



## **General Government & Social Services**

October 10, 2017

### **Summary and Motions**

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Chair Lamb called the meeting to order at 1:03 p.m. Committee members Moloney, F. Brown, Henson, J. Brown, Farmer, Kay, Stinnett, and Smith were present. Council Member Plomin, Scutchfield, Gibbs and Bledsoe were also in attendance as non-voting members. Committee member Evans was absent.

#### **I. Approval of September 12, 2017 Committee Summary**

A motion was made by VM Kay to approve the September 12, 2017 General Government & Social Services Committee Summary, seconded by CM Henson. The motion passed without dissent.

#### **II. Minority Recruitment**

CM J. Brown discussed how this item came to committee prior to Arthur Lucas beginning his work for the city as Officer of Diversity and Inclusion. He said the purpose of this item was to decide what the city can do through policies or initiatives to encourage more minority recruitment in Public Safety. He also said this item is intended to identify barriers in recruiting, hiring and retention of minorities in Public Safety. Arthur Lucas, Officer of Diversity and Inclusion, presented the item. He discussed the various recruiting efforts in Public Safety. He also reviewed the community contacts he has engaged with on recruiting. He also discussed the recruitment of women in Kentucky through various colleges and universities. He discussed the recruitment efforts planned for the future through colleges and career fairs. He reviewed the hiring process and the culture and retention, providing education to students and potential employees. Lastly, he reviewed the barriers and opportunities to this initiative.

CM J. Brown said this issue is very important to our city and it is going to take a lot of work to get to where we want to be. He said we have recognized barriers that exist and are working to address them. He asked Commander Holland, with Public Safety, to make comments regarding recruiting efforts. Commander Holland spoke on strategy and partnerships and he said our partnership and educational component has been very beneficial. He said they continue to look for areas of improvement in Public Safety and specifically Division of Police.

CM Henson commented on the process and asked if they look at the application process and requirements for these jobs. Lucas said he has not looked at the actual processes, but he has met with Chief Chilton and Chief Barnard and they discussed looking at the process from beginning and to end and providing input. CM Henson said throughout all of government, individuals with disabilities could also be considered a minority. She said she appreciates the work done on this effort.

CM Lamb expressed appreciation for the work being done and believes it has added a lot of depth to recruitment.

No further comment or action was taken on this item.

### **III. City Golf Course Analysis**

Monica Conrad, Director of Parks and Recreation, presented the item. She gave an overview of Mr. Keegan's report to council in July, which was to improve efficiency and cost effectiveness. Director Conrad discussed Keegan's suggestions for improving golf course efficiency and cost effectiveness and his recommendations are broken down into three categories: policy, rates and operational. The policy recommendations included a strategic vision and financial goal for golf courses which should be part of the Parks Master Plan. He also recommended repurposing Meadowbrook Golf Course as this course is the entry-door to the game and it has a loyal golf base. Conrad discussed how one of the policy recommendations includes eliminating the five dollar loyalty card stacked discount. She said another will be adjusting the senior age from 50 to 57 years old in order to be more in line with other golf courses. She said if improvements are not seen, a management company may be hired, a golf course may be repurposed, or there may be golf course closures. She said rates increased in August of this year for a projected revenue increase of \$109,000. She said instead of implementing an increased rate structure at all courses, they are proposing a simplification of rates first by eliminating some discounts and adjusting other discounts. She said they will monitor rate changes for one year prior to adjusting additional rates. Keegan recommended expanding customer database and marketing to core customers and Director Conrad said they have done so through tournaments and cart rentals, and the database has increased by 1,200 in 3 months. She said Deputy Director, Michael Johnson, has been holding monthly budget meetings with golf specialists and superintendents. She said staff hours at golf shops have decreased, the shop and grill have combined at one of the courses, and scheduling is based more on business demand now and they are developing inclement weather policies. This has resulted in a reduction of staffing and hours worked, and an increase in savings. Director Conrad discussed the next steps which include the hiring of a Golf Services Manager to assist in making these changes; expanding play with diversity, youth, and tournaments; moving to centralized purchasing, and developing a mobile application to reserve tee times.

CM F. Brown asked if there is an inventory in the golf shops still. Director Conrad said that automatic ordering of many items has ceased and inventory has decreased, but no formal plan has been put into place. She said getting better prices and deciding the amount of inventory to keep on hand and in various shops is a top priority. CM F. Brown said it's hard to control that much inventory and isn't sure we are making any money. He also thinks it could set us up for theft. He said he feels that expenses are going up every year and he thought we had controls in place on the expense side. He asked if we would see savings after January where we can track them. Conrad said we are tracking revenues, expenditures, and inventory monthly as opposed to annually. He asked if we have already seen a positive change. Conrad said yes. CM F. Brown commented on the Meadowbrook lease and asked rather than a year-to-year rental fee, if there was a five year or longer lease we could get into to invest capital. Conrad said they renewed that lease last year and they have met with Fayette County Public Schools are working toward getting a longer lease. CM F. Brown said he recommends buying the Meadowbrook Golf Course.

CM Gibbs said the age 57 cut-off seems untidy and he recommends increasing senior age to 60 as it looks cleaner. He asked if there are goals established to raise our capacity percentage. Conrad said they will be establishing goals to raise it from a 36% capacity (Lexington average is 46%; nationwide is 52%) and they are working on that. CM Gibbs asked about golf course maintenance and if there is a plan. Conrad said there has not been a change in maintenance staff yet, but there are maintenance issues they are looking at. She said she knows capital funds need to increase and specific issues, such as amount of chemicals and irrigations systems need to be taken into consideration.

CM Henson asked what discount a senior lady veteran would get. Director Conrad said she would get the lowest discount available, which is the Veteran's rate. CM Henson asked if the \$150-200 range card rate was an annual rate. Conrad said yes. CM Henson asked if city employees operate the grills. Conrad said it is currently a combination of civil service and non-civil service seasonal employees who operate the grills. CM Henson suggested possibly contracting work out to keep from closing the grill down early. She said she appreciates the effort that has gone into this.

CM Bledsoe asked if the cost of chemicals is the top expense. Conrad said personnel and chemicals are the top expenses. CM Bledsoe commented on the cross county meets held at golf courses and asked if those would be during the week or on weekends. Conrad said it will be during the week on the slowest evening at 6:00 pm. CM Bledsoe said she supports the mixed use and supports the recommendations.

CM Stinnett said he feels like this is very similar to the report in 2007. He said we had the chart and the numbers are still at \$1million. He said he does think there is a role for public golf and a duty for the city to offer this. He thinks these recommended changes sound positive, but we are going to have cut our losses somewhere and focus on what is special about our golf courses. He said there is a demand for a sports complex and he believes Lakeside is a perfect location for that. He said until we look at that option, we are just going to be spinning our wheels. He said we can take \$855,321 and put that into other golf courses and make them special. He said the demand is there for other recreational opportunities and we have a golf course that is bankrupt and sitting vacant and others that are struggling. Commissioner Geoff Reed said it is difficult to increase efficiencies on hand and close a golf course on the other. He said there are morale issues in golf and said to remember it is not just revenue versus expenses; there have been personnel issues. He said improvements are being made in golf and thinks we need to give this an opportunity to succeed. He said it is important to explore alternatives and we have to make the best use of the land we have. He said if there are no noticeable improvements in a year, then changes will need to be made. CM Stinnett said \$1.2 million capital being spent to keep one course running could be used to make other courses operate above average, if that course were to be closed down. Reed said this is difficult for many reasons because we are at the point where this is too much. He said we have a large capacity and we have to reach out to minorities, more kids, and get more people playing. He said we have to make real improvements to this bottom line or we have to go in a different direction. He said both people internally and people we work with have to be willing to accept it or we are doomed to failure. CM Stinnett said he does not expect us to break even. He said we can up the revenues on other courses if we put the funds into them that we are not spending on courses that are losing money.

CM Moloney asked about the increase at Lakeside and Tates Creek within the last year. Conrad said they both performed worse on the revenue and expense side in the previous year due to pension and accounting issues. He asked about changing the Picadome Grill and asked if they were trying to do something similar to what Kearney does. Conrad said part of the initiative was to align the menus at Picadome and Kearney Hill so they are more similar. She said if we can do them similarly, we will have buying power and more control over our inventory and concessions. He said he has concerns about the cart fee that costs us \$30,000 a year to rent space for. He said now that we have the vacant pro-shop, he hopes we use the space as a golf cart shop so we do not have to lease outside space.

CM Plomin asked what the gross revenue will be if all of the increases and adjustments are made per these recommendations. Conrad said she is unable to give that number because of a variety of factors and over time the market will tell. CM Plomin asked what the game plan is and when the changes will go into effect. Conrad said the changes being discussed today would be implemented at the first of the

year. She said it will be based on the Council as to when she reports back. CM Plomin asked who will be closed for the winter. Conrad said Meadowbrook traditionally closes in the winter months. She said Keegan recommended that we close the pro shops from December to February and based on data, they determined that it is not a good idea.

Chair Lamb asked how we are educating the public on the changes. Conrad said they notify golfers who visit the pro shops daily. She also said it will be on their website and on social media. Chair Lamb asked if reporting back to council in 2 years is enough time to see a change. Conrad said that was Keegan's recommendation, but they would come back sooner than that. Chair Lamb said councilmembers need to do more with educating the public on the golf course changes. Chair Lamb asked for an explanation on the loss of \$20,000 at Picadome Grill. Conrad said they looked at the \$65,000 in revenue and after expenses; they were at a \$20,000 loss which was just the grill operation. She said combining the pro shop and grill, they will have 2 people working now which was an additional \$30,000. She said they are now looking at a \$50,000 savings by combining the 2 operations. Chair Lamb asked for Commissioner Reed to discuss the roles of the administration versus the council. Commissioner Reed said he feels they follow the lead of the Council and the direction of the Council. He said they will keep Council updated and communicate with Council. He said they will be happy to come before Council at any point to discuss this.

CM Stinnett commented on the capital and asked if we have a number for each course and how much we need to inject to keep them at a minimum standard. Conrad said they do not, but it was a recommendation from Keegan that they develop this. She said there are a lot of factors to consider and they plan to gather all of the data and will bring it to Council. CM Stinnett asked if this was a minimum standard we will need to do immediately and long-term. Conrad said we can do it that way and we should do it that way. She we need to discuss what our immediate first needs are and what our long-term needs are. CM Stinnett asked if this can be separated out for each course and Conrad said yes.

CM Lamb said an update can be placed on the committee agenda whenever one is available.

Lynn McCoy Simandle, President of the Fayette Women's Association, gave public comment in support of golf. She said it is a sport you can start later in life and it is unique. She would like to see the courses remain viable.

Greer Klesk, past President of the Fayette County Golf League, is disappointed in how the courses have been managed this year, specifically with the pro shop and grill. She would also like for golfers to be informed better.

CM Stinnett said that in 2012 Commissioner Reed was asked to bring forward a golf plan by the Council. He said Commissioner Reed was doing what he was asked to do.

CM Moloney agreed with CM Stinnett that the Council gave the authority for Commissioner Reed to provide us with a plan. He asked if bathrooms are remaining open. He has received some complaints about that issue. Conrad said that issue has been taken care of and now more restrooms are available for longer periods of time.

CM Henson asked how the public can be made aware of the ongoing changes. Conrad said changes will be made with more signage at courses and a monthly newsletter will start to go out. She said meetings with the team in golf occur frequently.

No further comment or action was taken on this item.

#### **IV. Rebranding of the Day Treatment Center**

CM Henson discussed why this item was placed in committee and introduced the presenter. Stephanie Hong, Director of Youth Services, presented the item. She gave an overview of the Division of Youth Services. The Day Treatment Center has been in operation since 1971. The current treatment facility was dedicated in 2005. LFUCG provides administrative oversight of the program. Fayette County Public Schools provide curriculum and staff. Kentucky Department of Juvenile Justice (DJJ) provides grant funding which allows for mental health services. The 91 youth enrollees for the year 2017 consists of a 69% male population; racial and ethnic diversity; and are referred by the court system, DJJ and the Cabinet for Health and Family Services. The services provided include individual and group counseling, behavior management, academic reciprocity, mentoring, and parental engagement.

Chair Lamb asked if there is an opportunity for changing or rebranding the Day Treatment Center. Hong said it is up to Council.

CM J. Brown said the names and titles you put on things and the way people perceive them and it makes them feel is important. He said this is a worthwhile initiative. He asked if there is a proposed name or brand moving forward or if we are just saying we want to rename it.

CM Henson asked what the other treatment centers are named. She said she has even suggested Harry Sykes since the school is on Harry Sykes Way and he was an educator. She said renaming this is something she is passionate about and she would like to see it done before she leaves Council. Hong said some names include academy, education center and Phoenix, but the latter is taken.

Chair Lamb said there is a process for renaming our government buildings. CAO Sally Hamilton said a meeting has taken place about the naming policy. She said there is a procedure based in parks but that is based on contributions, but it has never been done on buildings. She said they decided not to create a policy to rename buildings because it happens so infrequently. She said if it is the decision of the Council to rename the Day Treatment Center, they will support it.

CM Stinnett said a name could have an impact on the kids and he suggested allowing the kids to come up with a name for the facility.

CM Plomin agreed with CM Stinnett and CM Henson and said that the current name has a stigma to it. She said from a marketing standpoint, the name speaks a whole new level to what the program is about.

CM Moloney also supports changing the name. He said Scotty Baesler and Barbara Curry had a lot of involvement in starting the Day Treatment Center and the Family Care Center.

Chair Lamb would like to see more thought put into a conversation and have this brought back to committee in December.

No further comment or action was taken on this item.

**V. Adult and Tenant Services Audit**

Chris Ford, Commissioner of Social Services, gave an update on the Adult and Tenant Services Management Action Plan Progress Report. He said that all deficiency findings have been resolved from last year. He said they plan to build on the corrections made by implementing management review and leadership monitoring, acquiring a case management information system, and having a centralized location at Black and Williams Neighborhood Center.

No further comment or action was taken on this item.

**VI. Items Referred to Committee**

A motion was made by CM J. Brown to remove the Minority Recruitment item from committee, seconded by VM Kay. The motion passed without dissent.

A motion was made by CM Farmer to remove the Adult and Tenant Services Audit item from committee, seconded by VM Kay. The motion passed without dissent.

A motion was made by CM Farmer to adjourn, seconded by VM Kay. The motion passed without dissent.

The meeting was adjourned at 2:55 p.m.

AML 10.26.17