



Mayor – Sandy Sanders

City Administrator – Ray Gosack

City Clerk – Sherri Gard

Board of Directors

Ward 1 – Keith D. Lau

Ward 2 – Andre' Good

Ward 3 – Mike Lorenz

Ward 4 – George Catsavis

At Large Position 5 – Pam Weber

At Large Position 6 – Kevin Settle

At Large Position 7 – Philip H. Merry Jr.

AGENDA

Fort Smith Board of Directors Study Session

**August 27, 2013 ~ 12:00 Noon
Elm Grove Community Center
1901 North Greenwood Avenue**

1. Review proposed amendments to the Housing Repair and Rehabilitation Assistance Program
2. Review departmental service objectives for 2014 and their correlation with city-wide budget goals for 2014
3. Review preliminary agenda for the September 3, 2013 regular meeting



OFFICE OF THE CITY CLERK
Sherri Gard, CMC, City Clerk
Heather James, Assistant City Clerk

MEDIA RELEASE
August 23, 2013

The Fort Smith Public Library Community Room is unavailable for the upcoming study session scheduled for 12:00 Noon, Tuesday, August 27, 2013; therefore, such will be held at the **Elm Grove Community Center, Oak Room, 1901 North Greenwood.**

For agenda information, please contact the City Clerk's Office at 784-2208. Once finalized, the agenda will be posted on the city website, www.fortsmithar.gov.

A handwritten signature in blue ink that reads "Sherri Gard". The signature is written in a cursive style and is positioned above a horizontal line.

Sherri Gard, City Clerk

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August 27, 2013 Study Session

Memo

To: Ray Gosack, City Administrator
From: Matt Jennings, Director of Community Development
CC: Housing Assistance Board Members, Jeff Dingman, Assistant City Administrator and Wally Bailey, Director of Development Services
Date: 8/22/2013
Re: Recommendations to amend the Housing Repair and Rehabilitation Assistance Program provisions in Article VII of Chapter 6 of the Municipal Code

As you recall from our previous discussions, the decline in Community Development Block Grant (CDBG) funding received from the Department of Housing and Urban Development (HUD) over the years has made operating the housing assistance program more difficult especially when inflation is factored into the equation. The last amendments to the program were made in 2005.

Current Housing Assistance Ordinance

The current ordinance prescribes two separate programs for single family owner-occupied homes; one for emergency assistance in the amount of \$3,500 with a possible \$1,500 waiver by the Housing Assistance Board and the second program is for the total rehabilitation of the home to bring the structures up to current city codes.

In the emergency program it is no longer possible to re-roof a large home or perform an electrical rewire for under \$5,000.00 even with the waiver, especially for some of the larger homes such as those on N. 12th, 13th & 14th Streets between Grand Avenue and North "O" Streets. The application process for this program is continuously open at all times provided there is funding and the projects are generally completed within 30 days. No mortgages are placed on properties when emergency work is conducted.

The total rehabilitation program is opened via a notice in the newspaper and generally the list of applicants is closed once we have reached 20 completed applications which can occur within 2-3 days. The grants are currently \$15,000 (the mortgage is forgiven at 20% annually over a 5 year period) with a possible 10% waiver and a 3% loan up to \$10,000 (terms depending on ability to make payments). Also within this program materials only are purchased to fund projects in partnership with the Good Neighbors and World Changers programs every summer.

Proposed Amendments

The proposed amendments will streamline the program into one process which will provide for up to \$15,000 in grant funds which would be forgiven at 10% over a 10 year period by a recorded mortgage instrument. The amendments would allow for work to be done that will bring the eligible beneficiary's home up to current city codes. This program

would allow for a continuous open application process and allow the Housing Assistance Board to make emergency determinations based on medical conditions with the applicant.

I have provided the current ordinance with strikeouts to remove language and blue underlined language for insertion.

Housing Assistance Board Recommendation

David Smith, the city's housing assistance coordinator presented the amendments to the Housing Assistance Board and they recommended approval to the Board of Directors.

Should you have any questions or comments, please let me know. David Smith and I will be present at the board study session to answer any questions.



Article VII. - HOUSING AND REPAIR AND REHABILITATION ASSISTANCE PROGRAM

Sec. 6-301. - Established.

There is hereby established a housing and rehabilitation assistance program (the "Program") providing for that will make available to certain single family owner-occupied housing units in the city, money in the form of a grants or grant/loan combinations to be used to repair and rehabilitate private family owner-occupied residential structures which meet the eligibility requirements of the program.

(Ord. No. 53-81, § 1, 6-23-81; Ord. No. 58-05, § 1, 8-2-05)

Sec. 6-302 ~~304~~- Guidelines and restrictions for grants.

Grants and loans authorized under this article will be awarded according to the following guidelines and restrictions:

- (1) ~~A grant will be issued only to those owners of housing who at the time of the grant occupy the housing unit as a permanent dwelling place.~~ Only residential housing units occupied as a permanent dwelling place by an eligible grantee shall be eligible to be benefitted by grant funds;
- (2) ~~Grants will be issued only in the case that~~ The family occupying the housing unit has a ~~total annual income, giving consideration to all sources of income, consistent with~~ may not have a ~~the current department of housing and urban development's annual low income schedules;~~
- (3) Grants will be issued to owners only for the purpose of repairing or rehabilitating the owner's housing unit in such a manner as to cause the housing unit to meet the ~~at a minimum,~~ requirements of the city's construction codes, except in an emergency situation determined by the housing assistance board pursuant to Section 6-303(c) ~~those cases to which it is determined that the emergency aid program should apply, as described in subsection (7).~~ Determinations of proposed work meeting the requirements for meeting the city's construction codes will be made by the city administrator, or his designated representative.
- (4) No grants will be made in excess of fifteen thousand dollars (\$15,000.00); ~~unless an exceptional situation is found to exist, in which case the housing assistance board, after so finding, may authorize a ten (10) percent waiver to the fifteen thousand dollar (\$15,000.00) limit.~~
- (5) No grant will be paid directly to the owner of the housing unit but will be paid to the construction firm performing the repair or rehabilitation work upon satisfactory

completion as determined by the inspection by the city administrator, or his designated representative; All contracts for construction shall be approved in advance by the housing assistance board.

- (6) Any housing which receives a grant must be dedicated (by Program documents) to use as low to moderate income housing for a period of five ~~(5)~~ ten (10) years from the date of completion of the rehabilitation work. The grant is hereby forgiven at ~~twenty (20)~~ percent per year until the ~~five~~ ten-year period has expired. Any loan shall be repaid to the ~~housing assistance program~~ Program over a period of time determined by affordability, as described in the loan documents and at a three (3) percent annual interest rate; and,
- ~~(7) There is hereby established an emergency aid program, which will allow a maximum of three thousand five hundred dollars (\$3,500.00), unless an exceptional situation is found to exist, in which case the housing assistance board after so finding may authorize up to a one thousand five hundred dollar (\$1,500.00) waiver to the three thousand five hundred dollar (\$3,500.00) limit, to remedy structural, mechanical and electrical, health and safety threats to the occupants and/or neighbors.~~
- ~~a. No grant will be paid directly to the owner of the housing unit but will be paid to the construction firm performing the repair or rehabilitation work upon satisfactory completion as determined by inspection by the city administrator, or his designated representative.~~
- ~~b. A majority vote of the housing assistance board shall determine the existence of an emergency, approve the work order, and provide for the selection of the estimate for construction work prior to contract signing.~~
- (8) (7) The total cost of repair or rehabilitation work required to cause the housing unit to meet the requirements of the city's construction codes shall not exceed ninety-five (95) percent of the housing unit's value, after rehabilitation. current assessed value.
- ~~(9) There is hereby established an emergency aid grant program for second time grants. The grant will be provided in an amount not to exceed three thousand five hundred dollars (\$3,500.00) for homeowners who have previously received a housing assistance grant. Second time grant recipients shall not have received a housing assistance or emergency aid assistance grant during the previous five-year period. Second time grants shall be governed by all guidelines of the housing assistance and emergency aid grant programs. No waiver of grant amount for exceptional situation will be allowed for second time grants.~~

(Ord. No. 53-81, § 2, 6-23-81; Ord. No. 32-87, §§ 1—3, 4-21-87; Ord. No. 39-88, §§ 1—4, 5-17-88; Ord. No. 61-92, §§ 2—4, 10-6-92; Ord. No. 45-93, § 1, 10-19-93; Ord. No. 58-05, § 2, 8-2-05)

Sec. 6-303. - Waiver of limitations:

The limitation on the amounts of annual family income and the limitation on the amount of grants in section 6-302 may be waived by an amount not to exceed ten (10) percent of those limitations. The determinations to grant such waivers will be made only in the case of exceptional conditions and will be made by the housing assistance board.

(Ord. No. 53-81, § 3, 6-23-81)

Sec. 6-304~~303~~. - Housing assistance board.

There is hereby established a housing assistance board to administer portions of the housing assistance Program. established by this article according to the procedures set forth herein. The housing assistance board will be established according to the following requirements and with the following authorities:

- (1) The housing assistance board will be appointed by the board of directors and will have seven (7) members. Initially, three (3) members will be appointed for one-year terms and four (4) members will be appointed for two-year terms. Thereafter, all terms will be for two (2) years. All members of the housing assistance board will be residents of the city and will serve at the will of the board of directors. *The housing assistance board shall select a chairperson from among its membership.*
- (2) Within thirty (30) days of appointment, the housing assistance board shall hold an initial meeting and elect a chairman. Within thirty (30) days of such first meeting, the housing assistance board shall have established rules and regulations for the conduct of its business. Such rules and regulation shall provide for a procedure for receipt and processing of applications pursuant to this article and shall provide an opportunity for applicant hearings and by such date the board shall meet on call. *The Housing Assistance Board Rules and Regulations of September 11, 2010, are approved.*
- (3) In exercising the authority to make grants, loans, and the authority to make waivers of limitations, the housing assistance board will establish and make available for public inspect on regulations that may include, but shall not be limited to: limits on total net worth of the applicant, establishing inability to obtain finance to pay a portion of the cost of repair or rehabilitation from any source including financial institutions, other government programs, relatives and/or installment payment arrangements with the contractor relatives and/or installment payment arrangements with the contractor doing the repair or rehabilitation work.

The housing assistance board has the authority:

- (a) To determine eligibility for a grant or grant/loan combination solely according to the provisions of this article and to maintain a list of approved applicants for grants;
- (b) To approve the form documents to be utilized in the Program including, without limitation, construction of contract documents for use by building contractors and grantees;
- (c) Upon application submitted by an eligible homeowner within the city, to approve emergency grants with priority to receive funds in advance of eligible grantees on the list provided for in (a) above, upon a determination by the housing assistance board that a medical condition of one or more residents of the subject structure or a significant violation of the city's Life Safety Code by an existing condition of the subject structure warrants emergency grant treatment of the subject residential structure;
- (d) Upon application by an eligible homeowner within the city, to approve up to a \$10,000.00 loan supplement to a grant upon determination of the housing assistance board that the supplemental amount is needed to cause the subject structure to conform to city code requirements;

~~(4) The housing assistance board will have the authority to approve the issuance of grants and loans according to restrictions listed in this article and will have the authority to make waivers of limitations listed in this article to the extent allowed by this article.~~

(Ord. No. 53-81, § 4, 6-23-81; Ord. No. 53-95, § 1, 6-20-95; Ord. No. 58-05, § 3, 8-2-05)

Cross reference— Boards, commissions, etc., generally, § 2-231 et seq.

Sec. 6-305302. - Budgetary control; contract payments.

The provisions of this article are subject to funds available for the Program will be established by the budgeted appropriations for the city's housing assistance programs by the board of directors. The Program established may be withdrawn, amended or otherwise affected, in whole or part, by the board of directors at any time. and Any grant or grant/loan combination may be revoked, even after approval, up to the date on which the contractor commences substantial performance of the repair or rehabilitation work. All Any contracts for such repair or rehabilitation work which are to be paid in whole or in part from grant funds are subject to the restrictions of this section. even as to the portion of such contract not to be paid from grant funds. (Ord. No. 53-81, § 5, 6-23-81; Ord. No. 58-05, § 4, 8-2-05)

Sec. 6-306305. - Approval of contracts.

The city administrator or his designated agent is authorized to approve contracts documents between building contractors and private homeowners to accomplish work authorized under this article provided that the terms of the contract have been previously approved by the housing assistance board.

(Ord. No. 53-81, § 6, 6-23-81)

HOUSING ASSISTANCE BOARD
RULES AND REGULATIONS

COMMUNITY DEVELOPMENT DEPARTMENT
CITY OF FORT SMITH

Housing Assistance Board **Rules and Regulations**

Adopted: 06 January 2011

Established.

The Housing Assistance Board was established by the Board of Directors on April 6, 1976, to review applications and approve grants and loans to owners of housing units in the city to repair and rehabilitate private residential structures. Grants and loans are available through the Community Development Block Grant and / or the HOME Investment Partnership Act program(s)
(Appendix A; Ord. No. 58-05)

Composition.

The Housing Assistance Board consists of seven (7) persons serving two-year (2) terms who shall be qualified electors of the city and owners of or tenants in real property located in the city. And those elected to the Housing Assistance Board shall not hold any other municipal office or appointment.

Appointment.

The members of the Housing Assistance Board shall be appointed by the City of Fort Smith Board of Directors.

Terms.

The Housing Assistance Board will consist of seven (7) members, initially three (3) will be appointed for one-year terms and four (4) members will be appointed for two-year terms. Thereafter, all terms will be for two (2) years. All members of the Housing Assistance Board shall serve at the will of the Board of Directors.

Officers.

At its first meeting after appointment and annually thereafter (normally the April meeting), the Housing Assistance Board shall meet and select from its membership a chairperson, a vice-chairperson and such other officers as it may require. The chairperson may only hold that position for two consecutive terms.

Removal.

Any situation wherein a member of the Housing Assistance Board fails to attend a regular meeting without reason given to city Housing Assistance Staff, will be conveyed to the board. A vote at the next regular meeting will determine if the absence is excused. If said absence shall be determined non-excused by vote of the Housing Assistance Board after three (3) consecutive non-excused absences that member shall be deemed to have resigned and a vacancy shall exist in that position.

Vacancies.

Any vacancy occurring in the membership of the Housing Assistance Board, due to other than expiration of term, shall be filled by appointment by the city Board of Directors for the unexpired term.

Compensation.

The members of the Housing Assistance Board shall serve without compensation.

Conflict of interest.

No member of the Housing Assistance Board shall be interested, directly or indirectly, in any grant, contract or job for work or materials or the profits thereof. Also, no member of the Housing Assistance Board shall participate in any decision regarding any transaction coming before the Housing Assistance Board in which such member has a personal, business, and/or financial interest.

(Appendix B; Code of Business Conduct)

Confidentiality.

Housing Assistance Board members may be given personal and financial information of an owner/applicant for housing assistance. Although this information may be subject to the Freedom of Information Act (FOIA) it is incumbent that the protection of the owner/applicant's personal information be kept with the strictest confidentiality as set by the city's Code of Business Conduct* that all employees and appointees must adhere to.

*(Appendix B; Code of Business Conduct)

Powers, duties.

The Housing Assistance Board shall have the purposes, powers, duties and authority set forth in Ord. No. 58-05 to review applications as necessary, the board shall also have the duty of approving grants and loans to owners of housing units in the city to repair and rehabilitate private residential structures within the guidelines of HUD policies. (*Fair Housing Equal Opportunity policy and the parameters of the law) Also the board may have the duty to serve as an owners appeal board;

(1) The owner, or the owner's duly authorized agent, may appeal a decision of the Community Development Staff to the Housing Assistance Board when, and only when, any one of the following conditions is claimed to exist:

(a) The Staff rejected or refused to approve an owner's application without merit of any of the policies or procedures mandated by City or the department of Housing and Urban Development (HUD) or if Fair Housing/ Equal Opportunity rights have been violated.

(b) The owner has a claim that improper (inferior) work was performed through the housing assistance program without permit, or inspection by the City Building Safety Department.

(c) Every effort has been made by city staff to resolve the situation without success.

(2) Appeals may be orally requested or in writing but must be filed with Community Development Staff within thirty (30) calendar days to assure placement on the agenda for the Housing Assistance Board's next regular meeting.

(a) If the Housing Assistance Board cannot resolve the issue, the matter will then be put before the City Board of Directors by the Housing Assistance Board chairperson at the next available board meeting.

*(Appendix C; Resolution 2214)

Other duties.

(1) The city Housing Assistance staff is responsible for all work related duties and also require the ethical behavior of contractors to be beyond reproach; therefore when deemed necessary will also impose any disciplinary / remedial actions regarding contractor performance including: liquidated damages and other disciplinary actions including dismissal of contractors. However if the contractor believes that the Housing Assistance staff's decision is unfair the Housing Assistance Board may also be asked to hear the grievance and may make board recommendations to the Housing Assistance staff.

(2) The Housing Assistance Board may also be asked for input regarding Housing Assistance policy changes periodically, as well as approval of said policy changes by acclamation.

APPENDIX: A

ORDINANCE # 58-05

Adm

3.

ORDINANCE NO. 58-05

AN ORDINANCE ADOPTING AMENDMENTS TO THE PROVISIONS OF THE HOUSING REPAIR AND REHABILITATION ASSISTANCE PROGRAM CODIFIED IN ARTICLE VII OF CHAPTER 6 OF THE FORT SMITH CODE OF ORDINANCES

BE IT ORDAINED AND ENACTED BY THE BOARD OF DIRECTORS OF THE CITY OF FORT SMITH, ARKANSAS THAT:

SECTION 1: Section 6-301 of the Fort Smith Municipal Code is hereby amended to read as follows:

Section 6-301. Established

There is hereby established a housing assistance program that will make available to certain single family owner-occupied housing units in the city, money in the form of a grant or grant/loan combination to be used to repair and rehabilitate private residential structures.

SECTION 2: Section 6-302 of the Fort Smith Municipal Code is hereby amended to read as follows:

Section: 6-302. Guidelines and restrictions for grants and loans

Grants and loans authorized under this article will be awarded according to the following guidelines and restrictions:

- (1) A grant will be issued only to those owners of housing who at the time of the grant occupy the housing unit as a permanent dwelling place.
- (2) Grants will be issued only in the case that the family occupying the housing unit has a total annual income, giving consideration to all sources of income, consistent with the current Department of Housing and Urban Development's annual low income schedules.
- (3) Grants will be issued to owners only for the purpose of repairing or rehabilitating the owner's housing unit in such a manner as to cause the housing unit to meet at a minimum, requirements of the city's construction codes, except in those cases to which it is determined that the emergency aid program should apply, as described in subsection (7). Determination of requirements for meeting the City's construction codes will be made by the city administrator, or his designated representative.

*Approved as to form
JRC
Publish time*

- (4) No grants will be made in excess of fifteen thousand dollars (\$15,000.00), unless an exceptional situation is found to exist, in which case the housing assistance board, after so finding, may authorize a ten (10) percent waiver to the fifteen thousand dollar (\$15,000.00) limit.
- (5) No grant will be paid directly to the owner of the housing unit but will be paid to the construction firm performing the repair or rehabilitation work upon satisfactory completion as determined by the inspection by the city administrator, or his designated representative. All contracts for construction shall be approved in advance by the housing assistance board.
- (6) Any housing which receives a grant must be dedicated to use as low to moderate income housing for a period of five (5) years from the date of completion of the rehabilitation work. The grant is hereby forgiven at twenty percent (20%) per year until the five (5) year period has expired. Any loan shall be repaid to the housing assistance program over a period of time determined by affordability and at a three percent (3%) annual interest rate.
- (7) There is hereby established an emergency aid program, which will allow a maximum of three thousand five hundred dollars (\$3,500.00), unless an exceptional situation is found to exist, in which case the housing assistance board after so finding may authorize up to a one thousand five hundred dollar (\$1,500.00) waiver to the three thousand five hundred dollar (\$3,500.00) limit, to remedy structural, mechanical and electrical, health and safety threats to the occupants and/or neighbors.
 - A. No grant will be paid directly to the owner of the housing unit but will be paid to the construction firm performing the repair or rehabilitation work upon satisfactory completion as determined by inspection by the city administrator, or his designated representative.
 - B. A majority vote of the housing assistance board shall determine the existence of an emergency, approve the work-order, and provide for the selection of the estimate for construction work prior to contract signing.
- (8) The total cost of repair or rehabilitation work required to cause the housing unit to meet the requirements of the City's construction codes shall not exceed ninety-five percent (95%) of the housing unit's value, after rehabilitation.
- (9) There is hereby established an emergency aid grant program for second time grants. The grant will be provided in an amount not to exceed three thousand five hundred dollars (\$3,500.00) for homeowners who have previously received a housing assistance grant. Second time grant recipients shall not have received a

housing assistance or emergency aid assistance grant during the previous (5) year period. Second time grants shall be governed by all guidelines of the housing assistance and emergency aid grant programs. No waiver of grant amount for exceptional situation will be allowed for second time grants.

SECTION 3: Section 6-304 of the Fort Smith Municipal Code is hereby amended to read as follows:

Section 6-304. Housing assistance board.

There is hereby established a housing assistance board to administer portions of the housing assistance program established by this article according to the procedures set forth herein. The housing assistance board will be established according to the following requirements and with the following authorities:

- (1) The housing assistance board will be appointed by the board of directors and will have seven (7) members. Initially, three (3) members will be appointed for one-year terms and four (4) members will be appointed for two-year terms. Thereafter, all terms will be for two (2) years. All member of the housing assistance board will be residents of the city and will serve at the will of the board of directors.
- (2) Within thirty (30) days of appointment, the housing assistance board shall hold an initial meeting and elect a chairman. Withing thirty (30) days of such first meeting, the housing assistance board shall have established rules and regulations for the conduct of its business. Such rules and regulation shall provide for a procedure for receipt and processing of applications pursuant to this article and shall provide an opportunity for applicant hearings and by such date the board shall meet on call.
- (3) In exercising the authority to make grants, loans, and the authority to make waivers of limitations, the housing assistance board will establish and make available for public inspection regulations that may include, but shall not be limited to: limits on total net worth of the applicant, establishing inability to obtain finance to pay a portion of the cost of repair or rehabilitation from any source including financial institutions, other government programs, relatives and/or installment payment arrangements with the contractor doing the repair or rehabilitation work.
- (4) The housing assistance board will have the authority to approve the issuance of grants and loans according to restrictions listed in this article and will have the authority to make waivers of limitations listed in this article to the extent allowed by this article.

SECTION 4: Section 6-305 of the Fort Smith Municipal Code is hereby amended to read as follows:

Section 6-305. Budgetary control; contract payments.

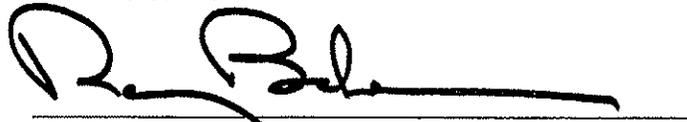
The provisions of this article are subject to the budgeted appropriations for the City's housing assistance programs. The programs established may be withdrawn, amended or otherwise affected by the board of directors at any time and any grant may be revoked, even after approval, up to the date on which the contractor commences substantial performance of the repair or rehabilitation work. All contracts for such repair or rehabilitation work which are to be paid in whole or in part from grant funds are subject to the restrictions of this section even as to the portion of such contract not to be paid from grant funds.

Section 5: EMERGENCY CLAUSE:

It is hereby found and determined that an emergency exists in the administration of the City's Housing Repair and Rehabilitation Assistance Program and the adoption and immediate effectiveness of the amendments to the Housing Repair and Rehabilitation Assistance Program is necessary for the health, safety and welfare of the inhabitants of the City of Fort Smith. Therefore, this Ordinance shall be effective as of the date of Ordinance. The amendments to section to Section 6-304 are adopted for the purpose of clarifying the authority of the Housing Assistance Board and shall not be interpreted as to require the re-appointment of the board or the chairman of the board.

PASSED AND APPROVED THIS 2^d DAY OF August, 2005

APPROVED:



Mayor

ATTEST:


City Clerk

APPENDIX: B

CODE OF BUSINESS CONDUCT

APPENDIX B CODE OF BUSINESS CONDUCT*

***Editor's note:** Ord. No. 88-04, § 1, adopted December 21, 2004, adopted the Code of Business Conduct, effective January 1, 2005. Amendments to the Code of Business Conduct are indicated in parenthetical notes following the amended sections. Sections not followed by parenthetical notes are set out as originally adopted by Ord. No. 88-04.

I. Definitions.II. Code of Business Conduct.III. Enforcement.

This Code of Business Conduct sets out basic principles and standards of conduct to guide all elected officials, appointed officials, employees and volunteers who represent the city in any capacity. The Code is to promote public confidence in the integrity of city government and its effective and fair operation. This Code is a means to employ independent, objective judgment in the performance of municipal duties. Municipal matters are to be based on merit, free from avoidable conflicts whether real or apparent.

The city is committed to treating public services as a public trust. The city desires to use the power and resources of public service to advance the public trust and not for the purposes of attaining personal or private benefit.

The city does not want this policy to discourage anyone from serving the city in any appointed, elected or volunteer position. Some municipal representatives, such as independent contractors, vendors and volunteers, may conduct business with the city in their capacity as business persons. However, under this policy, those same municipal representatives would be required to abstain or recuse themselves when a decision they influence may provide personal benefit or gain to them.

The Code of Business Conduct addresses standards for ethical behavior by municipal representatives. As with any policy, it is not possible to provide guidance for all improper business practices. If a situation arises which is ambiguous or is not specifically addressed by this Code, municipal representatives should avoid the conflict of interest or compromising action. If a municipal representative has questions or concerns, he or she may contact the city's internal auditor for guidance.

I. Definitions.

A. *Appointed officials.* Persons appointed to serve or confirmed to serve on any municipal board, commission, authority or committee as authorized in the City of Fort Smith Code of Ordinances and Arkansas law, specifically including, without limitation, boards, commissions, authorities or committees having status as a public body corporate and politic independent of the City of Fort Smith.

B. *Arkansas Ethics Commission.* The commission established by A.C.A. § 7-6-217 to review reported violations of conduct by elected and appointed officials.

C. *Business entity.* Any of the following entities whether or not carried on for the purpose of profit: business, sole proprietorship, firm, partnership, unincorporated association, venture, trust, or corporation.

D. *Contract.* Any arrangement or agreement pursuant to which any material, service or other thing of value is to be furnished for a valuable consideration or is to be sold or transferred. For purposes of this Code, "contract" does not include:

1. Contracts awarded to the lowest responsible bidder based on competitive bidding procedures;
2. Merchandise sold to the highest bidder at public auctions;
3. Investments or deposits in financial institutions which are in the business of loaning or receiving monies;
4. Contracts with a corporation in which a municipal representative exercising an official action holds a de minimus interest, i.e., five (5) percent or less.

E. *Employee.* Any person holding any paid position of employment with the city.

F. *Fiduciary duty.* A responsibility of, relating to, or involving a confidence or public trust.

G. *Gift.* Any payment, entertainment, advance, services, or anything of value, unless consideration of equal or greater value has been given therefore. Per state law, an allowable gift to public officials is anything which is fifty dollars (\$50.00) or less in value.

H. *Independent contractor.* A person or entity other than an officer or employee who is paid for services rendered to the city pursuant to a contract for services and any officer, employee, agent, volunteer or subcontractor of such people or entity.

I. *Interest.* A substantial interest held by an individual that is:

1. An ownership in a business;
2. A creditor interest in an insolvent business;
3. An employment or a prospective employment for which negotiations have begun;
4. An ownership interest in real or personal property;
5. A loan or any other debtor interest; or
6. A directorship or officership in a business.

The term "interest" is intended to reflect a pecuniary, property, or commercial benefit, or any other benefit the primary significance of which is economic gain or the avoidance of economic loss, but does not include any matter in which a similar benefit is conferred to all persons or property similarly situated. An interest of the following persons and entities will be deemed to constitute an interest of a municipal representative:

- a. Any relative of a municipal representative; or
- b. Any business entity in which the municipal representative is an officer, director, employee, partner or owner; or
- c. Any business entity in which the municipal representative owns or controls shares of stock, the aggregate of which constitutes more than one (1) percent of the shares of the business entity then outstanding. Participation in a stock mutual fund shall not be considered an interest in a business entity of which the mutual fund owns or controls shares of stock.

J. *Municipal representative.* An officer, elected official, appointed official, employee, independent contractor, or volunteer of the city, including candidates for elected positions.

K. *Officer.* All elected or appointed officials including but not limited to:

1. Mayor;
2. Director;
3. District judge;

Laws governing employee involvement in political activities shall be adhered in accordance with federal and state laws. Specifically, A.C.A. § 21-1-501 through § 21-1-503 will be followed.

F. *Misuse of position.* All municipal representatives have a fiduciary duty to refrain from using their positions in any manner for personal or private gain or which is detrimental to the public good. Municipal representatives must be mindful that the appearance of impropriety can be as corrosive as an actual impropriety, and must strive to avoid situations which may create an appearance of impropriety.

G. *Misuse of city assets.* Municipal representatives must not request, direct or permit for personal use the use of any city vehicle, equipment, or facilities not available to the general public. City funds and resources shall not be directed for personal use or gain by municipal representatives.

H. *Confidential information.* Municipal representatives shall respect the confidentiality of information concerning city property, personnel or proceedings of the city. They shall neither disclose confidential information without proper authorization, nor use such information to advance their personal interests.

I. *Nepotism.*

1. *Employment procedures.* It shall be a violation of the Code to engage, hire or appoint a relative of a municipal representative unless the city's personnel policies applicable to such employment appointment have been followed.

2. *Terms of engagement.* Municipal representatives are prohibited from influencing or attempting to influence the compensation, benefits, or other terms and conditions of engagement by or service to the city applicable to any relative of a municipal representative.

J. *Gifts.* Gifts in value greater than fifty (\$50.00) shall not be accepted by municipal representatives for services or official actions while performing official duties of his or her position. The acceptance of cash or the equivalent is never permitted. Municipal representatives shall not solicit gifts. The city follows state law regarding the definition of gifts in A.C.A. § 21-8-401 through § 21-8-804.

K. *Outside employment or service.* Municipal representatives shall not engage in or accept any employment or service, other than employment by the city, if such employment or service reasonably would tend to impair the municipal representative's independence of judgement in the performance of his or her duties. Outside employment by employees must follow applicable city personnel policies.

L. *Fund-raising activities.* Political fund-raising is prohibited by municipal representatives on city time, in a city uniform, and in a city workplace. Charitable fund-raising by employees in a city workplace and on city time must be approved by the city administrator.

M. *Contracts with the city.* Municipal representatives shall not be engaged as a vendor or independent contractor with the city when their city position is a factor in the decision-making process and the relationship would create a conflict of interest.

N. *Crimes.* Municipal representatives may be removed from their position if convicted of a felony or a misdemeanor which relates directly to their official duties.

O. *Discrimination.* Municipal representatives shall not violate any federal, state or city laws prohibiting discrimination.

P. *Sexual harassment.* Municipal representatives shall not violate any federal, state or city laws prohibiting sexual harassment.

Q. *Retaliation.* Municipal representatives shall not violate any federal, state or city laws prohibiting retaliation, including retaliation against whistle blowers or those filing claims against

the city. Specifically, A.C.A. § 21-1-601 through § 21-1-609 will be enforced.

R. *Similar conduct.* Other similar conduct which threatens the public confidence in the integrity of government including but not limited to illegal conduct, conduct which puts self interest before public interest, or conduct involving dereliction of duties is prohibited

S. *Other policies or rules of conduct.* A municipal representative may be required to follow more stringent policies or rules of conduct, such as departmental personnel policies. The more stringent policies or rules must be followed.

III. Enforcement.

A. *Complaints.* A verified complaint in writing, signed by someone with personal knowledge of the facts giving rise to the complaint, which states the name of any person alleged to have committed a violation of the Code and which sets forth the particulars thereof shall be reported to:

1. State ethics commission for violations involving elected officials;
2. City board of directors for violations involving appointed officials and volunteers; and
3. Director of human resources for violations involving employees.

The filing of a frivolous complaint by a municipal representative shall be a violation of this code.

B. *Investigation.* Following receipt of an internal or external verified complaint or upon the receipt of other information, whether or not under oath, that provides a reasonable basis to believe that a violation of the Code has been committed or that an investigation of a possible violation is warranted, the city internal auditor will provide a written report within five business days of receiving the complaint. If evidence exists that a violation has occurred, the violator shall be notified and the report shall be presented to the appropriate level of authority.

C. *Corrective action and sanctions.* If a violation has been determined, the state ethics commission, board of directors or director of human resources shall recommend an appropriate penalty or corrective action in accordance with applicable laws and/or city personnel policies.

APPENDIX: C

RESOLUTION No. 2214

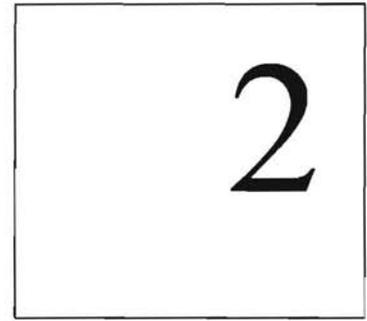
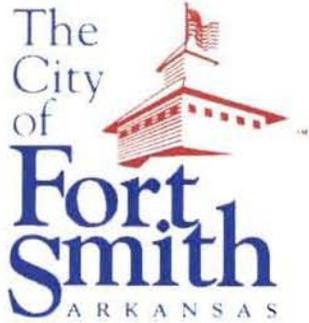
RESOLUTION NO. 2314

A RESOLUTION ADOPTING A FAIR HOUSING PROGRAM/POLICY FOR THE CITY OF FORT SMITH AND REAFFIRMING ITS SUPPORT OF TITLE VIII OF THE CIVIL RIGHTS ACT OF 1968

WHEREAS, the City of Fort Smith is now receiving Federal Funds through the Community Development Block Grant Program; and,
WHEREAS, as a basic requirement for receiving CDBG funds the City of Fort Smith is committed to take action to affirmatively further fair housing in the sale or rental of housing; and,
WHEREAS, it is the intention of the Board of Directors of the City of Fort Smith to provide fair housing to each and every person regardless of race, color, religion, national origin, or sex, as stated in Resolution No. 795 and Section 4 of Resolution No. 2104; and,
WHEREAS, after four public meetings and a thorough review of Fort Smith's current need in this area it has been determined that implementation of existing Federal laws through an educational program and liaison position would be the most effective method to affirmatively further Fair Housing; and,
WHEREAS, the Community Development Advisory Committee, established by Resolution No. 1914 and created to serve in an advisory role in conjunction with the Board of Directors in its capacity as the voice of the citizens, has recommended the below-outlined Fair Housing Program/Policy for the City of Fort Smith;

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE CITY OF FORT SMITH, ARKANSAS, THAT:

- SECTION 1: Title VIII of the Civil Rights Act of 1968 and City of Fort Smith Resolution No. 765 are hereby reaffirmed endorsing Fair Housing rights for each and every person regardless of race, color, religion, national origin, or sex.
- SECTION 2: The City will develop informational material and posters to inform citizens of their rights regarding Fair Housing and indicate in said material the contact person within the City that has been designated to handle Title VIII complaints.
- SECTION 3: The City Administrator or his designated agent is hereby authorized to act as Fair Housing Officer liaison to assist and educate the public on their rights and the procedure presently available to them to have their complaints reviewed, investigated, and resolved.
- (a) The Officer will assist complainants in contacting the appropriate Federal agency concerning equal opportunity.
 - (b) When appropriate, the Officer is to make immediate contact with the respondent named, to attempt immediate resolution of any problem or violation that exists with regard to the respondent's obligation toward the Federal Fair Housing laws applicable to him.
 - (c) The Officer shall cooperate with and afford assistance to Federal, State, Local and other public or private agencies or organizations which are also formulating or carrying on programs to prevent or eliminate discriminatory housing practices.



August 23, 2013

MEMORANDUM

TO: Ray Gosack, City Administrator

FROM: Kara Bushkuhl, Director of Finance

SUBJECT: 2014 Budget Goals and Departmental Service Objectives

Attached are the city-wide goals that were discussed at the board retreat. The correlation between the goals and departmental service objectives will continue to be refined as the budget process continues.

The departmental service objectives for 2014 are attached. All departments have been asked to attend the study session in the event that the directors have specific questions.

If you have any questions or require more information, please let me know.

POSSIBLE 2014 BUDGET GOALS

Engage the public in strategic decision making. **(Pending further board discussion.)**

- I. Enhance services for the homeless by supporting construction and operation of a homeless campus.
- II. Provide additional recreation opportunities by planning and constructing an aquatics center at Ben Geren Park; a softball tournament complex at Chaffee Crossing; and a riverfront soccer complex.
- III. Continue advocacy of the Interstate 49 project by lobbying AHTD, federal and state legislators and the Federal Highway Administration.
- IV. Plan for Fort Smith's future by establishing a vision and completing the update of the comprehensive plan.
- V. Initiate and develop economic growth strategies to increase the job market with higher paying jobs as well as support the construction of the regional intermodal freight facilities and Interstate 49.
- VI. Enhance neighborhood vitality with more proactive code enforcement, creating gateway entrances to neighborhoods, improving public sidewalks, and planting parkway trees. **(Pending further board discussion.)**

Identify initiatives to attract and retain young professionals living and working in Fort Smith. **(Pending further board discussion)**

2014 SERVICE OBJECTIVES—MAYOR

1. Continue economic development efforts. Work with the Fort Smith Regional Chamber of Commerce and the Arkansas Economic Development Commission to work with existing businesses and industries to retain existing jobs, and support efforts to attract new jobs.
2. Maintain leadership in regional development, including partnering with Western Arkansas Planning and Development District, Frontier Metropolitan Planning organization, Regional Intermodal Transportation Authority, Sebastian County Regional Solid Waste Management District and area city and county governments.
3. Maintain close working relationships with local state and federal elected officials and staff members.
4. Continue emphasis on city wide clean-up and beautification.
5. Maintain effective working relationships with agencies impacting Fort Smith, including the Corps of Engineers, Federal Highway Administration, Federal Aviation Administration and the Arkansas Highway and Transportation Department.
6. Professionally represent the City at appropriate events and activities.
7. Promote Fort Smith to residents, businesses and visitors.

2014 – Goals & Priorities

4111 Downtown Development

August 2013

1. We will continue to work with property owners to encourage them to lease or sell their vacant property within the boundary of the CBID (Central Business Improvement District.) Although the inventory of vacant buildings has been reduced substantially, there are still some prime locations in need of major repairs before they can even be leased. Through our Neighborhood Services process we will press even harder on these owners to either repair or sell the property “as is” using a fair market value selling price. If the repairs are not completed through the Neighborhood Services’ normal process, it will be a priority for Downtown Development to require court dates to be set. This is different from prior years where we have been somewhat lenient on the property maintenance code in Downtown.
2. We are in the final stages of relocating the Pioneer RR Maintenance yard to the area on South R Street between Towson and Wheeler. The improvements to the area after the relocation has taken place will include the closure of a section of North A between Riverfront Drive and North 2nd. In addition a new Splash Park is planned for the Compass Park area, just west of the Park at West End. Private sector money has been discussed but is predicated on the amount of Public funding which will be ear marked for this project. Continuing the efforts in locating these monies will certainly remain a goal for Downtown Development.
3. With the new marketing plan in place by early 2014 it will be a priority to have a strong marketing effort for Downtown Fort Smith and our Riverfront. This will include outdoor advertising, engaging AEDC and our local Chamber. In addition, through site selectors seek local and national corporate headquarters which are looking for expansion or new locations. We will also use the internet to provide a tremendous amount of information about Fort Smith, both Downtown and the Riverfront from North B to just north of North P Street to encourage investors.
4. With Downtown playing such a large role in Fort Smith’s Heritage Tourism as Economic Development, it will be a priority to continue to include our historic infrastructure predominantly located in Downtown as part of our marketing efforts. With our new logo in place showing iconic things projecting our historic image, this goal fits in with what we have been working on for the past 5 years. Our previous efforts have given us recognition by magazines focused on tourism and history throughout the nation. We will increase this recognition by including additional historic interests located in Downtown currently and those planned for the future.
5. One objective to assist the citizen and tourist in Downtown is to install way finding signage. These signs will help the pedestrian to locate a potential location of interest they want to visit by showing them where they are and how to walk to their destination. We have all used “You Are Here” signs in other cities. Adding this amenity to our beautiful new sidewalks will be a

tremendous economic generator by providing needed information at the time the pedestrian needs it. The businesses the pedestrian visits will benefit from increased sales. We will also add QR Codes on the signs for the visitor to access additional information like web sites, menus and historic points of interest. Funding for this will need to be located using public monies with hopes to locate private sector matches.

6. Downtown Development will continue to encourage both public and private investment in the district. Our successful campaign of changing the image to more of a Live, Work and Play environment has given the citizens the true message about Downtown Fort Smith. Our residential numbers are higher than they have ever been in the past 10 year. This is largely due to changing a negative mindset by the citizens to a positive way of thinking about their Downtown. Our goal is to increase our residential numbers in 2014-15 by 15-20%. In addition our goal of increasing our employment numbers within the boundary by 3-5% or from 150-300 employees. These employees and added residents spend more dollars in our Downtown businesses giving an economic boost to the district. Therefore the investment dollars is not just about the money spent on the construction project, but the money spent by the employees on the construction job, new businesses' employees and new residential tenants. They all spend money in the other Downtown businesses.
7. In relation to the goal to increase investors in Downtown and the Riverfront we will have an additional goal to create a charting project to allow comparisons of the increases in dollars invested in Downtown from 1 year to the next. We are not speaking of sales dollars as that is almost impossible to track. This is construction costs and project dollars will be added by classification of new investment, maintenance or renovation to the building. These are important numbers to show new investors so they can see the progress with more than just a picture of a before and after of a building. We also typically say we have had over 70 million dollars invested in the district over the last 6 years. Yes that is true, but with this new procedure in place we can show what those dollars were actually spent on. A new courts Building, A new multi-million dollar Hanna Oil and Gas private investment project or hail storm maintenance that caused millions in construction costs. All of this information is in addition to the information on what type of businesses have located in these buildings.
8. In addition to the current large events we sponsor with the Fort Smith Riverfront Blues Fest and the Cox Communications Community Concert and several additional smaller events, we will research the possibilities of creating a new large event. We will also look into the possibilities of creating larger event out of the current signature events that we currently have. By this I am speaking of a more recognizable artist. Several of our events have such strong knowledge in organizing these music festivals that we should not try to reinvent the wheel. We will research the different genre's and bring to the board some suggest on signature events.

2014 DISTRICT COURT SERVICE OBJECTIVES

1. Cross training of the court's support personnel to ensure efficient and high quality service to the patrons of the court. The Court will continue to emphasize education and the development of its personnel in areas of procedure, professional skills and statutory basis for the Court's operations. The court staff will also work toward certification through state training, the Arkansas District Court Clerks Association and through the National Center for State Courts.
2. Increase court revenues by utilizing resources available to the Court to reduce expenditures and through aggressive collection procedures/programs.
3. Review and update the Court's Procedural Manual to implement legislative changes
4. Increase technology and automation through the implementation of a new case management software program.
5. Continue to identify further measures to improve court services and performance by implementing the following measures: 1) Establish data collection methods and reporting of the court's administrative functions to clarify performance measures. 2) Case processing clearance rate - % of cases set for trial 3) Contempt warrant clearance rate - % of warrant for failing to pay fines 4) Accounts receivable clearance rate - assess how much is owed to the court and what % is past due.

CITY PROSECUTOR
2014 SERVICE OBJECTIVES

1. Establish process by which pro se defendants (those not represented by counsel) are able to contact this office and discuss their case prior to trial.
2. Pro-actively review cases appealed to Circuit Court from District Court.
3. Continue accessibility to other city agencies for consultation and advice.
4. To continue to provide legal training, advice, and assistance for law enforcement officers.

Internal Audit 2014 Service Objectives

1. Assist departments with required audit procedures for outside regulating entities.
2. Perform performance audits determined based on risk assessment and audit plan approval.
3. Continue to aid departments in establishing key performance indicators so that administration and the Board of Directors as well as the public can see the continuous improvement that all city departments strive for.
4. Perform detailed risk assessment with administration and department heads.
5. Continue key performance measures in the internal audit department as follows:

Key Performance Indicators					
	2011 Actual	2012 Actual	2013 Target	2013 Estimated	2014 Target
Implement continuous monitoring procedure	1	1	1	1	2
Perform petty cash counts for each department	New Indicator	New Indicator	24	24	24
Percentage of recommendations implemented by departments	New Indicator	New Indicator	80%	90%	80%
Provide staff training through Webb Watch	New Indicator	2	2	2	2

HUMAN RESOURCES DEPARTMENT 2014 SERVICE OBJECTIVES

1. Maintain and administer a fair and competitive wage & compensation system.
2. Manage the medical insurance benefit program to provide quality health care at an affordable fair cost to the City's employees and their families.
3. Manage a cost-effective workers' compensation program.
4. Continue customer service training for targeted positions
6. Review the possible alternatives for implementing an electronic performance appraisal system
7. Work with IT to set up an intranet for the city's employees.
8. Go paperless with all personnel status changes

CITY CLERK 2014 SERVICE OBJECTIVES

1. Provide diverse administrative services to the public, Mayor, Board of Directors, Administration and staff.
2. Provide prompt processing of official documents, legal publications, codification of ordinances.
3. Provide up to date information on department's web page.
4. Provide training opportunities to staff to continually increase knowledge and skill for benefit of staff and citizen customers.
5. Provide quality programming on Government Access Channel 6 and upgrade equipment/software to enhance existing channel capabilities.
6. Conduct municipal elections in compliance with city and state codes for the positions of mayor and directors-at-large.

FINANCE-2014 SERVICE OBJECTIVES

1. Implement succession plan by hiring a Deputy Director of Finance July 2014 for eventual promotion to director position over a three to four year time table.
2. Refine the web based system for the general ledger by preparing a strategic plan during 2014 and implementing the new system in in 2015.
3. Enhance online city payment options with more user-friendly capabilities.
4. Provide budget monitoring for all city departments.
5. Continue to update and monitor Finance's key performance indicators (KPI) as follows:

Finance Department-Key Performance Indicators

Name	Frequency	Purpose	Measurement
Number of days to close the year/month	Yearly/Monthly	Each month and yearly period requires that the accounting records be closed to complete the cycle of transactions. The duration of the close shows the efficiency of the entire process including the journal entries, reconciliations, and other required steps.	Manual measurement at the beginning of the closing period until the ending of the closing period. Target: for month & quarter end-10th day of the following month; for year-end-by February 5 of the following year. Monthly and quarterly closings were met 98% of the time from July 2012 through June 2013. Year end closing was 1 week beyond target date.
Bond rating	Yearly	The Bond rating determines the interest rate the City is able to receive on long-term debt issuances. This rating is determined by a series of measurements including financial condition, internal controls, and other similar items. It relates to the financial health of the City.	Report from the appropriate bond rating agency. Target: S&P rating of A for senior bonds. Maintained ratings for 2012 W/S Revenue bonds and 2012 SUT Bonds. These are the most recent bond issues.
Average days outstanding - A/P	Yearly/Monthly	The average days outstanding for accounts payable transactions provides a good measurement for the efficiency and effectiveness of the process. If invoices are not smoothly moving from receipt to payment, the average days outstanding will likely increase.	Calculation on the average invoice date versus check date. Target: 30 days or less. Data analysis through 10/31/12 reflects a 90% compliance rate.
Net collection ratio - A/R	Yearly/Monthly	The net collection ratio of accounts receivable measures the percentage average of collections against total accounts receivable. It is a good barometer of the effectiveness of the A/R collection process.	Calculation based on the total received versus outstanding receivables for the period. Target for Water-95% or higher Target-for others-80% or higher. At year end, the receivables for water were 91.2%; sewer 85%; service charges 92.5%; sanitation collection 91.3%; landfill operations 89.6%; rolloff collections 89.6%. Building related receivables were 91.4%; parking deck 97.8%; convention center 91.6%; CVB 93.4%. The oak cemetery was at 72.4% and the cleanup of lands was 100% due to the nature of the properties.
Quick ratio	Quarterly	The quick ratio shows the basic liquidity of the City by taking the cash and short-term investments (nearly cash) and dividing it by the current liabilities. This ratio provides a good performance measurement of short-term cash availability for operations.	Calculation on a quarterly basis compared to prior quarter. Target: 85% liquidity. At 12/31/12, average of 490% for all four operating funds, average for all funds of 719%. At the end of the first 2 quarters of 2013, average for the four operating funds was 411%, average for all funds was 838%.
Efficiency hours recognized	Yearly	Each employee will examine their day to day duties to determine any steps that may be eliminated or could be automated in order to take less time to perform. More efficient equals less expensive in the long-term.	Calculation performed on a yearly basis. Target: 5%-7% hours saved per department. At 12/31/12, total hours saved 1,406 and savings at \$40,000. Average hours saved 6%.

7/17/2013

Finance Department 2013 Service Objectives Update August 2013

1. Refine the web based system for the general ledger for implementation by the end of 2013.
Update: Several related general ledger projects have been designed and implemented that have enhanced the current system. These improvements will help the transition to a full web-based system in the future. Due to several large projects, including the human resources packages and utility bill payments, the general ledger project is on hold until 2014-2015.
2. Enhance the “green initiative” by notifying mailing lists for budgets and CAFR’s that these documents are available on the City’s web site. This will reduce costs and paper use.
Update: This was implemented with the 2013 Budget and the 2012 CAFR.
3. Improve customer service by implementing municipal utility bill sign-up for services on-line. This should be available during 2013. Continue to enhance off-site payment processing options for customers.
Update: This project-sign-up for services online-is underway with Data Tronics and should be in place by the end of 2013. In addition, a voice operated system will be installed to allow phone-in payments by utility customers. Depending on the assistance from ITS, this may be implemented by the end of 2013.
4. Develop and implement financial systems information for departmental budget management and tracking.
Update: The dashboard system for payroll and accounts payable has been provided for nine users. This fall, additional users will be online, as well as more real-time information.
5. Continue to develop and monitor Finance’s key performance indicators (KPI).
Update: The Finance KPI’s are updated as on the previous page.

2014 Service Objectives
Department of Information and Technology Services (ITS) - 4401

1. Continue to provide timely and effective support of personal computers, related peripherals and communication technology to the Administration and staff of the City of Fort Smith. In 2013, ITS implemented new tools to enhance the efficiency of support requests submission and subsequent tracking. This implementation has led to better customer service with regards to time-to-completion and earlier recognition of problematic technical issues.
2. Provide technical assistance, leadership and, when requested, project management services to those departments wishing to implement new technologies to enhance their business practices.
3. In an effort to maximize the ROI for the City's technology infrastructure, ITS will implement Session Initiated Protocol (SIP) Trunking technology to converge voice and data on a single network. This will eliminate the existing costs for up to five Primary Rate Interfaces (PRI) and result in a lower, overall telephony cost. SIP Trunking provides the benefit of converged communications and will save substantial expense by eliminating the need to maintain existing PRI technologies.
4. Identify and implement a branded, mobile application which gives to citizens the ability to communicate concerns to the City using an iPhone/iPad, Android, or BlackBerry device. Citizens will be able to submit problems to the City and provide detailed information about a concern including the geographic location, associate media (e.g. images, etc.) and description. The application will also be tethered to the City's ongoing social media efforts and provided feedback throughout the resolution of the concern. **This was a goal from 2013 but was suspended due to budget reductions.*
5. Continue to provide GIS support to the Fort Chaffee Redevelopment Authority (FCRA) and Fort Smith Regional Chamber of Commerce. This support will enhance the FCRA's and Chamber's ability to pursue their economic development and management goals using GIS and mapping technology. This goal includes the continued maintenance and support of the online Chaffee Crossing GIS Portal and preparation of maps and information for site selectors representing potential business development with the region.
6. Continue to refine the City's online GIS presence to accommodate the ever-growing use of mobile or smart devices by the public. In 2013 a substantial effort was undertaken and accomplished which saw most online mapping/GIS services re-written to ensure compatibility to mobile/smart devices. In 2014, that effort will continue with development of technology to enhance transparency via e-Governance and promote a synergistic, bi-directional transfer of information between citizens and City Hall.

7. Continue to expand the existing private wireless network to allow a greater number of users to access internal services from more locations.
8. Continue to expand the wireless network coverage to include more public sites. This will provide users conducting business with the City seamless access to business services in a variety of locations from a variety of devices.
9. Continue to convert numerous site links to wireless backhaul technology that will be managed internally. This will allow the City to move away from expensive monthly fees currently being assessed by third-party providers. The goal is to continue to realize direct cost savings.
10. Implement key performance indicators to measure the effectiveness of the Information and Technology Services (ITS) Department as presented in the chart that follows:

NAME	FREQUENCY	PURPOSE	MEASUREMENT
Average number of days to resolve a help desk request and average number of outstanding requests.	Weekly/ Monthly	Tracking the average number of days required to resolve a help desk request will help determine response efficiency. The measurement will also help aid in determining the longevity of certain equipment.	We will measure the average number of active support requests in the help desk log on a weekly and monthly basis. The nature of call (e.g. equipment, user difficulty, etc.) will also be observed. This will help determine if a particular piece of equipment is troublesome and/or if there is a need for City-wide training for a particular software application or task.

2013 Service Objectives and Outcomes

**ENGINEERING DEPARTMENT
2014 SERVICE OBJECTIVES**

1. Support the livability of neighborhoods by constructing street overlays/reconstruction projects, street improvement projects, and by alleviating drainage problems, all as identified in the 2014 Capital Improvement Program.
2. Implement special projects which evolve during the year.
3. Implement key performance indicators as outlined below

KEY PERFORMANCE INDICATORS			
Activity	FY 2013	FY 2014	FY 2014
	Actual	Target	Actual
Prepare annual Street and Drainage Capital Improvement Program and present to the Board of Directors for approval by October 31.	10/8/2013	10/31/2014	
Prepare annual Municipal Separate Storm Sewer System Report and submit to the Arkansas Department of Environmental Quality by June 1.	5/28/2013	6/1/2014	
Manage construction contracts to maintain change orders to within 10 percent of the original contract amount.	100%	100%	
Complete development permit reviews (building permit site plans, subdivision plats, construction plans, grading permits and floodplain development permits) within scheduled allotted time.	100%	100%	

DEVELOPMENT SERVICES DEPARTMENT

2014 SERVICE OBJECTIVES

1. Work towards the completion of the Comprehensive Plan update. Begin implementation of the goals identified for the development services department.
2. Protect and improve existing neighborhoods by continuing the implementation of the CDBG, HOME, and other housing programs and creating a more proactive program in the neighborhood services division. The staff will continue to implement the described objectives contained within the Five Year Consolidated Program, staff anticipates level funding for both programs in PY 2014.
3. Improve the quality of place and life by strengthening customer services and communication with citizens. Continue to monitor department performance via electronic customer service surveys.
4. Continue to review, edit and revise portions of the development maps and codes such as the Unified Development Ordinance, zoning map, ETJ, planning area, riverfront overlay district, annexation plans and other development maps.
5. Continue to work with the Old Fort Homeless Coalition to implement the recommendations of the Homelessness Task Force and the Board of Directors

Key Performance Indicator	Actual FY 12	Estimated FY 13	Projected FY 14
To process all Building, Plumbing, Mechanical, and Electrical inspections within 24 hours. <div style="text-align: right; margin-right: 20px;"> Workload Completed Completion Rate </div>	 10,253 10,253 100%	 12,500 12,500 100%	 13,000 13,000 100%
To enforce nuisance codes through property inspections. <div style="text-align: right; margin-right: 20px;"> Workload Completed Completion Rate </div>	 12,596 12,596 100%	 13,000 13,000 100%	 13,000 13,000 100%
To begin implementation of the Comprehensive Plan update Recommended Tasks Completed Goal Completion Rate	 Not Applicable	 New Indicator N/A New Indicator	 New Indicator 2 tasks comp. New Indicator
To send a customer service survey to every applicant after a Planning Commission meeting and/or permit. <div style="text-align: right; margin-right: 20px;"> Number of Applicants Number of Surveys Sent Completion Rate </div>	 Not Applicable	 63 63 100%	 75 75 100%
Support construction and operation of a homeless campus. <div style="text-align: right; margin-right: 20px;"> Meetings Attended CDBG Funds Committed Percentage of CDBG Funds Available </div>	 18 \$241,003 23.9%	 13* \$232,421 26.3%	 12 \$115,000 15%

*actual number to date; estimated for the balance of 2013: 5 more for a total of 18

2014 Goals and Objectives for the Fort Smith Police Department

Administration

Continue implementation of performance measures.

Support Services

The Network Team will continue to obtain and install necessary equipment to complete the Fort Smith Police Department Business Continuity/Disaster Recovery Plan.

Support Services personnel will continue to work toward the completion of the backup communications center located at the EOC.

The Training Unit will continue to research and implement a more detailed volunteer program in order to aid the Department in achieving operational goals while reducing personnel costs to achieve these goals.

The Training Unit will work toward gaining initial CALEA Training Academy Accreditation for the unit during FY2014.

Criminal Investigations

In order to maintain and improve the quality of service in the Identification Unit, we need to have an additional person trained in fingerprint analysis, as well as crime scene investigations. The retirement of one member of this unit, a certified fingerprint examiner, leaves us with only one, which endangers our ability to maintain the use of the AFIS (Automated Fingerprint Identification System). Adding a person to the Identification Unit and getting the necessary training will help ensure the Fort Smith Police Department remains among the leaders in the state in investigative abilities. This training will continue throughout 2014, and we will pursue getting an investigator into the National Forensic Academy, scheduled in the third quarter of 2014.

In 2014, the Criminal Investigation Division would like to establish two temporary positions, one in general investigations and one in narcotics. The purpose would be twofold: 1) to have patrol officers rotate through in order to give them additional training, which will help create more efficient officers, and 2) support succession planning by identifying interested and capable officers and by introducing them to the type and nature of work done in investigations. These positions would be filled as manpower constraints allow.

Patrol

During FY2014, the Patrol Division will undertake a Fleet Recondition Program. The purpose of the program is to increase fleet reliability, extend the older vehicles' life cycles and reduce major mechanical repair costs. Older fleet units designated for reconditioning will receive major preventive maintenance services such as transmission, brake line and radiator flushes, tune-ups, engine service and repair, and other preventive services thought to help further extend the vehicle's usefulness for patrol service. The program will begin in the first quarter of FY2014 and should reach completion no later than the end of the third quarter.

**Fort Smith Fire Department
2014 Service Objectives**

1. Improve public and firefighter safety and assist in holding down consumer's property insurance costs by beginning operation of a new fire station at Chaffee Crossing.
2. Improving our Insurance Service Office's (ISO) Fire Public Protection Classification score by completing the implementing the Fire Department Improvement Plan released June 1, 2011.
3. Continue with the implementation of emergency response protocols to align with the standards of the National Fire Protection Association (NFPA) and ISO.
4. Completing Phase 1 of the construction of a NFPA compliant Training facility with a burn building.
5. Continuing to develop and implement a succession plan for the fire department.
6. Assist the Finance Department with an analysis of Police and Fire Pension Funding

STREETS AND TRAFFIC CONTROL DEPARTMENT 2014 SERVICE OBJECTIVES

1. Continue to respond to citizen's request for service in a timely, effective and efficient manner.
2. Continue to lessen the potential for property damage from flooding by regularly cleaning and clearing debris from ditches, channels and drainage structures.
3. Continue to preserve the appearance of public property by mowing detention ponds, levees, City owned right-of-way and drainage easements.
4. Continue to improve the safety of the traveling public by repairing and upgrading traffic control devices (signals, signs, striping, pedestrian crosswalks, etc.).
5. Develop a sidewalk repair plan to better plan the location of sidewalk repairs and replacements and obtain and utilize a second concrete truck to fully utilize sidewalk crew capabilities.
6. Continue to improve the efficiency of the snow removal program by further equipping trucks with snow plows and spreaders and better utilizing crews in storm events.

WATER AND SEWER DEPARTMENT 2014 SERVICE OBJECTIVES

1. Use innovation and improved technology to better utilize resources for serving the community.

- Continue planning, design and construction practices that assure reliability and lower operations cost.
- Continue the development and integration of strategic management planning and benchmark assessments.

2. Cost effective execution of the Wastewater Management Plan to meet EPA required implementation schedule for wet weather wastewater treatment and collection system improvements.

- Complete update of Wastewater Management Plan to incorporate completed wet weather projects and management strategies.
- Initiate construction of wet weather improvements in Mill Creek basin for pump station capacity, equalization storage, interceptor sewers and collection system rehabilitation.
- Continue construction of wet weather improvements in Zero Street basin for pump station capacity, equalization storage and collection system rehabilitation.
- Complete the installation of standby emergency power improvements for wastewater pump stations and Massard wastewater treatment plant.
- Development of technical positions related to negotiations with Department of Justice and EPA for resolution of draft Consent Decree.

3. Plan for water and wastewater services to support industrial development, growth and better serve neighborhoods.

- Initiate construction for first section of 48-inch water transmission line for the Lake Fort Smith water treatment plant to allow delivery of 40 MGD capacity.
- Identify funding source for the design and construction of water and wastewater improvements to serve a river front soccer complex.
- Improve water service and upgraded fire protection through line replacement projects within older residential areas.

**City of Fort Smith
Parks and Recreation Department
2014 Service Objectives and Performance Measures Update
August 9, 2013**

Goal: To position the City of Fort Smith to attract and retain young professionals through the utilization and enhancement of its parks, trails, and recreation programming.

Objectives:

1. Study the need for Kelley Stage to be expanded as a permanent expansion or with temporary staging, identify funding options, and contract with a consultant if it is determined a permanent stage addition is needed.
2. Contract with a consultant to assist with identifying the need for extreme sports and identify funding options for planning, building, and operating these facilities.
3. Contract with a consultant with the Engineering Department to study the incorporation of bike lanes into transportation planning.
4. Study and make a recommendation on the re-prioritization of projects to allow for more funding for the development of trails sooner in the Capital Improvements Plan.
5. Study and make a recommendation along with the Advertisement and Promotions Commission to provide seed money for a new signature event.
6. Study and recommend the resources needed for the department to acquire the role of Sports Council.
7. Continue to meet the goals of the Capital Improvements Plan through the dedicated funding of the sales and use tax.

KEY PERFORMANCE INDICATORS						
Parks and Recreation Department Divisions	Performance Measure	FY 2012 Actual	FY 2013 Target	FY 2013 Actual	FY 2014 Target	FY 2014 Actual
Park Maintenance 6201	Mow each park weekly during the mowing season (approx. 24)	Approx. 20 (excessive heat and drought)	24		24	
Oak Cemetery 6202	Mow the cemetery weekly during the mowing season (approx. 24)	Approx. 20 (excessive heat and drought)	24		24	
Community Centers 6204	Maintain the same number of hours reserved	+ 16%	5,200 Hours		4,900 Hours	
Aquatics 6205	Maintain the same revenue to expense ratio	37%	45%		45%	

Riverfront, Downtown 6206	Maintain the same level of hours reserved	- 11%	3,775 Hours		3,500 Hours	
The Park at West End 6207	Maintain the same level of revenue	20,500	21,500		21,500	

Fort Smith Convention Center 2014 Service Goals & Objectives:

- I. Attract new clients and retain the current client base by emphasizing excellent customer service. The Center team will continually seek opportunities to ensure that our customers receive the best value and service for their money.
 - Make 40 contacts per week with local, state, regional or national organizations. Prospect at least 15 new organizations per week to qualify potential future meetings and events business.
 - Conduct a minimum of 22 site tours each month.
 - Hold a pre and post conference meetings with all key client meeting planners to determine customer satisfaction and to maintain current client base.
- II. Next to customer service, operational efficiencies will be a top priority for every member of the staff. Each team member will establish ongoing programs in their areas of responsibility to ensure maximum operational efficiencies throughout the Center.
 - Establish and follow an ongoing facility and equipment maintenance procedures manual.
 - Completing all facility repairs within 72 hours.
 - Resolve all facility cleanliness issues immediately when possible, or within 24 hours.
- III. Continue to capitalize on working relationship with the Convention and Visitors Bureau with regards to integrated marketing of the Convention Center. The partnership allows The Fort Smith Convention Center to be better poised to achieve brand recognition, credibility and greater market share. We will continue to emphasize this partnership in our marketing strategies to maximize our customers' understanding of the benefits and opportunities this partnership creates.
 - Maximize advertising dollars by co-advertising and tradeshow participations with the Fort Smith Convention and Visitors Bureau by exhibiting in at least five annual convention tradeshows per year to secure leads. Conventions to attend: RCMA (Religious Conference Management Association), ASAE (Arkansas Society of Association Executives), Collinson Media's *Connect* Marketplace and *Rejuvenate* Marketplace and National Guard of Arkansas Association convention.
 - Track leads from various tradeshows to ensure quality leads.
 - Co-advertising in industry publications with the Fort Smith Convention and Visitors Bureau.
- IV. The Fort Smith Convention Center will create a positive economic impact on the community by providing quality public assembly, exhibit, theatrical performance and meeting facilities. The result will be thousands of meeting/event attendees spending their money in our immediate area. A thriving Convention Center increases business for the local hospitality, service and restaurant sectors capturing revenue that would not be there otherwise.
- V. The Fort Smith Convention Center will maximize revenue to allow for future growth by controlling costs, adding additional services, increasing utilization and creating a price schedule that properly reflects market and economic realities to maximize bookings and regain customers who might have chosen an alternate venue based upon affordability.
- VI. Continue administering the client survey 'report card' program designed to gather feedback about Convention Center service levels and quality of facilities from our clients. Achieve minimally a 25% client response rate; meaning that we receive a report card completed by the client for at least 25% of our events. Maintain an overall score showing that the Convention Center 'meets or exceeds' expectations 95% of the time in all areas of the sales & planning process and operations areas.
- VII. In conjunction with the CVB staff, the Convention Center Sales staff will populate the Event Impact Calculator with appropriate event details within three months following the event's conclusion. This objective will ensure the A and P Commission's goal of producing/publishing measurable local/regional economic impact data in a timely fashion periodically annually.

2014 REVENUE GOALS

We will establish a diverse customer base that will optimize the versatility of the facility concentrating on revenue and utilization in the following categories:

36	Large Center Programs/Concerts	\$ 115,000.00
14	Exhibits and/or Tradeshows	\$ 105,500.00
9	State Conventions/Meetings/Events	\$ 53,500.00
9	Regional/National/Conventions/Meetings/Events	\$ 41,000.00
75	Local Events	\$ 90,500.00
57	Theater Events	\$ 109,500.00
200	Events	\$ 515,000.00
	Catering/Concessions/Vending/Beverages	\$ 65,000.00
		\$ 580,000.00



Department of Sanitation 2014 Service Objectives

1. Continued expansion of and increase participation in the Residential Automated Recyclables Collection Program.
2. Increase participation of local businesses in the Operation GO (Green Office) commercial recyclables collection program.
3. Complete construction of the regional sanitary landfill scale facility.
4. Improve safety and security of and access to the regional sanitary landfill, as required by our state permit, by redesigning the gate and entrance to the department facilities to include an access control system, traffic calming devices, and continued expansion of video surveillance system.
5. Begin a phased replacement of the regional sanitary landfill perimeter fence.
6. Create a marketing plan to promote commercial and industrial collections and regional sanitary landfill services.
7. Conduct a comprehensive regional sanitary landfill environmental audit.

Transit Department 2014 Service Objectives

1. Research new scheduling software applications that provide tools and options for real time public access electronically.
2. Convert two new buses to compressed natural gas to replace existing demand response buses.
3. Plan and design a seasonal bus route in anticipation of the water park at Ben Geren.
4. Implement key performance indicators for 2014.

Key Performance Indicators 2014

NAME	PURPOSE	PERFORMANCE	TARGET
Ridership	Encourage demand response riders to shift service usage to fixed route since demand response is significantly more costly to operate than the fixed route service.	Increase fare structure for demand response and develop incentives for more utilization of the fixed routes.	5% shift in riders from demand response to fixed route service.
Capital Assets	Compliance with the new MAP-21 requirements in the area of asset management.	Develop asset management plan that assesses needs and prioritizes investments for bringing all assets into a state of good repair.	Implement plan to increase life of capital assets which include transit equipment and vehicles.
Alternative Fuels	Environmental sustainability/reduction in carbon emissions and improve energy efficiency.	Secure funding for the conversion of 2 replacement buses to compressed natural gas.	Increase total CNG vehicles from 1 to 3 (from 6% of fleet to 20%).

Convention and Visitors Bureau
2014 Service Measures/Performance Indicators

1. Maximize the exposure of Fort Smith through advertisements and articles about the City of Fort Smith and it's hospitality offerings.
2. Increase the number of leads provided to the Fort Smith Convention Center and hospitality community by 10% to 165.
3. Contribute to the increase in Fort Smith area hotel occupancy through an increase in convention/event guests. Influence achievement in 3% occupancy tax to a minimum of \$750,000.
4. Increase the number of citywide convention/event proposals by 20% to 43.
5. Increase the number of motor coach tour groups into the Fort Smith area by 10%to 74.
6. Increase the number of guests to the Fort Smith Visitor Information Center, "Miss Laura's" and Chaffee Barbershop by 3% to 13,800.
7. Influence a consistent monthly increase in web site and Facebook activity.

CONVENTION AND VISITORS BUREAU 2014 SERVICE OBJECTIVES

1. Continue to maximize transient guest tax receipts through aggressively marketing the Fort Smith area's hospitality, facilities and attractions to convention/event, corporate and leisure travel markets, utilizing our "History" brand whenever appropriate.
2. Continue to develop and maintain a database of planners in the convention and corporate markets whose business will positively impact the Fort Smith area economy and enhance the local tax base and thus quality of life for area citizens.
3. Continue to build upon cooperative relationships with all Fort Smith area businesses, especially those business partners critical to the area's hospitality industry.
4. Ensure a positive guest experience by connecting the guest with quality products or services provided by our Fort Smith area business partners.
5. Take a leading role in the Fort Smith economic development efforts through interface with those involved in development efforts, particularly on a regional level in surrounding counties in both Arkansas and Oklahoma.
6. Educate local and area business leaders and state/regional event planners as to the Fort Smith Bureau's role in assisting with attracting and servicing events in Fort Smith.
7. Take an active role in "destination development" efforts to add tourist attractions to the Fort Smith area. Continue to take a leading role in development of the United States Marshals Service National Museum in Fort Smith and the Historic Fort Chaffee Barber Shop. Begin pre-marketing of expanded sports complex facilities and Aquatics Park in addition to the Park at West End. Continue planning to adjust our marketing efforts to feature all above referenced features as primary attractions in the region as they develop, relying on our "History" brand whenever appropriate.
8. Ongoing refinement of the communications program to maximize Fort Smith's exposure to all target audiences through standard marketing practices in print and relying more heavily on the worldwide web, utilizing on our "History" brand whenever appropriate.
9. Continue to grow our presence in all versions of internet social media vehicles.
10. Place top priority on responding the economic conditions in the local market by adjusting marketing plans based on funding. Grow the reserve A & P Fund account as much as possible.
11. Continue to take as active a role as possible in guaranteeing the continued availability of quality meeting and exhibit space and service at the Fort Smith Convention Center, the Kay Rodgers Park Expo facility, and any other quality function space that may be developed.
12. Place an increased emphasis on the rebooking of successful events, particularly those that comprise a two state region of attendees of Arkansas and Oklahoma memberships, taking full advantage of our geographic location as a "border" destination.
13. Capture, on a regular basis, post event statistics for use in the Event Impact Calculator to maximize our knowledge of the economic value of hosted events.

September 2013

September 2013

October 2013

Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	8	9	10	11	12	13	14
15	16	17	18	19	20	21	20	21	22	23	24	25	26
22	23	24	25	26	27	28	27	28	29	30	31		
29	30												

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Sep 1	2 8:00am CITY OFFICES CLOSED (IN OBSERVANCE OF LABOR DAY)	3 11:30am Planning Com. Study Ses. (Creekmore) 6:00pm Bd. of Directors (FSM Public Schools)	4	5 12:00pm Housing Assistance Board (Main Library) 6:00pm Historic District Com. (220 North 7 Street)	6	7
8	9	10 12:00pm Board Study Session (Main Library) 5:30pm Planning Com. (Creekmore)	11 12:00pm Parks Com. (Creekmore)	12 12:00pm Oak Cemetery Com. (Creekmore)	13	14
15	16	17 4:30pm Library Board of Trustees (Miller Branch) 6:00pm Bd. of Directors (FSM Public Schools)	18	19	20	21
22	23	24 12:00pm Bd. Study Session (Main Library) 4:00pm A & P Com. (Miss Laura's) 5:30pm Airport Com. (Airport Adm. Office)	25 6:00pm Property Owners Appeal Bd. (Police Dept; Bartlett Com. Rm.)	26 11:30am Housing Authority Com. (Beckman Cntr.) 6:00pm Property Owners Appeal Bd. (Police Dept; Bartlett Com. Rm.)	27	28
29	30	Oct 1	2	3	4	5

Sep 1 - 7

Sep 8 - 14

Sep 15 - 21

Sep 22 - 28

Sep 29 - Oct 5

Beshears, Wendy

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