



CITY OF FORT SMITH BOARD OF DIRECTORS
STRATEGIC PLANNING RETREAT (continued)
Fort Smith Convention Center
800 Rogers Ave., Meeting Rooms 5 & 6
Monday, September 9, 2013

DINNER SERVED AT 5:30 P.M., RETREAT BEGINS AT 5:45 P.M.

1. Call to Order
2. Review and discuss possible priorities identified at strategic planning retreat on July 19-20, 2013
3. Determine which priorities to include on the adopted list
4. Establish an approximate order for implementation of the priorities
5. Discuss establishing board meetings for free-form/brainstorming discussion among elected officials; and citizen service surveys.
6. Adjourn



MEMORANDUM

September 5, 2013

TO: Mayor and Board of Directors

FROM: Ray Gosack, City Administrator

SUBJECT: Board Retreat Follow Up

The board retreat follow up meeting will be held on Monday, September 9, 2013 at the Fort Smith Convention Center in meeting rooms 5 & 6. An agenda for the meeting is attached. Dinner will be available at 5:30 p.m., and we'll begin the meeting at 5:45 p.m. Ron Holifield of Strategic Government Resources will facilitate the retreat.

The principal purposes of the follow up meeting are to:

- ▶ Review and discuss the possible strategic priorities identified during the retreat on July 19-20. A list of those priorities with the additional information requested by the board is attached.
- ▶ Determine which of those priorities will guide the staff's work for the next 2-3 years.
- ▶ Establish an approximate order of implementation for the selected priorities which will allow the staff to pace the work.

The agenda also includes discussion about establishing a periodic board meeting for free-form/brainstorming discussion among elected officials; and conducting citizen service surveys. These were requested at the August 27th study session.

Please let me know if you have any questions or need more information for the follow up retreat.

Attachments

cc: Ron Holifield, Strategic Government Resources

A handwritten signature in black ink that reads "Ray".

BOARD RETREAT

July, 2013

Information to Assist with Establishing Priorities

<i>PRIORITY</i>	<i>DEPARTMENT</i>	<i>ESTIMATED TIME TO COMPLETE</i>	<i>RESOURCES NEEDED TO COMPLETE</i>	<i>COMMENTS</i>
Develop a Public Engagement Strategy	Administration	24 to 30 months, adding a new component @ 6 to 9 month increments	<p>\$19,000 (all operating funds) for part-time staff, equipment, and some professional development skills self-study materials.</p> <p>Leverage existing staff</p> <p>-Some depts. may have someone capable of acting as a communications liaison.</p> <p>-Use of quality interns and/or volunteers with specialized audio/video skills or interest.</p> <p>-Part-time assistant to facilitate:</p> <p><i>*Rapid recruitment of focus groups</i></p> <p><i>* More aggressive in creating multimedia content</i></p>	Asking citizen groups to tell us how they want to be engaged is a crucial step in achieving citizen engagement & demonstrating our organization's relevancy in citizens' daily lives.

PRIORITY	DEPARTMENT	ESTIMATED TIME TO COMPLETE	RESOURCES NEEDED TO COMPLETE	COMMENTS
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Jobs - nurture small business and startups; incubator	Administration	3 to 5 years	Incubator start-up funds: \$150,000 in General Fund funding (assumes partnership with others). Staff time to work with partners.	Collaborate with Chamber of Commerce, UAFS, Chaffee Crossing, Small Business Administration, Innovate Arkansas, others
Establish a Beautification Committee	Sanitation	Ongoing	\$50,000 annually in Sanitation funds plus grants for a staff position and for marketing, supplies, affiliation fees (Keep America Beautiful and Keep Arkansas Beautiful), etc.	Position would develop and implement a plan with a citizens committee to address litter education, a litter audit, cleanup, beautification, and expansion of recycling.

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Downtown & Riverfront – Establish an Overlay District for Area between Riverfront and Belle Grove – Evaluate extension of Spradling Ave. westward to Riverfront Dr. – Evaluate the Creation of Business Improvement District for Midland Blvd. – Evaluate Roadway Enhancements for Riverfront Dr.	Development Services	3 to 6 months	Staff time and \$50,000 (General Fund) for outside consultant	Spradling from 23 rd to 6 th Sts. would need to be widened, likely requiring acquisition of numerous residences.
	Engineering	6 to 9 months	Staff time and \$15,000 (Street sales tax fund) for consulting engineer	
	Downtown Dev.	18 to 24 months	\$50,000 annually for part-time staff; \$20,000 - \$30,000 for appraiser to establish business impr. district (General Fund)	
	Engineering	3 to 6 months	Staff time and \$10,000 for consulting engineer (Street sales tax funds)	Preliminary construction cost is \$20 million

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Annexation of I-49/ Highway 71 Area	Development Services	6 to 18 months	Considerable staff time; legal services; possible city-wide election (\$35,000 in General Fund funding)	Involvement of property owners will be critical.
	Utilities	3 to 6 months for policy and cost implication process 24 to 36 months for design and construction	Utility extension and financing policies for water and sewer improvements. Water system: \$6.6 million Sewer system: \$2.8 million (Water & Sewer Funds)	1. Fire protection will require construction of new water ground storage tank. 2. Sewer service will require construction of sewer pump station and gravity sewers. 3. Development in southern growth area recognizes commitment to expand the Massard Wastewater Treatment Plant and to the construction of the new 48-inch water transmission line and third river crossing.
	Fire	Depends on pace of development	\$3 million for construction of new fire station (General Fund)	

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Develop a Governance Policy	Administration	6 months	Staff time to survey policies from other cities; draft a policy for board consideration. Legal review estimated at \$2,500 (all operating funds).	
Market the History of Fort Smith	A & P	Current & ongoing	\$40,000 (General Fund) for magazine and outdoor advertising	Fort Smith A & P has relied heavily on our history and heritage as our primary "brand" since establishment 20 years ago with Cultural Heritage Tourism. Currently, \$41,000 is spent annually on history and heritage marketing to the casual traveler.
Downtown Wayfinding Signs	Downtown Dev. with help from Engineering & Streets	9 to 12 months	\$10,000 - \$20,000 plus installation by street dept. crews (Street Maint. Fund)	
Analysis of Police and Fire Pension Funding	Finance	2 months	Staff time and \$2,400 (General Fund) for actuary report from LOPFI	Actuary report has been requested.

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Physical Changes to Stephens Bldg. Offices to Improve Customer Service/Friendliness	Purchasing & City Clerk	6 months	Improved signage on each floor (\$3,000) Electronic message board/directory in lobby (\$6,000) Architect to examine layout options (\$3,000) Funded by all operating funds	
Create a Sports Council to identify youth and adult recreation needs. Appointed by and reporting to parks commission.	Parks & Recreation	6 to 9 months	Staff	Staffing is an issue, given other parks projects and priorities. An independent sports council currently exists.

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Prepare a Plan to Enhance Neighborhood Vitality – More proactive code enforcement – Create gateway entrances to neighborhoods – Sidewalks (re-construct and new) – Parkway Trees	Development Services	6 to 9 months	Two additional inspectors (\$160,000 in first year and \$120,000 annually thereafter). General Fund or Sanitation Fund	There are over 600 residential neighborhoods in Fort Smith Funding sources are in place
	Engineering	6 to 9 months	Staff time and \$15,000 (General Fund) for consulting engineer	
	Streets	Ongoing	\$1.65 million annually (Street Maint. Fund)	
	Engineering with help from Streets and Parks	3 to 6 months	Staff time and \$10,000 for consulting engineer (General Fund or Street Maint. Fund)	

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Technology Plan (including but not limited to apps for reporting service requests, on-line building permits, smart meters)	ITS	5 months	ITS dept. staff time	App for service requests is in development. Building permits may be obtained online currently.
	Utilities (smart meters)	12 to 18 months	Consultant services to evaluate and help establish customer service goals and policies; and cost/benefit analysis (\$50,000 - Water & Sewer Fund)	
Sell the Dream (post priorities at board meetings; schedule regular board discussion about priorities; publicize on cable TV access channel)	Administration & City Clerk	Ongoing	Staff time to: prepare and post exhibit boards; prepare written reports for board discussion; prepare postings for CATV access channel. Production of videos for airing on CATV access channel: \$8,000 per year. Funded from all operating funds.	