



CITY OF KENT, OHIO

DEPARTMENT OF SAFETY

To: Dave Ruller, City Manager
From: William Lillich, Safety Director
Subject: Safety Director 2007 priorities
Date: January 25, 2007

Mr. Ruller,

It is difficult to develop priorities for this office, since most activities will require the participation and involvement many of the other departments in the city. In spite of that, I have identified several priorities that I think are essential for the Safety Department and the city to move forward during 2007.

1. Develop a strategy to analyze how to improve staffing with some consideration of the frequency of service demand activities, and their anticipated time of occurrence.

For the most part, scheduling in the police and fire departments is currently based on simply trying to meet minimum staffing requirements throughout the assigned shifts. This often results in delayed call response during high activity periods. In addition, there is limited time to devote to general patrol in the police dept., and limited availability of fire response personnel when multiple calls occur.

Methods for analysis would involve a comparative staffing analysis of similar state and regional communities. Also, a determination of activity-driven staffing would enable the departments to institute or expand on the staffing when it is most needed. Through a process of reviewing and charting activities, calculating the typical time to perform those tasks, and analyzing hour-by-hour staff needs, staffing strategies could be developed to provide greater coverage during the peak activity periods. Staffing additions and alternatives could be further analyzed in order to meet the statistically driven need, while not reducing the minimum staffing during the times when activities may not be as great.

2. Continue the planning process for a new police facility

The department updated the needs analysis during 2006, with the assistance of an architect who is familiar with city and police operational needs. Preliminary needs assessments have been developed based on the projected future needs of the department. Current deficiencies include:

- 1) Inadequate HVAC equipment and controls.
- 2) Inadequate water service
- 3) Dilapidated and unpleasant work surroundings
- 4) Some spaces are inadequate for the tasks assigned. IE dispatch, K-9, investigations-evidence storage and processing, records, public report and waiting area, and others.

We have begun the process of identifying the amount of land needed, and available sites, as well as related community needs and concerns. Some partnership efforts for joint use of a new facility have been proposed, with more opportunities being investigated. But if such joint opportunities could come to fruition, the current schedule for construction may have to be accelerated.

The decline of the current facility also demands some immediate attention. There are many areas where at least cosmetic repairs and improvements need to be undertaken, so that employees are not subjected to deplorable, uncleanly work surroundings.

3. Continue and expand on the process of leading emergency planning on a city-wide basis.

Emergency planning is recognized by staff members as an important function for the city and the community. Some basic plans have been developed and submitted to staff for review and input. The biggest challenge is for staff to have the time to dedicate to expand on this planning.

4. Revise city records policies in order to upgrade processes, meet public records advisory policy requirements, and comply with new Ohio Revised Code standards.

The city's staff and Municipal Records Commission have not conducted a formal records policy review for several years. Recent changes in the Ohio Revised Code make this task a more critical need. The staff will need to be updated on the new legal changes, and will need to analyze new departmental records processes city to determine what changes may need to be implemented.

After such a review, new formal records retention documents will need to be created, reviewed by the Municipal Records Commission, and by the appropriate agencies at the state level.

Respectfully,

William Lillich
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