.
2. There are not enough dispatchers to handle the level of call volume received.
3. Need 5 dispatchers at all times.
4. There is a lack of call taker cross training with the Fire and Police systems
  - Incident at Starlight and Magic.
    - i. 2<sup>nd</sup> alarm fire where it is reported that a dispatcher heard a call to evacuate the building, but because a bureaucratic communication hadn’t occurred at the beginning of the fire, they did not heed the evacuation call (such a call is a priority on any fire scene second only to MayDay)
5. ***IAFF recommends a full analysis be done of the management of E911 and its staffing practices in fire dispatch.***

#### **Apparatus Replacement and Fleet Management**

1. Increased costs and maintenance over time.
2. All engines and ladders should get replaced every 7-10 years, depending on their run volume.
  - This is based on maintenance schedules, mileage levels (Mileage on an EC Unit, approximately 100,000.)
3. ***IAFF recommends EC Units be replaced every 4 years and Engines and Ladders every 7-10 years. Also recommend a dedicated apparatus replacement plan be developed and implemented.***

#### **Wellness/Fitness Initiative and Physical Fitness Equipment Improvement**

1. Improved nutrition, mental health, tobacco cessation, fitness.
  - Would need to get a letter from their doctor saying they are ready to start a physical fitness program.
2. Can reduce injury loss time and reduce workers comp claims.
3. Can also lead to a reduced number of retirees due to work related injuries and this has a positive effect on pension programs
4. Physical fitness equipment needs to be replaced. Most of the equipment is over 10 years old.
5. ***IAFF recommends that the IAFF/IAFC Wellness/Fitness Initiative be adopted. The also recommend an increase in the budget to allow for new fitness equipment.***

#### **Station Repairs or Renovations**

1. Every station is in need of some type of repair or renovation.
2. Priorities: Roof replacement, make stations more energy efficient, strengthen infrastructure.
3. Within the next 10 years fire station costs are going to be astronomical.

#### **SCBA Cylinder Replacement**

1. Fire currently has 448, but needs 620.
2. Cost is \$624 per cylinder.
3. The cost to replace the cylinders annually is \$44,304.

#### **New Training Tower**

1. Current tower is to be taken out of service in March of 2011.

2. Tower is essential for training.
3. Tower was in budget but was not approved to be bonded.

#### **How can costs be reduced now?**

1. Already operating barebones.
2. Overall Fire operates efficiently, despite the large number of cuts that have been made.
3. If the Wellness/Fitness initiative is implemented it could lead to decreased costs relating to retirements and disability retirements.

## **Personnel Development**

#### **Officer Training Program and Leadership Succession**

1. Fire Department is not properly developing their leadership.
2. Paramedic training is amongst the best in State of Kentucky.
3. They do a great job training recruits, but once they are sworn in, training is deficient.
4. Lieutenants, Captains, and Majors get training by reading the literature that is part of the promotion process.
5. Ineffective use of resources, people are not reaching their full potential.
6. Impacts safety.
7. The Department of Fire has recently developed Job Profiles for each level.
  - This gets them away from Human Resources defining what they do.
8. They want to change the culture of the Fire Department.

#### **Continued Training for paramedics, EMT's, Haz Mat Techs and Specialists, Aircraft Rescue, and Technical Rescue**

1. Reduced budgets have lead to decreased training and continued education.
2. Can cause a decrease in the quality of service provided to Fayette County.

## **Police and Fire Pension System**

1. Wish to meet with Gray Administration to devise a plan that will reduce the unfunded liability to take to Frankfort.
2. Changes in some of the disabilities and retirements.

#### **Other Issues**

1. Blankenship et al vs. LFUCG
  - Overtime issue.
2. Contracts are running out at the start of 2011. IAFF would like to keep the two contracts separate.

*Submitted by Jenifer Benningfield, Legislative Aide to Linda Gorton*

# Transition Team Overview

---

## **DIVISION**

Code Enforcement

## **DIRECTOR/CHIEF**

David Jarvis

## **BUDGET**

- Lack of funding hinders Code Enforcement's abatement efforts
- Need funding for uniforms (Approximate cost of \$8,000)
- Need funding to re-logo the vehicles
- Need funding to go wireless (Approximate cost of \$5,400 for wireless cards)
- Need part-time Paralegal to file liens (Approximate cost of \$30,000). Could generate \$300,000/yr
- Budget for side-walks decreased from \$100,000 in 2006 to \$30,000 in 2010

## **MANAGEMENT ISSUES**

- LexCall has been invaluable to Code Enforcement
- Wants to see an open line of communication for LFUCG employees to Mayor's office
- Many of the Code Enforcement Officers have expressed concerns about their safety

## **OVERALL CONCERNS**

- Signs in the Right-of-way and their impact on environment due to lack of recycling

# **SUMMARY**

## **Code Enforcement Meeting**

### **December 9, 2010**

**Attendees:** Glenn Brown, David Ades, Linda Gorton, David Jarvis, Bill Swope, Dr. Derek Paulson, Anthony Beatty, Jenifer Benningfield,

**What do you think are the 5 most important responsibilities of your division, agency, or commission?**

1. Public Safety. Enforce International Property Maintenance Code
2. Work on complaint basis from LexCall (Case number, tracking, outcome tracked. LexCall started about 3 years ago). Spoke very highly of 311 taking all the calls
  - Jarvis says they are properly staffed to handle LexCall complaints (3 supervisors under Jarvis)
  - Works great with Police and Fire. CLEAR Unit has been invaluable thanks to Police Chief Bastin
  - LexCall doesn't assign the inspectors
3. Nuisance Abatement (most calls)
  - On game day, Code works with Police game and disposes of couches, and junk in yards
  - Water lines, junk vehicles, weeds, overgrown grass
4. Sidewalks (Chapter 17 of Code of Ordinances)
5. Quality of Life

**What do you consider to be the top 5 daily routine activities performed in your division, agency, or commission?**

1. Logging of Inspections
2. Actual Inspection (thoroughly)
3. Sending Inspection Notices
4. Follow-up
5. Enforcement

**Please describe what you feel are your 3 most significant accomplishments during your service in this specific position. In your opinion, what made them significant?**

1. Creation of GameDay and NET Task Force
  - Made Code more proactive instead of reactive
  - All resources used at one time
  - 13 neighborhoods done so far
2. No longer use notebooks, now have a computer system
  - For field inspectors, not wireless yet
    - 30-40% more inspections could be done each day if they went wireless
3. Taken over the filing of liens from Law Department
  - Cite the property, issue civil penalty or abatement, must pay invoice in 20 days, if not paid, lien goes on property on 21<sup>st</sup> day.
  - Would like to have own part-time paralegal to file these liens and issue penalty (approx. 20 hours each week)
    - They could increase lien revenue by almost double
  - \$300,000 in liens from spring to current date



- Abatement funds come out of General Fund, every spring funds run out and then they cannot abate anymore. Passed resolution at Council, but never enacted.
- 30-40% more inspections could be done each day if they went wireless.
- 15,000 notices each year.
- Division of Water Quality is looking to purchase a wireless system; Code would like to piggyback on that system. Water has the money to do it. (Excella Program)

**What are the 3 most frustrating aspects of your position? What makes them frustrating? In your opinion, what steps can be taken for improvement?**

1. Funding
  - \$80,000 in demolition; \$100,000 in abatement
2. Want to uniform the inspectors, cars need to re-logoed
3. Vehicles.
  - Nuisance inspectors would like to have pick-up trucks (they pick up 50,000 a year)
  - 3 people with take home vehicles
  - Signs in right-a-way are out of control. Wires and signs go to landfill and are not recycled
    - Need dumpster for recycling behind Government Center

**Can you think of at least 3 significant changes or improvements you really wanted to make during your time in this position, but were unable to make happen? What kept you from making these changes or improvements?**

1. Wireless System
  - Inspectors not doing as many inspections as they could
  - Jarvis has expanded hours and implemented 4 10 hour shifts
2. Uniforms
  - Lack of money

**Can you think of any areas of your position where current LFUCG administrative regulations have limited your effectiveness or made accomplishing your objectives near impossible? How many of these situations come to mind and tell us the specific administrative regulation that limited you?**

1. No, current Administration allowed them to do their job, unshackled them as a division

**How would you rate the overall efficiency of your division, agency, or commission?**

1. Fairly efficient (almost extremely efficient)
  - Wireless system
  - Take home vehicles
  - Paralegal
  - Fayette is very fortunate to have a division that does just code enforcement
  - Inspectors do not have GPS, they would like to have GPS in order to increase efficiency

**What do you think are the 5 areas where the efficiency and/or effectiveness of your division, agency, or commission could be improved significantly? Please be as specific as you can. What do you think would help make these areas more efficient or effective?**

1. Technology, because people are expensive
2. Paralegal
3. Funding

- Would allow more abatements
- The resolution for abatements is on the books to give \$200,000 each budget cycle to use for abatement

**Comment from Transition Team Member:**

*Jarvis has taken a positive, proactive approach to doing business. His leadership and direction have been great.*

**How effective are the current processes for communications and interactions between your division and our citizens? Are there ways that communications can be improved?**

1. Website
  - Junk vehicles, indoor furniture outside, sidewalks, trash and debris
  - Intranet and Internet
  - Look at monthly reports
  - 59,000 property inspection in last 4 years (up from 38,000 from the previous 4 years)
  - Staffing: 2 more abatement positions, moved from other positions
  - Has not had an increase in number of positions

**How effective are the current processes for intra-governmental communications between the Mayor's Office and you and/or your staff? Are there ways that communications can be improved?**

1. Intranet: Rob Walter is leading their charge with the changing of the intranet
  - Monthly reports, know who the inspectors are for each area
2. Would like to see Mayor's staff to learn LexCall system

**How effective are the current processes for intra-governmental communications with Commissioners?**

1. Communication with Tim Bennett is great. He is fantastic.
  - Getting intranet up and running

**Do you have any suggestions on how we can better translate organizational goals practically and meaningfully for employees from the lowest level to the highest level? In your view, are there better ways to encourage people to communicate differing opinions on policy and similar decisions?**

1. Avenue for communication with 12 floor
  - Way that staff and employees could ask questions, and give advice to Mayor's Office would help a lot and be a valuable asset
  - Email box for employees to use that goes to Mayor's Office/Staff. Employees have told Jarvis they would like to be able to communicate with Mayor
  - Energy saving ideas, money saving ideas
  - Nice to have CAO. CAO's have time to deal with employee relations

**Can you think of areas or activities within your division, agency or commission where cost reductions might be available? What would help those reductions become reality?**

1. This would be tough
2. Eliminating sidewalk reimbursement fund
  - Runs out of money each year
  - \$65,000 usually, \$30,000 this year
    - Money always runs out leaving them to explain to citizens when there is no reimbursement remaining for the rest of the fiscal year

- Focused on cosmetics now, but Jarvis wants it to be focused on Public Safety
  - Eliminating this could fund the paralegal position
3. Jarvis would like to reallocate funds
  4. Money they generate goes to General Fund
  5. Cannot cut a single position, they are running at 100%
    - In dream situation, Jarvis would ask for more staff. But he understands that the funding is not there so they function as best they can.
    - The larger Lexington gets, the more Code Enforcement Fayette County will need.

**What are the 5 most difficult issues, problems or hurdles facing the new administration within your division, agency or commission? What suggestions would you offer to help overcome these issues, problems or hurdles?**

1. Budget will be tough for the new Administration
2. Doing away with Sidewalk reimbursement program (Code says only available if funding is available).
  - Adult Services does reimburse low income property owners.
3. Part time Paralegal: Could increase revenue by enforcing Code of Ordinances
  - Have not budget requested this

**Please explain your system for strategic planning business planning, staff management and meetings?**

1. Weekly staff meetings with supervisors
  - Employees are encouraged to share concerns. An example is: decks
2. Monthly with entire division
  - Game Day strategies, UK sweeps, Homeless villages
3. Meet with Commissioner a few times a year
4. Jarvis believes he is cutting edge, waiting for the next big thing in industry.
  - Used this to explain no 5-10 year plan

**What are the significant strengths, weaknesses, opportunities and threats (SWOT) facing your department, as well as your perceptions of those facing LFUCG as a whole.**

1. Strength: Employees/Inspectors
2. Weakness: Funding
3. Opportunities: Whatever Mayor Gray has in store. Jarvis is open to ideas
  - Already went through downtown and did a sweep. Didn't find a lot of issues
4. Threats: Public gets upset with Code Enforcement.
  - If Jarvis could uniform, they would have more authority to go onto properties
  - Across the country, there have been assaults, attacks and shootings
  - No radio communications, they don't phone in when they arrive at properties
  - Many Code Enforcement Officers have expressed concerns about safety
    - They do carry pepper spray

**During or before your time in a leadership role has your division experienced a crisis? How was it handled? What should we do differently if we encounter a similar crisis?**

1. Tornado out at Masterson Stations
  - Trailer given to Code Enforcement by DEEM
2. When Lady was killed at Parking Garage
  - Jarvis condemned garage and hired structural engineer
  - Lifted condemnation when the repairs were done
3. When UK was burning couches

- GAME DAY task force helped with this
  - UK has a much more open door policy now that Chief is there
4. Participate in WEBEOC and will be a part of the Earthquake Training Exercise

**Other Issues**

1. Appeals Process (one officer, not a board). They have approx. 125 appeals each year.
2. Abatement Process: Nuisance
3. Condemnation: Owner can appeal this to Appeals Officer
  - No condemnation board
4. Sign duty was with Building Inspection. Code enforcement deals with Signs in Right-of-way.

*Submitted by Jenifer Benningfield, Legislative Aide to Linda Gorton*

# Transition Team Overview

---

## **DIVISION**

Division of Community Corrections

## **DIRECTOR/CHIEF**

Ron Bishop

## **BUDGET**

- Losing the phone revenue account is causing the jail to lose \$50K/Month. That money now goes into the General Fund
  - \$1.2 M went to the General Fund when Corrections lost the phone revenue account
- Facilities need maintenance
- Need a new Corrections Officer class

## **MANAGEMENT ISSUES**

- Need to eliminate Work Release and Weekenders: The paperwork and time are a hindrance to the Division. Would like to replace with electronic monitoring
- Would like the new administration to re-implement the Director's meetings

## **OVERALL CONCERNS**

- The public's perception of the Jail

# **SUMMARY**

## **Community Corrections Meeting**

### **December 10, 2010**

**Attendees:** Glenn Brown, David Ades, Linda Gorton, Kathy Witt, Anthany Beatty, Dr. Derek Paulson, Bill Swope, Jenifer Benningfield, Jim Kammer, Edye Dabney, Ron Bishop

**What do you think are the 5 most important responsibilities of your division, agency, or commission?**

1. Public safety
2. Keep staff and inmate population safe
3. Protect assets and equipment
4. Stay cost effective
5. Try and address the needs of the inmate population, physical health, and mental health

**What do you consider to be the top 5 daily routine activities performed in your division, agency, or commission?**

1. Get people to court
2. Operate a fleet of vehicles
3. Provide for care, custody, control: food, clothing, living space, shower, and recreation.
  - Getting them the services that are needed.
4. Keep facility clean and maintained
5. Manage resources and utilize personnel

**Please describe what you feel are your 3 most significant accomplishments during your service in this specific position. In your opinion, what made them significant?**

1. Had some success in reducing their turnover among officers. (Stressful environment)
  - Policy and procedure if someone has a grievance
    - Within Collective Bargaining there is an area that states what can be grieved.
  - If an officer goes off guidelines, what mechanism is there to deal with it? (Quasi-military structure) What policies are in place to deal with a rogue officer?
    - They rely on individuals within command structure. They tell them to bring the issues to them. They do not want retaliation. Won't tolerate those officers abusing staff.
    - They hear sometimes that they don't complain up the chain of command. They also have a union steward
    - Generation X and Y workers. Interested in IPHONE, FACEBOOK, TWITTER, their values are different than their managers. Value their time with friends, time away from work. They will walk off the job in a minute, with not a clue what is in their future. Some of the more stern command staff makes the Generation X and Y very upset.
    - Generation X and Y are not as interested in being promoted.
  - Promotions of Sergeants
    - They go to Sergeant Academy/Training. They often get their leadership training off site.
  - 16 training hours are mandated
  - 40 hours if you are a supervisor (CPR, First Aid, HIV, Blood Borne Pathogens)
  - 400 hours

- Several Reasons for Turn Over
  - A lot of competition here (officers that come that want to go and work for police, Blackburn, Sheriff, Federal prison, ect...)
  - People know that LFUCG Correctional Facility is generally in need of officers, so will go work at Corrections until they find another job.
  - Multi-tasking, working in a pod, computer skills needed, interaction with inmates make this job difficult. (direct supervision, highly technical job)
- What does the Jail do to keep that turn over down?
  - They do a more thorough background check, mandatory tours before they are hired, enhanced FTO time, learn about what Generation X and Y workers are thinking and their work habits.
  - National Turnover Standard: 18% (LFUCG at 25%)
- 2. Very effective in managing budget during very difficult times. (CPI increases are the only increases they have had)
- 3. New initiative: electronic monitoring.
  - Help utilize the public's money.
  - Helps the jail to not have to expand.
  - Population has been quite stable.

**What are the 3 most frustrating aspects of your position? What makes them frustrating? In your opinion, what steps can be taken for improvement?**

1. Trying to, on a daily basis, get the Jail's message out and not have that message distorted.
  - How do we make people understand that they have to be accountable? There are a few officers that think the jail is here for them.
  - Spend as much time as they can just talking to employees.
    - But only have 2 assistant directors now.
  - Try to get out a clear, consistent message.
  - Clear operational orders
  - Have monthly/quarterly meetings
  - The first contract negotiated away performance evaluations (although they do talk about performance in meetings).
  - If they decided to do and it wasn't in the contract, the Union would probably try to stop it.
2. Managing in some tough fiscal times
3. Media's lack of interest in getting it right or getting it at all.
  - They see reporters write stories from Open Records requests

**Can you think of at least 3 significant changes or improvements you really wanted to make during your time in this position, but were unable to make happen? What kept you from making these changes or improvements?**

1. Eliminate work release and weekend stays and substitute electronic monitoring
  - Ray Larson likes electronic monitoring.
  - Brown suggesting getting the numbers together to show cost savings if use electronic monitoring.

**Can you think of any areas of your position where current LFUCG administrative regulations have limited your effectiveness or made accomplishing your objectives near impossible? How many of these situations come to mind and tell us the specific administrative regulation that limited you?**

1. We lost access to phone revenue account.

- Jail lost a lot of revenue when they lost the phone revenue account, almost \$50K a month. \$1.2 million that now goes to General Fund. (Change was in 2009) Money was used for various things at Jail. Mattresses are an example.
2. Hiring Process is too lengthy.
    - Takes 90 days to get someone hired, this causes Jail to lose employees.

**How would you rate the overall efficiency of your division, agency, or commission?**

1. (1) Extremely Efficient:
  - Lost \$1.2 million and managed to operate at the level of efficiency that they have, they have been very efficient. Reduced overtime budget by several hundred thousands of dollars. Mandatory and secondary days.
  - Emergency Declaration through Collective Bargaining allows them to move employees. This has helped address overtime
  - Food costs in line
  - Maintenance staff takes excellent care of facility
  - Maintenance is suffering, they are only doing the things that need to be done, not preventive maintenance
  - Security system is about at the end of its life

**What do you think are the 5 areas where the efficiency and/or effectiveness of your division, agency, or commission could be improved significantly? Please be as specific as you can. What do you think would help make these areas more efficient or effective?**

1. We can gain some efficiency if they can fill some unfilled correction officer positions.
  - Will need a new class in the next budget
  - Need 2 a year, classes of 25-30

**How effective are the current processes for communications and interactions between your division and our citizens? Are there ways that communications can be improved?**

1. Our processes are not that good.
  - Citizens want to keep them out of site, out of mind, keep them locked up.
  - Group that does go into community to talk to students/citizens about making the right choices. (CCPC: Community Corrections Planning Committee)

**How effective are the current processes for intra-governmental communications between the Mayor's Office and you and/or your staff? Are there ways that communications can be improved?**

1. Processes are pretty good.
2. Very self-sufficient (can deal with most things)
3. Try to make sure communication is appropriate and necessary
4. Use budget, purchasing, and HR
5. Website: Maybe force browsers to read something about the Division of Corrections before they search inmate registry?

**How effective are the current processes for intra-governmental communications between commissioners and you and/or your staff? Are there ways that communications can be improved?**

1. Good relationship with Public Safety Commissioner, he is very hands on.
2. Staff meetings where they would share information across government. Networking opportunities; face to face is beneficial.
  - CAO Meetings with Directors.



**Do you have any suggestions on how we can better translate organizational goals practically and meaningfully for employees from the lowest level to the highest level? In your view, are there better ways to encourage people to communicate differing opinions on policy and similar decisions?**

1. Moving the labor management group from quarterly to monthly.
2. Everyone had to learn what Collective Bargaining really was.
  - Sometimes employees feel like they can't talk to management; they want the Union Stewards to meet with Management.
3. Will be talking to Sergeants, have already made the surveys (Union doesn't want them to do this).
  - Will start to do this on a regular basis.
3. Information flow should come up.
  - Welcome suggestions on how things could work better.
  - If things are not working well, Bishop encourages them to talk about it.

**Can you think of areas or activities within your division, agency or commission where cost reductions might be available? What would help those reductions become reality?**

1. Eliminating weekenders and Work Release
2. Find a way to fill some of those unfunded custody positions, they could keep overtime down and reduce turn over.
3. If we could go CAP.
  - 1230 inmates right now.
    - 60 weekenders. (\$30-40/day because of food, booking and staff) 50-60 on work release (out every morning, in every night)
  - Would reduce the amount of contraband coming in.

**What are the 5 most difficult issues, problems or hurdles facing the new administration within your division, agency or commission? What suggestions would you offer to help overcome these issues, problems or hurdles?**

1. Budget (52 vacancies) If personnel are cut, it gets dicey
2. Image, people's perception of Corrections.
  - Small group of vocal people that have tried to make their case.
    - Employees and moral.
  - How do you deal with a recruit that is on the job and messes up...do you help them improve? How?
    - They are on probation for 6 months. Bishop needs more than 6 months to evaluate them and help them adjust
    - Already have the ability to extend probation to given them more time to develop
    - Have them work with an officer after probation to help them develop (Field training officers)
3. The Division has a clear vision for their future. The vision for the Division is not a problem.

**Please explain your system for strategic planning, business planning, staff management and meetings?**

1. Use performance measures that they put into budget
2. Staff meetings involve looking at facts and see how they are measuring up (attrition going up and down)
3. Tweak and monitor. Also try to assess what challenges are coming.

**What are the significant strengths, weaknesses, opportunities and threats (SWOT) facing your department, as well as your perceptions of those facing LFUCG as a whole.**

1. Local economy and upcoming budget cycle
2. Expectations of the community about what services they are going to get and at what level.
3. Strengths: People (silent majority do a great job preventing escapes)
4. Veteran management staff that understands government.
  - Knows that resources are scarce and utilizes them
5. Continue to work on the CAP, Adult Probation, and Electronic Monitoring
6. Threats: Image in community, media, toxic group of individuals who do not have the best interest of the Division at heart.

**During or before your time in a leadership role has your division experienced a crisis? How was it handled? What should we do differently if we encounter a similar crisis?**

1. Yes, FBI investigation
  - Black eye on the Division. It was difficult because it was kind of a betrayal; small group of people became the face of the whole group.
  - Handled it by cooperating and put some processes in place that helped them move forward.
  - They are now insisting on higher accountability and more surveillance equipment.
  - Hopefully we are not going to have a similar situation ever again.

#### **Discussion of Groups Representing the Jail's Union**

Communications Workers of America (CWA) is still big group (recognized bargaining unit)

FOP has no official standing with Division of Community Corrections

National Coalition of Public Safety Officers (NCPSO) represents them now

*Submitted by Jenifer Benningfield, Legislative Aide to Linda Gorton*

# Transition Team Overview

---

## **DIVISION**

Enhanced E911

## **DIRECTOR/CHIEF**

David Lucas

## **BUDGET**

- Reduced overtime by 40% to \$360,000
- E911 fee is associated with landlines, but 20% of people do not have landlines
- Large disparities between fees on landlines (over \$2.00) and fees on cell phones (\$0.43)
- Need new radio system

## **MANAGEMENT ISSUES**

- 13 Positions are vacant
- 13% Turnover rate since 2006
- Employees need more training
- Difficulty recruiting highly qualified candidates
- Human Resources/FMLA guidelines/Workers Compensation
- Would like the new administration to re-implement the Director's meetings

## **OVERALL CONCERNS**

- Not efficient to have two calls centers in different locations; One for Division of Police and one for Division of Fire
- Overtime is being paid, but the expenditures have not been reflected in PeopleSoft

# SUMMARY

## Enhanced 911 Meeting

### December 13, 2010

**Attendees:** Kathy Witt, Diane Lawless, David Lucas, Linda Gorton, Anthony Beatty, Derek Paulson, David Ades, Glenn Brown, Jenifer Benningfield, Diana Queen

**What do you think are the 5 most important responsibilities of your division, agency, or commission?**

1. Collect information and distribute information (distribute to 1<sup>st</sup> responders)
2. Safety of Officers (police, fire, ambulance)
3. Addressing (posting of addresses with citation power)
4. Getting information from Callers (registering phones and addresses) infrastructure of e911 system
  - Cell phone companies register the numbers and 9 landline companies register numbers as well. (When they call with cell, only know number, latitude, longitude, and cell phone number) If caller gives name, then E911 adds it to database.
  - Accuracy varies widely by carrier. Carrier has confidence level (circle on map)
  - 60% of calls to 911 are from cell phones
  - Apartments and sporting events pose a challenge
  - Offering self-registration soon. This will be a nation wide database.Goal is to have it operational in March and do public launch in April

**What do you consider to be the top 5 daily routine activities performed in your division, agency, or commission?**

1. Maintaining 911 database
2. Working with police and fire; rosters. Keeping track of where all first responders are.
3. Help desk
4. 10 years of data scrubbing (working with apartment complexes to match. 98.5% match)
  - Street Center lines. Used to do aerial photos. 6 years ago they changed to Pictometry: Angled view.
    - Do this every 2 years
  - New developments: assign addresses very early; even if it is an empty lot, they give it an address.
  - Plan tracker; addressing is a sign off on this.

**Please describe what you feel are your 3 most significant accomplishments during your service in this specific position. In your opinion, what made them significant?**

1. Set up a regional 911 system.
  - Now managing own database. Got a grant from State for ½ the cost. Pulled in other counties to share/reduce costs.
    - Jessamine, Woodford, and Fayette. Added on Boyd, Mead, Lincoln, Garrard, and Taylor. (Windstream).
      - Counties split cost proportional to size of city; approximately 60% of LFUCG and 40% on other partner counties
    - Bell South Counties haven't pulled in yet.
  - Money will go into 911 Fund. Fees collected from 911 must go into 911 expenses.
  - 911 Fund:
    - 2 sources: 1 from cell phones, 1 from landlines.
    - Total 3.5 million, 6 million total. Difference is General Fund. 90% goes to addressing, ect...

- 63% of calls were not 911 so 63% of the money goes to General Fund.
  - Using IP networks (next gen 911)
  - All calls come in to main network, and then are directed to the appropriate county
    - Each county had to pay 30k to connect. Monthly cost is 40% less than before
    - Sometimes they run a surplus in 911 fund, they save it for a couple of years so they can use it for the big expenditures.
    - General Fund: Salaries for Telecommunicators
    - Indirect Costs: E911 doesn't pay indirect costs back to General Fund.
    - E911 Fee is added to landline bill, but 20% of people don't have landlines. Tried to get it on KU bill but they didn't want it. Large disparities between fees on landlines (over \$2.00) and fees on cell phones (\$0.43)
2. Reduced their overtime.
- Was over \$600,000/yr
  - Lucas reduced it by 40%. Changed schedules, hired temporary employees (Through *People Plus*) Lucas pays hourly rate plus a 27% fee to *People Plus*. (8 people who do that)
  - Still have mandatory overtime. 50 hours: 5 ten hour shifts or 4 twelve hour shifts
  - E911 has 13 vacant positions. Short call takers. Strong in dispatch. Dispatch can do call taking, but call takers cannot do dispatch.
  - Hired 8 temps.
  - Will not have less than 2 dispatchers. Supervisors will take calls and dispatch
  - Fire: Staff 4
  - Police: Staff 3 dispatchers, a supervisor, 4 call takers
  - Training Standards: State requires them to graduate Richmond academy, 4.5 weeks, 16 hours training
    - Can be overtime but might not be
  - Overall, no one is allowed to work more than 16 hours and must have 9 hours between shifts.
  - Doesn't think it works well that there is a call center at police and a call center at fire.
  - If no one answers, call goes to fire, then back to police, then back to fire, ect...
  - 12 times last year it took over a minute to answer.
  - LFUCG's numbers are better than national average.

**What are the 3 most frustrating aspects of your position? What makes them frustrating? In your opinion, what steps can be taken for improvement?**

1. Working with 2 locations, trying to reach one goal.
  - This doesn't work well.
  - Was trying to design a new center to get everyone under one roof.
2. Radio Systems (2 different systems for police and fire)
  - Dead spots
    - Federal Mandate: \$30million (over 3 years) to get new system by 2013 for police and fire
      - If past deadline, they will be fined up to \$60,000 per week
    - Put Sheriff and UK on this as well. Would build network and replace the apparatus on their hip.
    - Had funding before bond issue 2 years ago.
    - Paid for a study (RCC) to find out costs, time, ect...new cost estimate should be available in a few months
  - Adding 3 towers
    - Tates Creek High School
    - Coldstream

- Cardinal Run or Airport (not really high enough) so if they did Airport they would also need another tower. 150 ft.
- If we do not take care of narrow banding, we could be fined 60k a week.
- We are no longer an evacuation site. We are now in the plume
- 3. Employees: Employees that do not want to work. Stressful, demanding. Tardiness and absentees
  - Turnover rate, 13% (last year, 19%) over last 4 years
  - National average is 19%
  - What type of training are we doing with training? Supervisors are having a hard time training employees that are of a different generation.
  - Lucas doesn't think his employees get enough training.
    - They are starting to develop in house training to help handle not only technical issues but generational issues as well.
  - Supervisors range across 3 generations.

**Can you think of at least 3 significant changes or improvements you really wanted to make during your time in this position, but were unable to make happen? What kept you from making these changes or improvements?**

1. Radio System
2. Getting to one center
3. Getting to a staffing level where overtime is not mandatory, but voluntary
  - Can choose 8,10, or 12 hour shifts and choose which days they want off.
  - Have 59 employees currently
  - Staff of 70 is Lucas' goal (the 11 vacant positions are funded, but cannot get the quality people)
    - This is a national problem
  - Takes 4 months from when they submit application to when they start
  - Recruit a lot through Richmond, KY and that is why LFUCG is only short 2 dispatchers.
  - Call takers are the tough positions to fill. \$15/HR

**Can you think of any areas of your position where current LFUCG administrative regulations have limited your effectiveness or made accomplishing your objectives near impossible? How many of these situations come to mind and tell us the specific administrative regulation that limited you?**

1. HR Area: FMLA
2. Lack of consistency between HR and LAW dealing with workers comp. The two groups do not agree about issues, yet both think they are correct

**How would you rate the overall efficiency of your division, agency, or commission?**

1. (2) Fairly Efficient

**What do you think are the 5 areas where the efficiency and/or effectiveness of your division, agency, or commission could be improved significantly? Please be as specific as you can. What do you think would help make these areas more efficient or effective?**

1. Proper staffing
2. In house training program (currently under development)
  - Have to have been a supervisor, certain number of hours of training through Richmond.
2. Morale Officer
  - This position will worry about birthdays, anniversaries, and other important times

**How effective are the current processes for communications and interactions between your division and our citizens? Are there ways that communications can be improved?**

1. Pamphlets
2. Enhancing website
3. Self-registration system is going to be very helpful
4. Work with police and fire to teach kids about 911.

- Ex: *Sally Cell Phone Program*

**How effective are the current processes for intra-governmental communications between the Mayor's Office and you and/or your staff? Are there ways that communications can be improved?**

1. Good communications with Commissioners
  - However, there is not enough Communication with other directors.
3. Would like to get Directors Meetings back
  - Kept on Schedule, didn't drag on, but facilitated communications between directors.
4. Have Commissioners and Directors meeting bi-weekly
5. Below Director's level, Lucas' employees were upset that Mayor never visited.
6. Council members can come by appointment

**Do you have any suggestions on how we can better translate organizational goals practically and meaningfully for employees from the lowest level to the highest level? In your view, are there better ways to encourage people to communicate differing opinions on policy and similar decisions?**

1. More strategically, if something is coming from Mayor, make sure it is important.
2. Lucas encourages employees to share ideas and concerns and visits all shifts.
3. Lucas also feels comfortable sharing ideas and concerns with his Commissioners

**Can you think of areas or activities within your division, agency or commission where cost reductions might be available? What would help those reductions become reality?**

1. Costs reduction on 911 infrastructure
2. Personnel:
  - Push to form Union has died down.

**What are the 5 most difficult issues, problems or hurdles facing the new administration within your division, agency or commission? What suggestions would you offer to help overcome these issues, problems or hurdles?**

1. Radio is number 1 problem for all of public safety and public works
  - Catastrophe waiting to happen
  - Hopefully less than \$30 Million. Study will be completed in a few months
    - Harris, Motorola, Kenwood

**Please explain your system for strategic planning business planning, staff management and meetings?**

1. Have meetings with Supervisors by location about every other month or quarterly.
  - Used to meet monthly, but that was too frequent (According to feedback from Supervisors)
  - Look at indicators; answering times, call volume, individual stats on every Telecommunicator. (Randomly select about 2 calls each month to listen to. They will play it and review it to identify weaknesses.)

2. Watch overtime
3. Everyone was being paid, but overtime wasn't being recorded.
  - Issue with PeopleSoft Software
  - Elizabeth McGee is working on this with Michelle Gunther.

**What are the significant strengths, weaknesses, opportunities and threats (SWOT) facing your department, as well as your perceptions of those facing LFUCG as a whole.**

1. Strength: People are dedicated
2. Weakness: 911: separation of fire and police
3. Opportunities: Can leverage some federal money to upgrade radio system (CSEPP)
  - Reaching out to citizens with self-registration
  - Lexington won't get any state money. Also, all small communities get the money
  - Need to make sure that the legislation doesn't go to a State fee
    - Fee would be less than \$2.00, so LFUCG would get less then they get now.
4. Threats: If we don't radio system issue resolved, there will be a communication crisis.

**During or before your time in a leadership role has your division experienced a crisis? How was it handled? What should we do differently if we encounter a similar crisis?**

1. Comair Crash
  - Happened early in the morning
  - Call takers came in and worked really hard
2. Ice storm

*Submitted by Jenifer Benningfield, Legislative Aide to Linda Gorton*



**Division of Enhanced 911**  
**Telecommunicator Series**  
**Overtime and Temp Services Expenses**

E911

	Overtime Budget	Used	Temp Services Budget	Used	Total Cost	Fund Split General / E911
FY 2007	\$ 249,000	\$ 622,798			\$ 622,798	68 / 32
FY 2008	\$ 534,130	\$ 530,252		\$ 32,290	\$ 562,542	68 / 32
FY 2009	\$ 426,390	\$ 567,075		\$ 86,972	\$ 654,047	67 / 33
FY 2010	\$ 524,200	\$ 347,246	\$ 50,000	\$ 97,889	\$ 445,135	67 / 33
FY 2011*	\$ 413,000	data unavailable	\$ 130,000	\$ 34,028	\$ 34,028	63 / 37

\* thru Nov 2010 (as of 11-26-10)

12/29/2010

**Division of Enhanced 911**  
**Telecommunicator Series Attrition Rate**  
**E911**  
**Attrition Rate**

	Promoted	Retired	Transfer	Resign	Dismissed	Other	Total Departures	Average Staffing	Turnover Rate
FY 2007	5		1	4	2	1	8	67	11.9%
FY 2008	0	2	1	5	1		7	64	10.9%
FY 2009	3	3		3			3	63	4.7%
FY 2010	0	3		4	5		9	62	14.6%
<b>Total:</b>	<b>8</b>	<b>8</b>	<b>2</b>	<b>16</b>	<b>8</b>	<b>1</b>	<b>6.8</b>	<b>64.1</b>	<b>10.5%</b>
<b>Annual Average:</b>									
FY 2011*	4			2	2		4	60	6.7%
<b>Grand Total:</b>	<b>12</b>	<b>8</b>	<b>2</b>	<b>18</b>	<b>10</b>	<b>1</b>	<b>31</b>		

\* thru 12/16/10



Lexington-Fayette UCG  
Department of Public Safety  
Division of Enhanced 9-1-1

Primary PSAP (Police HQ)

2500139	Jan	Feb	Mar	1st Qtr	Apr	May	Jun	2nd Qtr	Jul	Aug	Sep	3rd Qtr	Oct	Nov	Dec	4th Qtr	2010 Total	% Split
Admin	25429	21321	24956	71,706	16007	26651	28899	71557	29015	28826		57841				0	201,104	59.33%
E9-1-1	15469	14061	15414	44,944	25262	16856	17408	59526	16848	16551		33399				0	137,869	40.67%
Wire	2803	2600	2354	7,757	2256	1910	1845	6011	1250	450		1700				0	15,468	11.22%
Wireless	12666	11461	13060	37,187	13751	14946	15563	44260	15598	16101		31699				0	113,146	82.07%
TTY	10	9	9	28	14	14	18	46	8	12		20				0	94	0.61%
Abandoned	23	33	24	80	27	51	27	105	20	3		23				0	208	0.15%

Secondary PSAP (Fire HQ)

2500140	Jan	Feb	Mar	1st Qtr	Apr	May	Jun	2nd Qtr	Jul	Aug	Sep	3rd Qtr	Oct	Nov	Dec	4th Qtr	2010 Total	% Split
Admin	4721	4051	5082	13854	4938	5132	5051	15121	5526	5423		10949				0	39,924	66.62%
E9-1-1	2310	2059	2297	6666	2801	2333	2702	7836	2844	2656		5500				0	20,002	33.38%
Wire	2269	2034	2229	6532	2246	2240	2433	6919	2287	2329		4616				0	18,067	90.33%
Wireless	41	25	68	134	555	93	269	917	557	327		884				0	1,935	9.67%
TTY	0	3	2	5	0	0	0	0	2	2		4				0	9	0.04%
Abandoned	5	4	3	12	10	5	7	22	6	5		11				0	45	0.22%

Combined PSAPs

Admin	Jan	Feb	Mar	1st Qtr	Apr	May	Jun	2nd Qtr	Jul	Aug	Sep	3rd Qtr	Oct	Nov	Dec	4th Qtr	2010 Total	% Split
Admin	30150	25372	30038	85560	20945	31783	33950	86678	34541	34249	0	68790	0	0	0	0	241,028	60.42%
E9-1-1	17779	16120	17711	51610	28063	19189	20110	67362	19692	19207	0	38899	0	0	0	0	157,871	39.58%
Wire	5072	4634	4583	14289	4502	4150	4278	12930	3537	2779	0	6316	0	0	0	0	33,535	21.24%
Wireless	12707	11486	13128	37321	14306	15039	15832	45177	16155	16428	0	32583	0	0	0	0	115,081	72.90%
TTY	10	12	11	33	14	14	18	46	10	14	0	24	0	0	0	0	103	0.07%
Abandoned	28	37	27	92	37	56	34	127	26	8	0	34	0	0	0	0	253	0.16%

Prepared By:

Criss R. Chancellor, AK Associates

ActivityReport2010vNet.xls

12/29/2010





Lexington-Fayette UCG  
Department of Public Safety  
Division of Enhanced 9-1-1

Monthly Call Counts

Primary PSAP

	Jan	Feb	Mar	1st Qtr	Apr	May	Jun	2nd Qtr	Jul	Aug	Sep	3rd Qtr	Oct	Nov	Dec	4th Qtr	2009 Total	% Split
2500139																		
Admin			24129	24,129	27202	28278	27349	82,829	28309	29575	28260	86,144	25806	24302	25265	75,373	268,475	61.75%
E9-1-1			14188	14,188	15389	17326	15658	48,373	16431	18151	16976	51,558	19585	16532	16038	52,155	166,274	38.25%
Wire			5978	5,978	5788	6471	11482	23,741	16431	18151	5344	39,926	3632	2438	2345	8,415	78,060	46.95%
Wireless			8210	8,210	9601	10885	4176	24,662	0	0	11632	11,632	15953	14094	13693	43,740	88,244	53.07%
TTY			4	4	11	14	9	34	12	9	15	36	16	16	18	50	124	0.16%
Abandoned			667	667	679	781	677	2,137	706	781	412	1,899	117	84	29	230	4,933	

	Jan	Feb	Mar	1st Qtr	Apr	May	Jun	2nd Qtr	Jul	Aug	Sep	3rd Qtr	Oct	Nov	Dec	4th Qtr	2009 Total	% WRLS
Wireless Direct																		
VonageWireless																		
Abandoned																		
T-Mobile																		
Abandoned																		
Sprint PCS																		
Abandoned																		
AT&T																		
Abandoned																		
Noriel																		
Abandoned																		
Cricket																		
Abandoned																		
Point2Point			4	4	8	7	4	19	7	13	8	28	8	9	16	33	84	0.10%

VoIP																		
Vonage			176	176	209	145	120	474	61	18	6	85	22	14	23	59	794	1.02%
Abandoned			0	0	0	0	2	2	0	0	0	0	0	0	0	0	2	

No Data 01/01/09 Through 03/02/09 Due to Hardware Failure

Implementation of LFUCG Selective Routers and new 911 Trunk Design effected Wire/Wireless Count

Implementation of LFUCG Selective Routers and new 911 Trunk Design Eliminated Call Count by Carrier within Local ANI Controller





Lexington-Fayette UCG  
Department of Public Safety  
Division of Enhanced 9-1-1

Monthly Call Counts

Secondary PSAP

2500140	Jan	Feb	Mar	1st Qtr	Apr	May	Jun	2nd Qtr	Jul	Aug	Sep	3rd Qtr	Oct	Nov	Dec	4th Qtr	2009 Total	% Split
Admin	5219	4583	4451	14,253	4853	4888	4385	14126	4757	4687	4931	14375	4942	4269	4834	14045	56,799	67.50%
E9-1-1	2491	2226	2226	6,943	2128	2674	2119	6,921	2270	2225	2223	6,718	2509	2082	2176	6,767	27,349	32.50%
Wire	2491	2223	2210	6,924	2107	2358	2008	6,473	2227	2225	2125	6,577	2440	2033	2155	6,628	26,602	97.27%
Wireless	0	3	16	19	21	316	111	448	43	0	98	141	69	49	21	139	747	2.73%
TTY	2	2	0	4	1	2	1	4	0	0	0	0	1	0	0	1	9	0.03%
Abandoned	11	4	5	20	4	13	4	21	8	3	6	17	10	6	1	17	75	
Wireless Direct				0				0				0				0	0	0.00%
VerizonWireless				0				0				0				0	0	0.00%
Abandoned				0				0				0				0	0	0.00%
T-Mobile				0				0				0				0	0	0.00%
Abandoned				0				0				0				0	0	0.00%
Sprint PCS				0				0				0				0	0	0.00%
Abandoned				0				0				0				0	0	0.00%
AT&T				0				0				0				0	0	0.00%
Abandoned				0				0				0				0	0	0.00%
NexTel				0				0				0				0	0	0.00%
Abandoned				0				0				0				0	0	0.00%
Cric-fel				0				0				0				0	0	0.00%
Abandoned				0				0				0				0	0	0.00%
Point2Point	1031	924	966	2,921	894	1004	1176	3,074	1448	1451	1451	4,350	1698	1430	1600	4,728	15,073	2017.80%

Note: Implementation of LFUCG Selective Routers and new 911 Trunk Design Eliminated Call Count by Carrier within Local ANI Controller





Lexington-Fayette UCG  
Department of Public Safety  
Division of Enhanced 9-1-1

Monthly Call Counts

Combined PSAP's

	Jan	Feb	Mar	1st Qtr	Apr	May	Jun	2nd Qtr	Jul	Aug	Sep	3rd Qtr	Oct	Nov	Dec	4th Qtr	2009 Total	% Split
<b>Admin</b>	5219	4583	28580	38,382	32055	33166	31734	96,955	33066	34262	33191	100,519	30748	28571	30099	89,418	325,274	62.69%
<b>E9-1-1</b>	2491	2226	16414	21,131	17517	20000	17777	55,294	18701	20376	19199	58,276	22094	18614	18214	58,922	193,623	37.31%
<b>Wire</b>	2491	2223	8188	12,902	7895	8829	13490	30,214	18658	20376	7469	46,503	6072	4471	4500	15,043	104,662	54.05%
<b>Wireless</b>	0	3	8226	8,229	9622	11201	4287	25,110	43	0	11730	11,773	16022	14143	13714	43,879	88,991	45.96%
<b>TTY</b>	2	2	4	8	12	16	10	38	12	9	15	36	17	16	18	51	133	0.07%
<b>Abandoned</b>	11	4	672	687	683	794	681	2,158	714	784	418	1,916	127	90	30	247	5,808	

	Jan	Feb	Mar	1st Qtr	Apr	May	Jun	2nd Qtr	Jul	Aug	Sep	3rd Qtr	Oct	Nov	Dec	4th Qtr	2009 Total	% WRLS
<b>Wireless Direct</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
<b>Verizon Wireless</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
<b>Abandoned</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
<b>T-Mobile</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
<b>Abandoned</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
<b>Sprint PCS</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
<b>Abandoned</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
<b>AT&amp;T</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
<b>Abandoned</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
<b>Nexel</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
<b>Abandoned</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
<b>Cricket</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
<b>Abandoned</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
<b>Point2Point</b>	1031	924	970	2,925	902	1011	1180	3,093	1455	1464	1459	4,378	1706	1439	1616	4,761	15,157	17.03%

<b>VoIP</b>																		
<b>Vonage</b>	0	0	176	176	209	145	120	474	61	18	6	85	22	14	23	59	794	0.76%
<b>Abandoned</b>				0			2	2				0				0	2	

**Note\*** No Data 01/01/09 Through 03/02/09 Due to Hardware Failure

**Note\*** Implementation of LFUCG Selective Routers and new 911 Trunk Design effected Wire/Wireless Count

Prepared By:

Criss R. Chancellor, AK Associates

ActivityReport2009v2.xls  
e911 Monthly Numbers

12/29/2010