

Mayor – Sandy Sanders

Acting City Administrator – Jeff Dingman

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 – Tracy Pennartz

At Large Position 6 – Kevin Settle

At Large Position 7 – Don Hutchings

AGENDA
Fort Smith Board of Directors
SPECIAL MEETING & STUDY SESSION
August 11, 2015 ~ 12:00 Noon
Fort Smith Public Library Community Room
3201 Rogers Avenue

SPECIAL MEETING

ROLL CALL

PRESENTATION BY MEMBERS OF THE BOARD OF DIRECTORS OF ANY ITEMS OF BUSINESS NOT ALREADY ON THE AGENDA FOR THIS MEETING

(Section 2-37 of Ordinance No. 24-10)

1. Resolution rescinding Resolution No. R-134-15 and authorizing the offering of Water and Sewer Revenue Bonds to refund outstanding Water and Sewer Revenue Bonds, Series 2005B and to finance sewer improvements; and prescribing other matters relating thereto *(Underwriting allocation of 65% to Stephens, Inc. / 35% to Raymond James; and, designating Stephens, Inc. as the Book Running Manager)*

ADJOURN

STUDY SESSION

CALL TO ORDER

1. Continued discussion of police and fire pension funding:
 - o General Fund budget reductions for 2015 ~ *Lau/Pennartz placed on agenda at the June 23, 2015 study session / Lau/Pennartz placed ordinance on July 21, 2015 regular meeting agenda / Ordinance moved 7/0 pending discussion at future study session ~*

- Other budget reductions, i.e. incentive pay, salary reductions for upper level employees, 401 retirement plan for non-uniform employees ~ *Discussed at the July 14, 2015 study session ~*
 - Business license fees ~ *Discussed at the June 23, 2015 study session / Deferred at the July 14, 2015 study session ~*
 - Enactment of a prepared food tax to provide replacement funding for the convention center and other General Fund tourism / promotions expenditures ~ *Discussed at the June 23, 2015 study session ~*
2. Establish city-wide budget goals for 2016
 3. Review City of Fort Smith employee health coverage
 4. Review preliminary agenda for the August 18, 2015 regular meeting

ADJOURN



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

MEDIA RELEASE

August 6, 2015

Directors George Catsavis, Keith Lau, Andre' Good and Don Hutchings have called a special meeting for 12:00 p.m., Tuesday, August 11, 2015 at the Fort Smith Public Library Community Room to consider the following:

- Resolution rescinding Resolution No. R-134-15 and authorizing the offering of Water and Sewer Revenue Bonds to refund outstanding Water and Sewer Revenue Bonds, Series 2005B and to finance sewer improvements; and prescribing other matters relating thereto (*Underwriting allocation of 65% to Stephens, Inc. / 35% to Raymond James; and, designating Stephens, Inc. as the Book Running Manager*)

The regularly scheduled study session will occur immediately following adjournment of the special meeting.

For agenda information, please contact the City Clerk's Office at 784-2208. Once finalized, the agenda for the special meeting and study session will be posted on the City's website, www.fortsmithar.gov.

A handwritten signature in blue ink that reads "Sherri Gard".

Sherri Gard, City Clerk

623 Garrison Avenue
P.O. Box 1908
Fort Smith, Arkansas 72902
(479) 784-2208
FAX (479) 784-2256
E-mail: cityclerk@fortsmithar.gov
Printed on 100% Recycled Paper

RESOLUTION NO. _____

A RESOLUTION RESCINDING RESOLUTION NO R-134-15 AND AUTHORIZING THE OFFERING OF WATER AND SEWER REVENUE BONDS TO REFUND OUTSTANDING WATER AND SEWER REVENUE BONDS, SERIES 2005B AND TO FINANCE SEWER IMPROVEMENTS; AND PRESCRIBING OTHER MATTERS RELATING THERETO

WHEREAS, the City of Fort Smith, Arkansas (the “City”) owns and operates a water and sewer system (the “System”) that requires ongoing maintenance, upgrade, and capital improvement; and

WHEREAS, the City has outstanding its Water and Sewer Revenue Bonds, Series 2005B (the “2005B Bonds”) that are payable from and secured by revenues of the System; and

WHEREAS, in order to achieve debt service savings, it is in the best interest of the City to refund the 2005B Bonds; and

WHEREAS, specific programs, replacements, upgrades and general capital improvements to the System have been identified in order to meet specific requirements set forth in a Consent Decree entered against the City for violations of the Clean Water Act; and

WHEREAS, the City has determined that the City should issue Water and Sewer Revenue Bonds in series and that the City should proceed with the issuance of the bonds (the “Series 2015 Bonds”) to accomplish the refunding of the 2005B Bonds and the financing of sewer improvements; and

WHEREAS, water and sewer usage rates have been adjusted in anticipation of meeting debt service obligations related to such bonds; and

WHEREAS, pursuant to the authority granted in the Arkansas statutes authorizing the issuance of the Series 2015 Bonds, including particularly A.C.A. §14-164-409, the City has determined to sell the Series 2015 Bonds on a negotiated basis to Stephens Inc. and Raymond James & Associates, Inc. as underwriters (the “Underwriters”), with Stephens Inc. serving as the senior book running manager and receiving all associated management fees; and

WHEREAS, the Series 2015 Bonds shall be allocated between the Underwriters as follows: Stephens Inc. – 65% of Series 2015 Bonds; and Raymond James & Associates, Inc. – 35% of Series 2015 Bonds.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the City of Fort Smith, Arkansas:

Section 1. Resolution No. R-134-15 is hereby rescinded and repealed.

Section 2. The offering of the Series 2015 Bonds by the Underwriters as set forth herein is hereby authorized.

Section 3. The officials of the City are authorized to cooperate with the Underwriters, and Friday, Eldredge & Clark, LLP, as Bond Counsel, in the preparation of a preliminary official statement and bond ordinance and are further authorized to execute such writings and take such actions as may be appropriate to the offering of the Series 2015 Bonds.

Section 4. As the issuance of the Series 2015 Bonds is, under Arkansas law, subject to the approval of the Board of Directors, by ordinance, any sale of the Series 2015 Bonds will be subject to the approval of the Board of Directors.

This Resolution passed this 11th day of August, 2015.

APPROVED:

Mayor

ATTEST:

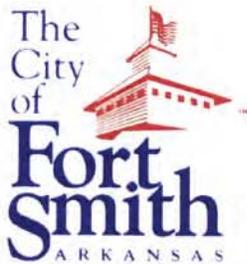
City Clerk

CERTIFICATE

The undersigned, City Clerk of the City of Fort Smith, Arkansas (the "City"), hereby certifies that the foregoing is a true and compared copy of a resolution passed at a regular session of the Board of Directors of the City, held at the regular meeting place of the Board at 12:00 o'clock p.m. on the _____ day of August, 2015

City Clerk

(SEAL)



SS1

MEMORANDUM

August 7, 2015

TO: Jeff Dingman, Acting City Administrator

FROM: Jennifer Walker, Deputy Finance Director

SUBJECT: 2015 General Fund Budget Reductions

A handwritten signature in blue ink that reads "Jennifer Walker".

Throughout June and July 2015, the Board of Directors had considerable discussion about several budget factors and funding needs. At the July 14 study session, City staff presented some possible General Fund budget reductions. Staff received direction to analyze the 2015 General Fund budget with a fresh look and a collaborative effort across departments. The staff has analyzed and discussed the General Fund budgets from a variety of perspectives, focusing on cutting costs without limiting services. These efforts are focused on finding additional funding for the police and fire pension needs and creating a streamlined budget that is as accurate as possible, allowing remaining funds to be allocated for future needs.

Several changes to the budget approach are outlined below:

- Personnel costs are being shaved to a less than 1% margin across departments. This is a very accurate representation of what we expect to happen in the remainder of 2015 regarding employee behavior and use of sick leave, overtime, etc. The associated risk with this change is that if there is an unplanned event or emergency, some departments may have to come back for an additional appropriation. (This includes emergency situations requiring unusual levels of safety personnel, high frequencies of winter storms, etc.)
- Personnel reductions in the attached proposal do not include reductions to employee counts, wages, or benefits. They are only budgeted funds that we believe will not be utilized in 2015.

- Most or all operating cushions have been removed. The associated risk is that there may be an unexpected occurrence that requires some departments to ask for additional appropriations later in the year. As we progress through the year, this risk lessens.
- The amounts that have been reduced are the same amounts that historically have allowed the city to reach 14-15% fund balances by year end, even though budgeted fund balances were at 7-8%. This is, in my opinion, the biggest shift in budgeting approach that the City staff has undergone. And, if these funds are then redirected to pension funding or other funding needs, we will not be able to achieve a 15% year end fund balance.

The attached schedule shows the proposed reductions to the 2015 General Fund. The City staff has worked very hard to propose their best cuts without affecting services. The proposal includes program cuts totaling almost \$947,000, with a Net reduction to the General Fund of approximately \$834,000.

In addition to proposed budget reductions, Finance has reviewed General Fund revenues for the first half of 2015. We are proposing a revision to the revenue budget to accurately reflect the County Sales tax revenues that have been higher than budgeted in the first half of the year. If approved, this will result in an additional \$315,000 in General Fund revenues.

The net effect of these proposed changes to the 2015 General Fund Balance is \$1,148,000.

Other Budget Reductions

Additional options for budget reductions in future years includes incentive pay, salary reductions, 401 retirement plan for non-uniform employees. We will receive direction from the Board of Directors if any of these options or other options need to be further explored. We hope to continue to evaluate our budgets in all funds for maximum efficiency and improved reporting and monitoring throughout the year.

City of Fort Smith, Arkansas
Sales Tax Revenue
REVISED PROJECTIONS 2015 BUDGET
Date revised: July 25, 2015

				Revised 2015 Revenue Estimate	
County Sales Tax (General Fund)					
	2014	2015 Budget	2015 Actual	2015	
January	\$ 1,455,790	\$ 1,453,653	\$ 1,532,148	1,532,000	
February	1,127,635	1,122,125	1,226,488	1,226,000	
March	1,293,671	1,289,821	1,255,527	1,256,000	
April	1,321,530	1,317,959	1,419,024	1,419,000	
May	1,151,199	1,145,925	1,297,471	1,297,000	
June	1,427,869	1,425,361	1,338,775	1,339,000	
July	1,288,041	1,284,136		1,284,000	
August	1,282,949	1,278,992		1,279,000	
September	1,333,033	1,329,578		1,330,000	
October	1,323,164	1,319,519		1,320,000	
November	1,328,508	1,325,008		1,325,000	
December	1,292,247	1,288,385		1,288,000	
Total	<u>\$ 15,625,636</u>	<u>\$ 15,580,462</u>	<u>\$ 8,069,433</u>	<u>\$ 15,895,000</u>	
			Increase to Budget	<u>\$ 314,538</u>	

City of Fort Smith, Arkansas
General Fund Program Reductions
Remaining 5 Months 2015

	<u>Proposed Reduction</u>	<u>General Fund Allocation</u>
Mayor (4100)	14,100	6,063
100's - Personnel	0	-
200's - Operations	14,100	6,063
Board of Directors (4101)	4,590	1,285
100's - Personnel	0	-
200's - Operations	4,590	1,285
City Administrator (4102) (Note 1)	44,510	10,237
100's - Personnel	2,920	672
200's - Operations	41,590	9,566
District Court (4201) (Note 2)	9,000	6,300
100's - Personnel	0	-
200's - Operations	9,000	6,300
Internal Audit (4405)	1,000	280
100's - Personnel	0	-
200's - Operations	1,000	280
Human Resources (4104)	7,000	3,710
100's - Personnel	0	-
200's - Operations	7,000	3,710
City Clerk (4105)	7,100	2,343
100's - Personnel	0	-
200's - Operations	7,100	2,343
Finance (4301) (Note 3)	20,050	4,612
100's - Personnel	7,500	1,725
200's - Operations	12,550	2,887
Purchasing (4306)	10,650	3,515
100's - Personnel	550	182
200's - Operations	10,100	3,333
ITS (4401)	34,500	13,800
100's - Personnel	500	200
200's - Operations	34,000	13,600
Planning & Zoning (4106)	23,500	15,275
100's - Personnel	6,000	3,900
200's - Operations	17,500	11,375

City of Fort Smith, Arkansas
General Fund Program Reductions
Remaining 5 Months 2015

	<u>Proposed Reduction</u>	<u>General Fund Allocation</u>
Building Safety (4108)	5,500	5,500
100's - Personnel	0	-
200's - Operations	5,500	5,500
Neighborhood Services (6900)	8,800	8,800
100's - Personnel	0	-
200's - Operations	8,800	8,800
Police (4702, 4703)	469,119	469,119
100's - Personnel	400,000	400,000
200's - Operations	69,119	69,119
Fire (4801, 4802, 4804)	93,440	93,440
100's - Personnel	79,170	79,170
200's - Operations	14,270	14,270
Parks Maintenance Program 6201 (Note 4)	31,700	26,945
100's - Personnel	0	-
200's - Operations	31,700	26,945
Parks (6202,6204,6205,6206,6207)	36,150	36,150
100's - Personnel	0	-
200's - Operations	36,150	36,150
Transit (6550)	126,200	126,200
100's - Personnel	58,700	58,700
200's - Operations	67,500	67,500
Total Reduction to General Fund	<u>946,909</u>	<u>\$ 833,573</u>

Note 1: City Administrator budget will need to appropriate additional funds in 2015 for Mr. Gosack's retirement payout.

Note 2: District Court total cut is reduced by \$2,700 as the reimbursement from Sebastian County accounts for 30% of total costs of the District Court program.

Note 3: Finance will need to appropriate funds in 2015 for Ms. Bushkuhl's retirement payout.

Note 4: Program 6201 is allocated 85%/15% between the General Fund and the Street Maintenance Fund for personnel and operating costs. Therefore, it must be separated from other parks programs for this purpose. If capital cuts are chosen, those would be 100% net reductions from the General Fund.

The following
pages include a
detail of the
proposed cuts to
each 2015
General Fund
program

POLICY & ADMINISTRATIVE SERVICES

MAYOR

PROGRAM 4100

	Actual FY 13	Budget FY 14	Estimated FY 14	Budget FY 15	6/25/15 Proposed Reduction	7/29 Round Table Budget Discussion	Adjusted FY15
PERSONNEL							
101 Regular Salaries	52,267	51,620	32,863	10,000			10,000
102 Overtime	7	300	0	0			0
103 Retirement (Note 2)	11,576	12,250	10,070	7,500			7,500
104 Social Security	4,346	4,220	3,184	1,180			1,180
105 Insurance	5,290	6,370	6,370	0			0
106 Longevity	120	190	68	0			0
108 Other-Vehicle Allowance	5,400	5,400	8,969	7,320			7,320
111 Workers' Compensation	700	700	700	0			0
Total	79,706	81,050	62,224	26,000	0	0	26,000
OPERATING							
201 Office Supplies	2,207	2,500	154	1,500		(750)	750
202 Small Equipment	0	1,000	285	1,000		(700)	300
205 Custodial Equipment & Supplies	0	200	0	0			0
207 Repair of Equipment	0	100	0	100			100
210 Communications	1,370	1,400	1,300	1,400		(400)	1,000
212 Bonds, Insurance, License	0	500	500	500		(250)	250
213 Postage	449	1,000	498	1,000		(500)	500
214 Advertising, Printing, Photo	1,989	5,000	5,000	5,000		(1,500)	3,500
215 Travel	1,169	4,000	1,224	3,500			3,500
216 Education, Memberships, Subscriptions	515	2,500	167	2,500			2,500
217 Lease, Rent, Taxes	12,627	25,000	6,489	20,000	(2,000)	(4,000)	14,000
219 Other-Public Relations, Tales of the Crypt, Holiday Light Displays, 4th of July Event	55,664	90,000	71,387	84,000		(4,000)	80,000
233 Contractual Services-Beautification with Fort Smith Pride	3,015	14,866	15,500	10,000			10,000
Total	79,005	148,066	102,504	130,500	-2,000	-12,100	116,400
MAYOR TOTAL	#REF!	229,116	164,728	156,500	(2,000)	(12,100)	142,400

Funding Allocation:

- 43% General Fund
- 8% Street Maintenance Fund
- 37% Water and Sewer Operating Fund
- 12% Sanitation Operating Fund

Total Reduction **Net to General Fund**
\$ (14,100) **\$ (6,063)**

Note 1: The Mayor's position is elected and is paid an annual salary of \$10,000.

Note 2: The retirement account includes \$7,500 pension costs for two former Mayors.

POLICY & ADMINISTRATIVE SERVICES

BOARD OF DIRECTORS

PROGRAM 4101

	Actual FY 13	Budget FY 14	Estimated FY 14	Budget FY 15	6/25/15 Proposed Reduction	7/29 Round Table Budget Discussion	Adjusted FY15
PERSONNEL							
101 Regular Salaries	6,833	7,000	7,330	7,000			7,000
104 Social Security	3,093	3,110	3,604	3,110			3,110
108 Other-Vehicle Allowance	33,600	33,600	36,296	33,600			33,600
Total	43,526	43,710	47,230	43,710	0	0	43,710
OPERATING							
205 Custodial Equipment and Supplies	156	1,000	361	250			250
210 Communications	0	0	103	100		(90)	10
214 Advertising, Printing, Photo	1,438	1,500	500	1,500		(1,000)	500
215 Travel	4,349	14,000	4,293	6,000	(2,000)	(1,500)	2,500
216 Education, Memberships, Subscriptions (Note 2)	44,376	49,500	51,073	51,500			51,500
219 Other-Public Relations, Televised Meetings	32,118	30,000	25,696	29,360			29,360
Total	82,437	96,000	82,026	88,710	(2,000)	(2,590)	84,120
BOARD OF DIRECTORS TOTAL	125,963	139,710	129,256	132,420	(2,000)	(2,590)	127,830

Funding Allocation:

- 28% General Fund
- 15% Street Sales Tax Fund
- 8% Street Maintenance Fund
- 37% Water and Sewer Operating Fund
- 12% Sanitation Operating Fund

Total Reduction **Net to General Fund**
\$ (4,590) **\$ (1,285)**

Note 1: The directors are elected positions and are paid an annual salary of \$1,000.

Note 2: The WAPDD annual dues allocation of \$20,860 for all years presented has been reclassified from Non-Departmental to 4101-216. The 216 account now includes WAPDD, NLC and AML dues.

POLICY & ADMINISTRATIVE SERVICES

CITY ADMINISTRATOR

PROGRAM 4102

	Actual	Budget	Estimated	Budget	6/25/15	7/29	Adjusted
PERSONNEL	FY 13	FY 14	FY 14	FY 15	Proposed	Round Table	FY15
					Reduction	Budget	
						Discussion	
101 Regular Salaries	355,544	362,270	367,178	374,360			374,360
103 Retirement	37,698	38,590	37,857	39,880			39,880
104 Social Security	25,134	29,070	31,050	30,000			30,000
105 Insurance	26,800	34,360	34,360	36,100			36,100
106 Longevity	686	790	830	790		(200)	590
108 Other- Vehicle Allowance	10,800	10,800	11,539	12,720		(2,720)	10,000
111 Workers' Compensation	1,390	1,390	1,390	1,040			1,040
Total	458,052	477,270	484,204	494,890	0	(2,920)	491,970
OPERATING							
201 Office Supplies	1,158	4,000	2,056	2,500		(1,250)	1,250
202 Small Equipment	1,080	2,500	3,430	2,500		(2,000)	500
205 Custodial Equipment & Supplies	745	1,500	1,061	1,500		(750)	750
207 Repair of Equipment	0	1,000	0	1,000		(1,000)	0
210 Communications	5,275	8,000	7,926	7,500			7,500
212 Bonds, Insurance, Licenses	315	740	740	740		(440)	300
213 Postage	168	500	100	350		(250)	100
214 Advertising, Printing, Photo	45,051	36,000	24,000	24,000	(4,000)	(8,000)	12,000
215 Travel	5,207	13,500	10,459	10,000		(5,000)	5,000
216 Education, Memberships, Subscriptions	14,592	9,400	9,294	9,500		(4,500)	5,000
217 Lease, Rent, Taxes	0	9,000	2,000	2,500			2,500
219 Other-Public Relation Items, Contractual Services, Citizen Survey	96,792	130,000	98,170	44,400	(4,000)	(10,400)	30,000
Total	170,383	216,140	159,236	106,490	(8,000)	(33,590)	64,900
CITY ADMINISTRATOR TOTAL	628,435	693,410	643,440	601,380	(8,000)	(36,510)	556,870

Funding Allocation:

23% General Fund
 20% Street Sales Tax Fund
 8% Street Maintenance Fund
 37% Water and Sewer Operating Fund
 12% Sanitation Operating Fund

Total Reduction **Net to General Fund**
\$ (44,510) **\$ (10,237)**

Note 1: The City Administrators salary is established by the Board of Directors and is currently \$153,238.

POLICY & ADMINISTRATIVE SERVICES

**DISTRICT COURT OF SEBASTIAN COUNTY,
ARKANSAS, FORT SMITH DIVISION**

PROGRAM 4201

	Actual FY 13	Budget FY 14	Estimated FY 14	Budget FY 15	6/25/15 Proposed Reduction	7/29 Round Table Budget Discussion (A)	Adjusted FY15
PERSONNEL							
101 Regular Salaries	756,505	775,150	755,120	782,900			782,900
102 Overtime	10,517	14,000	14,000	14,480			14,480
103 Retirement	66,527	71,200	63,912	72,330			72,330
104 Social Security	57,293	60,700	61,770	61,670			61,670
105 Insurance	132,050	136,960	136,960	143,880			143,880
106 Longevity	2,321	2,650	2,544	2,470			2,470
108 Other-City Share Judges Salaries, Court Interpreters, Substitute Judges	196,516	215,000	233,431	210,000			210,000
111 Workers' Compensation	6,220	6,220	6,220	4,640			4,640
Total	1,227,949	1,281,880	1,273,957	1,292,370	0	0	1,292,370
OPERATING							
201 Office Supplies	10,752	14,000	11,144	12,000			12,000
202 Small Equipment	7,441	12,700	8,000	7,500	(4,000)		3,500
204 Clothing	(2,613)	1,000	0	1,000			1,000
205 Custodial Equipment & Supplies	1,806	2,500	1,969	2,500			2,500
207 Repair of Equipment	2,373	4,800	3,485	4,800			4,800
210 Communications	3,133	3,600	4,513	5,300	(1,500)		3,800
213 Postage	6,106	10,000	12,043	13,000			13,000
214 Advertising, Printing, Photo	8,610	10,000	9,826	10,000			10,000
215 Travel	6,215	14,000	11,967	13,000	(1,500)		11,500
216 Education, Memberships, Subscriptions	6,040	7,500	6,709	7,500			7,500
217 Lease, Rent, Taxes	148,725	157,400	150,198	157,400			157,400
219 Other-Computer Maintenance	30,857	58,000	27,452	34,000	(2,000)		32,000
Total	229,445	295,500	247,306	268,000	(9,000)	0	259,000
DISTRICT COURT OF SEBASTIAN COUNTY TOTAL	1,457,394	1,577,380	1,521,263	1,560,370	(9,000)	0	1,551,370

Funding Allocation:
100% General Fund

A- Staff furloughs already in place; additional cuts were not available.

Total Reduction **Net to General Fund**
\$ (9,000) **\$ (6,300)**

Note 1: Per the 2007 agreement between the City and the state, the judges are now state employees. The City's share of gross salary for each judge is \$58,650 or a total of \$175,950 and is included in account 108. The current salary, as of July 1, 2015, for the three District Court Judge positions is \$117,300.

Note 2: The total cut is reduced by \$2,700 as the reimbursement from Sebastian County accounts for 30% of total costs of the District Court program.

POLICY & ADMINISTRATIVE SERVICES

INTERNAL AUDIT

PROGRAM 4405

	Actual FY 13	Budget FY 14	Estimated FY 14	Budget FY 15	6/25/15 Proposed Reduction	7/29 Round Table Budget Discussion (A)	Adjusted FY15
PERSONNEL							
101 Regular Salaries	78,616	79,240	36,476	77,140			77,140
103 Retirement	9,333	9,680	4,213	9,510			9,510
104 Social Security	6,267	6,620	3,400	6,460			6,460
105 Insurance	5,690	9,520	9,520	10,010			10,010
106 Longevity	120	130	69	0			0
108 Other	5,400	5,400	3,078	5,400			5,400
109 Employee Allowances	369	0	683	0			0
111 Workers' Compensation	990	990	990	740			740
Total	106,785	111,580	58,429	109,260	0	0	109,260
OPERATING							
201 Office Supplies	231	160	6	200			200
202 Small Equipment	75	0	0	0			0
210 Communications	618	600	669	600			600
212 Bonds, Insurance, Licenses	0	910	910	960			960
213 Postage	0	0	67	0			0
214 Advertising, Printing, Photo	0	210	1,807	500			500
215 Travel	2,310	3,000	0	3,000			3,000
216 Education, Memberships, Subscriptions	1,798	2,200	0	2,500			2,500
219 Other-Audit Consulting Fee	53,160	30,260	55,602	50,400	(1,000)		49,400
Total	58,192	37,340	59,061	58,160	(1,000)		57,160
INTERNAL AUDIT TOTAL	164,977	148,920	117,490	167,420	(1,000)	0	166,420

Funding Allocation:

- 28% General Fund
- 15% Street Sales Tax Fund
- 8% Street Maintenance Fund
- 37% Water & Sewer Operating Fund
- 12% Sanitation Operating Fund

Total Reduction Net to General Fund

\$ (1,000) \$ (280)

A- No additional reductions available

MANAGEMENT SERVICES

HUMAN RESOURCES

PROGRAM 4104

	Actual FY 13	Budget FY 14	Estimated FY 14	Budget FY 15	6/25/15 Proposed Reduction	7/29 Round Table Budget Discussion (A)	Adjusted FY15
PERSONNEL							
101 Regular Salaries	260,516	255,640	261,198	265,370			265,370
102 Overtime	336	690	48	710			710
103 Retirement	26,934	27,600	26,220	28,640			28,640
104 Social Security	19,879	20,430	21,356	21,140			21,140
105 Insurance	26,520	35,230	35,230	37,020			37,020
106 Longevity	1,020	1,030	1,091	1,090			1,090
108 Other-Vehicle Allowance	5,861	5,400	5,769	5,400			5,400
110 Unemployment Compensation	40,633	75,000	80,306	85,000			85,000
111 Workers' Compensation	990	990	990	740			740
Total	382,689	422,010	432,208	445,110	0	0	445,110
OPERATING							
201 Office Supplies	1,670	1,500	1,026	1,500	(250)		1,250
202 Small Equipment	745	1,000	46	1,000	(500)		500
205 Custodial Equipment & Supplies	1,066	750	1,028	750			750
207 Repair of Equipment	0	750	0	750	(500)		250
210 Communications	1,627	2,000	2,583	2,600	(250)		2,350
212 Bonds, Insurance, Licenses	0	250	250	250			250
213 Postage	460	1,250	557	1,250	(250)		1,000
214 Advertising, Printing, Photo	200	3,500	726	3,000	(500)		2,500
215 Travel	5,420	4,000	556	3,500	(750)		2,750
216 Education, Memberships, Subscriptions	2,746	14,753	6,063	6,300	(4,000)		2,300
217 Lease, Rent, Taxes- (Time & Attendance System Lease)	78,197	83,600	79,153	83,600			83,600
219 Other-Salary Survey	3,150	4,000	0	4,000			4,000
220 Examinations	6,478	4,000	5,480	4,000			4,000
Total	101,759	121,353	97,468	112,500	(7,000)	0	105,500
HUMAN RESOURCES TOTAL	484,448	543,363	529,676	557,610	(7,000)	0	550,610

Funding Allocation:

- 53% General Fund
- 10% Street Sales Tax Fund
- 7% Street Maintenance Fund
- 21% Water and Sewer Operating Fund
- 9% Sanitation Operating Fund

Total Reduction **Net to General Fund**
\$ (7,000) **\$ (3,710)**

A- No additional reductions available

MANAGEMENT SERVICES

CITY CLERK/CITIZEN ACTION CENTER

PROGRAM 4105

	Actual FY 13	Budget FY 14	Estimated FY 14	Budget FY 15	6/25/15 Proposed Reduction	7/29 Round Table Budget Discussion	Adjusted FY15
PERSONNEL							
101 Regular Salaries	145,859	150,910	147,892	156,380			156,380
103 Retirement	15,772	16,870	15,570	17,500			17,500
104 Social Security	11,254	12,130	11,756	12,580			12,580
105 Insurance	17,830	29,160	29,160	30,640			30,640
106 Longevity	309	370	385	490			490
108 Other-Vehicle Allowance	5,400	5,400	5,769	5,400			5,400
111 Workers' Compensation	990	990	990	740			740
Total	197,414	215,830	211,522	223,730	0	0	223,730
OPERATING							
201 Office Supplies	902	1,400	922	1,500			1,500
202 Small Equipment	0	2,000	4,500	2,500	(500)		2,000
205 Custodial Equipment & Supplies	271	350	259	400			400
207 Repair of Equipment	66	500	0	500			500
210 Communications	383	500	283	500			500
212 Bonds, Insurance, Licenses	5,269	5,820	5,820	5,800			5,800
213 Postage	2,126	2,500	535	2,500			2,500
214 Advertising, Printing, Photo	52,106	42,000	25,687	29,700			29,700
215 Travel	4,352	7,000	5,270	7,000			7,000
216 Education, Memberships, Subscriptions	390	500	400	500			500
217 Lease, Rent, Taxes	3,906	5,000	3,965	5,000	(1,000)		4,000
218 Claims	50	1,000	417	1,000			1,000
219 Other-Codification of Ordinances, Election Costs	37,980	95,000	35,465	63,000	(500)	(5,100) *	57,400
Total	107,801	163,570	83,523	119,900	(2,000)	(5,100)	112,800
CAPITAL OUTLAY	0	15,000	13,732	0			0
CITY CLERK/CITIZEN ACTION CENTER TOTAL	305,215	394,400	308,777	343,630	(2,000)	(5,100)	336,530

* Approximate difference between budgeted (\$35,000) and actual (\$29,871) expenses for the May 12, 2015 special election.

Funding Allocation:	Total Reduction	Net to General Fund
33% General Fund	\$ (7,100)	\$ (2,343)
10% Street Sales Tax Fund		
8% Street Maintenance Fund		
37% Water and Sewer Operating Fund		
12% Sanitation Operating Fund		

MANAGEMENT SERVICES

FINANCE

PROGRAM 4301

	Actual FY 13	Budget FY 14	Estimated FY 14	Budget FY 15	6/25/15 Proposed Reduction	7/29 Round Table Budget Discussion (A)	Adjusted FY15
PERSONNEL							
101 Regular Salaries	659,917	710,320	685,449	751,000		(2,000)	749,000
102 Overtime	214	0	13	0			0
103 Retirement	65,370	73,070	66,057	77,180		(4,000)	73,180
104 Social Security	49,366	55,710	55,184	58,730		(1,500)	57,230
105 Insurance	74,580	106,880	113,711	112,280			112,280
106 Longevity	2,861	2,950	3,143	3,010			3,010
107 Medical Expenses	0	500	0	0			0
108 Other-Vehicle Allowance	5,400	5,400	5,769	5,400			5,400
111 Workers' Compensation	1,390	1,520	1,670	1,130			1,130
Total	859,098	956,350	930,996	1,008,730	0	(7,500)	1,001,230
OPERATING							
201 Office Supplies	4,820	8,685	5,928	8,000	(2,500)		5,500
202 Small Equipment	4,776	13,300	6,659	10,300	(6,300)		4,000
205 Custodial Equipment and Supplies	1,763	2,000	2,256	2,000			2,000
207 Repair of Equipment	784	1,000	944	1,000		(200)	800
210 Communications	3,164	2,100	4,974	3,800			3,800
212 Bonds, Insurance, Licenses	0	500	500	500	(250)		250
213 Postage	10,920	13,000	13,122	13,000		(300)	12,700
214 Advertising, Printing, Photo	11,799	22,364	20,122	14,000			14,000
215 Travel	12,859	16,200	7,020	17,000	(3,000)		14,000
216 Education, Memberships, Subscriptions	9,260	11,000	8,859	10,000			10,000
217 Lease, Rent, Taxes	9,787	16,000	13,581	16,000			16,000
219 Other - External Audit, Consulting Fees	133,411	200,000	186,464	200,000			200,000
Total	203,343	306,149	270,429	295,600	(12,050)	(500)	283,050
FINANCE TOTAL	1,062,441	1,262,499	1,201,425	1,304,330	(12,050)	(8,000)	1,284,280
Funding Allocation:					Total Reduction	Net to General Fund	
23% General Fund					\$ (20,050)	\$ (4,612)	
20% Street Sales Tax Fund							
8% Street Maintenance Fund							
37% Water and Sewer Operating Fund							
12% Sanitation Operating Fund							

A- Unbudgeted payout expense in October 2015 for retiring Director of Finance will be approximately \$20,000.

MANAGEMENT SERVICES

PURCHASING

PROGRAM 4306

	Actual FY 13	Budget FY 14	Estimated FY 14	Budget FY 15	6/25/15 Proposed Reduction	7/29 Round Table Budget Discussion	Adjusted FY15
PERSONNEL							
101 Regular Salaries	102,052	101,740	103,987	105,720			105,720
102 Overtime	0	0	0	820		(500)	320
103 Retirement	9,903	10,320	9,841	10,850			10,850
104 Social Security	7,845	7,930	8,760	8,340			8,340
105 Insurance	12,290	12,200	12,200	12,820			12,820
106 Longevity	480	610	530	610		(50)	560
109 Employee Allowances	415	0	1,281	1,200			1,200
111 Workers' Compensation	990	990	990	740			740
Total	133,975	133,790	137,589	141,100	0	(550)	140,550
OPERATING							
201 Office Supplies	751	1,500	1,411	1,700			1,700
202 Small Equipment	1,036	1,100	168	1,300			1,300
203 Fuel,Oil, Lube	775	760	207	800			800
205 Custodial Equipment & Supplies	4,868	9,030	5,944	7,500		(300)	7,200
206 Materials	2,210	2,700	2,448	2,840		(500)	2,340
207 Repair of Equipment	186	1,500	122	1,600			1,600
208 Repair of Buildings	47,432	55,000	61,694	57,300	(7,000)		50,300
210 Communications	73,191	73,500	80,500	77,310			77,310
212 Bonds, Insurance, Licenses	2,463	3,710	3,710	3,710			3,710
213 Postage	332	1,000	265	1,000		(300)	700
214 Advertising, Printing, Photo	1,812	5,300	4,769	5,570	(2,000)		3,570
215 Travel	1,422	3,500	415	3,500			3,500
216 Education, Memberships, Subscriptions	3,040	3,500	3,770	3,700			3,700
217 Lease, Rent, Taxes	254,469	263,000	258,657	290,000			290,000
Total	393,987	425,100	424,080	457,830	(9,000)	(1,100)	447,730
PURCHASING TOTAL	527,962	558,890	561,669	598,930	(9,000)	(1,650)	588,280
Funding Allocation:					Total Reduction	Net to General Fund	
33% General Fund					\$ (10,650)	\$ (3,515)	
10% Street Sales Tax Fund							
8% Street Maintenance Fund							
37% Water and Sewer Operating Fund							
12% Sanitation Operating Fund							

MANAGEMENT SERVICES

INFORMATION & TECHNOLOGY SERVICES

PROGRAM 4401

	Actual FY 13	Budget FY 14	Estimated FY 14	Budget FY 15	6/25/15	7/29	Adjusted FY15
					Proposed Reduction	Round Table Budget Discussion	
PERSONNEL							
101 Regular Salaries	588,535	597,530	598,483	609,540			609,540
102 Overtime	70	630	26	620		(500)	120
103 Retirement	58,516	61,680	57,511	62,940			62,940
104 Social Security	45,366	46,560	49,330	47,520			47,520
105 Insurance	47,740	59,760	59,760	62,780			62,780
106 Longevity	1,064	1,210	1,283	1,210			1,210
107 Medical Expenses	65	0	0	0			0
108 Other-Vehicle Allowance	5,400	5,400	5,769	5,400			5,400
111 Workers' Compensation	1,220	1,220	1,220	920			920
Total	747,976	773,990	773,382	790,930	0	(500)	790,430
OPERATING							
201 Office Supplies	2,314	3,000	2,294	3,000		(500)	2,500
202 Small Equipment	104,456	70,000	27,944	90,000	(19,000)	(9,000) *	81,000
203 Fuel, Oil & Lube	2,411	3,500	1,954	3,500			3,500
204 Clothing	1,523	1,000	937	1,000			1,000
205 Custodial Equipment & Supplies	2,934	3,000	3,507	3,000			3,000
206 Materials	2,259	1,500	711	1,500			1,500
207 Repair of Equipment	19,916	25,000	13,330	17,000		(2,000)	15,000
208 Repair of Buildings	61,705	75,000	87,024	82,990			82,990
210 Communications	421,570	455,000	412,739	440,000			440,000
211 Utilities	48,499	65,000	69,681	65,000			65,000
212 Bonds, Insurance, Licenses	6,439	12,000	12,000	10,000			10,000
213 Postage	1,139	1,000	46	1,000		(500)	500
214 Advertising, Printing, Photo	3,053	500	0	500			500
215 Travel	40,998	30,000	34,104	30,000	(4,000)	(3,000) *	27,000
216 Education, Memberships, Subscriptions	1,205	5,000	1,167	5,000		(2,000)	3,000
217 Lease, Rent, Taxes	2,737	3,500	2,917	3,500			3,500
219 Other-GIS Maintenance	392	0	0	0			0
240 Software Procurement	91,204	92,000	92,000	115,000			115,000
241 PC Replacements	34,556	35,000	13,506	30,000	(15,000)		15,000
242 Peripheral Replacements	1,495	20,000	1,500	5,000	(2,000)		3,000
243 Service Maintenance and Upgrades	65,542	84,000	84,000	84,000			84,000
Total	916,347	985,000	861,361	990,990	(17,000)	(17,000)	956,990
INFORMATION & TECHNOLOGY SERVICES TOTAL	1,664,323	1,758,990	1,634,743	1,781,920	(17,000)	(17,500) *	1,747,420

Funding Allocation:

40% General Fund

25% Street Sales Tax Fund

5% Street Maintenance Fund

20% Water and Sewer Operating Fund

10% Sanitation Operating Fund

Total Reduction

\$ (34,500)

Net to General Fund

\$ (13,800)

* Upon further review, reductions originally submitted required adjustments as noted.

DEVELOPMENT SERVICES

PLANNING AND ZONING

PROGRAM 4106

	Actual FY 13	Budget FY 14	Estimated FY 14	Budget FY 15	6/25/15 Proposed Reduction	7/29 Round Table Budget Discussion	Adjusted FY15
PERSONNEL							
101 Regular Salaries	440,595	446,480	455,546	468,970	(6,000)		462,970
102 Overtime	1,035	1,340	1,298	2,430			2,430
103 Retirement	44,373	46,700	44,609	49,140			49,140
104 Social Security	33,383	35,110	37,186	36,990			36,990
105 Insurance	41,487	65,750	65,750	69,080			69,080
106 Longevity	1,592	1,690	1,811	1,870			1,870
108 Other-Vehicle Allowance, Homeless Coordinator	23,682	35,400	38,700	38,400			38,400
109 Employee Allowances	415	0	1,281	0			0
111 Workers' Compensation	1,260	1,260	1,260	940			940
Total	587,822	633,730	647,441	667,820	(6,000)	0	661,820
OPERATING							
201 Office Supplies	2,032	6,500	820	3,400			3,400
202 Small Equipment	1,081	3,000	4,619	3,000			3,000
203 Fuel, Oil, Lube	1,171	2,250	1,889	2,250		(500)	1,750
205 Custodial Equipment and Supplies	977	1,250	1,596	1,250			1,250
207 Repair of Equipment	973	3,000	946	3,000		(1,500)	1,500
208 Repair of Buildings	0	1,000	0	0			0
210 Communications	1,968	3,000	1,602	3,000		(500)	2,500
212 Bonds, Insurance, Licenses	2,521	2,730	2,730	2,870			2,870
213 Postage	2,419	6,500	3,667	6,500	(500)	(2,000)	4,000
214 Advertising, Printing, Photo	12,026	19,500	10,298	8,500			8,500
215 Travel	3,233	7,000	3,719	8,400	(500)	(2,500)	5,400
216 Education, Memberships, Subscriptions	6,697	9,500	8,785	10,300		(500)	9,800
217 Lease, Rent, Taxes	11,705	8,000	13,980	14,000	(4,000)		10,000
219 Other - Planning Commission, Special Plans	183,303	175,000	177,165	27,000		(5,000)	22,000
Total	230,106	248,230	231,816	93,470	(5,000)	(12,500)	75,970
PLANNING TOTAL	817,928	881,960	879,257	761,290	(11,000)	(12,500)	737,790
Funding Allocation:					Total Reduction	Net to General Fund	
65% General Fund					\$ (23,500)	\$ (15,275)	
20% Street Sales Tax Fund							
15% Water and Sewer Operating Fund							

Note: The City's share of the Homeless Coordinator is \$33,000 for 2015 and is included in account 108. The position is a part of the Housing Authority.

DEVELOPMENT SERVICES

BUILDING SAFETY

PROGRAM 4108

	Actual	Budget	Estimated	Budget	6/25/15	7/29	Adjusted
PERSONNEL	FY 13	FY 14	FY 14	FY 15	Proposed	Round Table	FY15
					Reduction	Budget	
						Discussion	
101 Regular Salaries	554,379	587,170	567,898	577,980			577,980
102 Overtime	425	5,770	420	3,100			3,100
103 Retirement	53,833	59,500	53,022	58,610			58,610
104 Social Security	42,343	46,460	46,880	45,930			45,930
105 Insurance	53,960	88,530	88,530	93,010			93,010
106 Longevity	1,701	2,050	1,974	2,050			2,050
111 Workers' Compensation	3,240	3,240	3,240	2,420			2,420
Total	709,881	792,720	761,964	783,100	0	0	783,100
OPERATING							
201 Office Supplies	3,332	4,000	1,765	3,190			3,190
202 Small Equipment	596	4,500	500	4,500	(1,000)		3,500
203 Fuel, Oil, Lube	15,876	16,500	16,648	18,000	(500)		17,500
204 Clothing	750	1,100	194	1,200			1,200
205 Custodial Equipment and Supplies	293	500	606	500			500
207 Repair of Equipment	4,082	10,000	8,548	12,000	(500)		11,500
209 Merchandise/Program Participation	1,966	2,000	4,656	2,000	(500)		1,500
210 Communications	6,166	7,500	6,941	8,000	(500)		7,500
212 Bonds, Insurance, Licenses	7,098	8,100	8,100	8,100			8,100
213 Postage	447	2,000	531	1,500			1,500
214 Advertising, Printing, Photo	1,256	1,200	154	1,500			1,500
215 Travel	4,891	12,000	9,748	12,000	(2,000)		10,000
216 Education, Memberships, Subscriptions	1,822	4,000	1,417	3,000	(500)		2,500
217 Lease, Rent, Taxes	4,134	4,500	4,524	4,500			4,500
Total	52,709	77,900	64,332	79,990	(5,500)	0	74,490
BUILDING SAFETY TOTAL	762,590	870,620	826,296	863,090	(5,500)	0	857,590

Funding Allocation:
100% General Fund

Total Reduction **Net to General Fund**
\$ (5,500) \$ (5,500)

DEVELOPMENT SERVICES

CLEANUP/DEMOLITION PROGRAM FUND

NEIGHBORHOOD SERVICES

PROGRAM 6900

	Actual	Budget	Estimated	Budget	6/25/15	7/29	Adjusted
PERSONNEL	FY 13	FY 14	FY 14	FY 15	Proposed	Round Table	FY15
					Reduction	Budget	
						Discussion	
101 Regular Salaries	307,970	337,340	329,343	367,780			367,780
102 Overtime	716	1,250	224	2,590			2,590
103 Retirement	30,801	33,930	30,805	37,430			37,430
104 Social Security	23,617	26,460	26,190	29,010			29,010
105 Insurance	58,243	62,720	62,720	65,900			65,900
106 Longevity	1,298	1,450	1,411	1,570			1,570
111 Workers' Compensation	3,950	4,020	4,020	3,000			3,000
Total	426,595	467,170	454,713	507,280	0	0	507,280
OPERATING							
201 Office Supplies	1,770	4,200	1,896	3,000			3,000
202 Small Equipment	1,108	7,000	4,956	4,500	(1,000)		3,500
203 Fuel, Oil, Lube	12,991	15,500	13,057	15,500	(500)		15,000
204 Clothing	334	1,150	1,511	1,100			1,100
205 Custodial Equipment and Supplies	478	500	263	500			500
207 Repair of Equipment	4,997	8,000	1,678	8,000	(500)		7,500
210 Communications	5,054	6,500	4,478	6,000	(5,800)		200
212 Bonds, Insurance, Licenses	4,252	5,550	5,550	4,900			4,900
213 Postage	20,986	30,000	23,885	30,000	(1,000)		29,000
214 Advertising, Printing, Photo	1,938	3,000	2,196	3,000			3,000
215 Travel	3,210	5,500	4,467	4,500			4,500
216 Education,Memberships,Subscriptions	875	1,500	0	1,000			1,000
217 Lease, Rent, Taxes	4,168	3,800	4,067	4,000			4,000
219 Other-Cleanup/Demolition Costs	132,301	130,000	131,074	135,000			135,000
Total	194,462	222,200	199,078	221,000	(8,800)	0	212,200
NEIGHBORHOOD SERVICES TOTAL	621,057	689,370	653,791	728,280	(8,800)	0	719,480

Note: This program is not included in the operating funds appropriations as funds are allocated from the Cleanup/Demolition Program Fund. Annual funding is provided by transfers from the General Fund and the Sanitation Operating Fund. Employees of the program are under the direction of the Development Services 4108 Building Safety Program.

Total Reduction **Net to General Fund**
\$ (8,800) **\$ (8,800)**

Funding Allocation:

100% Cleanup/Demolition Fund *

*Transfer Amount will be lowered by the reduction submitted

POLICE SERVICES

SUPPORT SERVICES

PROGRAM 4702

	Actual	Budget	Estimated	Budget	6/25/15	7/29	Adjusted
PERSONNEL	FY 13	FY 14	FY 14	FY 15	Proposed	Round Table	FY15
					Reduction	Budget	
						Discussion	
101 Regular Salaries	1,845,754	2,108,420	2,022,119	2,139,120		(200,000)	1,939,120
102 Overtime	145,759	145,000	141,533	148,380			148,380
103 Retirement	114,500	150,320	113,519	137,570			137,570
104 Social Security	100,246	118,550	113,830	118,750			118,750
105 Insurance	268,070	344,800	344,800	356,010			356,010
106 Longevity	4,751	5,470	5,315	5,650			5,650
109 Allowances-Clothing, Language, Field, CTO Training	23,860	15,600	22,693	26,000			26,000
111 Workers' Compensation	16,870	16,870	16,870	12,320			12,320
Total	2,519,810	2,905,030	2,780,679	2,943,800	0	(200,000)	2,743,800
OPERATING							
201 Office Supplies	30,831	32,000	22,819	26,000			26,000
202 Small Equipment	85,041	178,372	175,372	104,990			104,990
203 Fuel, Oil, Lube	10,062	15,000	14,989	15,000			15,000
204 Clothing	9,257	7,000	8,604	9,000			9,000
205 Custodial Equipment and Supplies	17,218	13,500	17,054	14,000			14,000
206 Materials	789	1,500	894	1,500			1,500
207 Repair of Equipment	11,030	17,000	5,867	10,100			10,100
208 Repair of Buildings	8,511	39,150	49,135	32,000			32,000
212 Bonds, Insurance, Licenses	11,782	15,310	15,310	15,950			15,950
213 Postage	4,732	6,000	3,474	5,000			5,000
214 Advertising, Printing, Photo	7,143	9,500	6,100	7,500			7,500
215 Travel	22,303	44,000	17,613	18,000			18,000
216 Education, Memberships, Subscriptions	27,366	48,180	14,681	27,350			27,350
217 Lease, Rent, Taxes	14,794	16,000	14,519	16,000			16,000
218 Claims	400	1,000	111	1,000			1,000
219 Other - Prisoner Care	623,188	845,000	509,400	650,000	(69,119)		580,881
230 Computer Equipment & Software	53,823	42,500	78,738	49,000			49,000
231 Computer Equipment & Software Maintenance	286,304	277,220	272,000	280,000			280,000
232 Computer System & Network Fees-Lease Pur.	140,464	109,960	109,952	109,960			109,960
233 Computer System Support & Consulting	11,402	17,000	2,983	9,000			9,000
236 EOC Communications	0	48,100	34,204	35,000			35,000
237 EOC Technology Maintenance	0	9,000	6,000	9,000			9,000
Total	1,376,440	1,792,292	1,379,819	1,445,350	(69,119)	0	1,376,231
SUPPORT SERVICES TOTAL	3,896,250	4,697,322	4,160,498	4,389,150	(69,119)	(200,000)	4,120,031

Funding Allocation:
100% General Fund

Total Reduction **Net to General Fund**
\$ (269,119) **\$ (269,119)**

Note 1: The retirement costs for sworn personnel in this program are \$322,570 for 2015. The retirement contribution is made from the LOPFI Contribution Fund and is not paid from this program. For details, please refer to the Budget Highlights Section-Retirement Plans in the 2015 Budget Document.

POLICE SERVICES

PROGRAM 4703

CRIMINAL INVESTIGATIONS

	Actual	Budget	Estimated	Budget	6/25/15	7/29	Adjusted
PERSONNEL	FY 13	FY 14	FY 14	FY 15	Proposed	Round Table	FY15
					Reduction	Budget	
						Discussion	
101 Regular Salaries	2,064,631	2,062,440	2,033,067	2,197,670		(200,000)	1,997,670
102 Overtime	42,893	55,000	50,691	56,870			56,870
103 Retirement	15,406	19,620	11,002	13,470			13,470
104 Social Security	34,670	40,710	38,898	41,950			41,950
105 Insurance	311,512	352,290	352,790	370,080			370,080
106 Longevity	8,616	9,190	9,320	8,830			8,830
107 Medical Expenses	0	6,000	0	6,000			6,000
109 Allowances-Clothing, Language, Field, CTO Training	54,025	48,000	48,013	53,000			53,000
111 Workers' Compensation	16,800	16,510	16,510	12,660			12,660
Total	2,548,553	2,609,760	2,560,291	2,760,530	0	(200,000)	2,560,530
OPERATING							
201 Office Supplies	1,024	3,000	2,206	3,000			3,000
202 Small Equipment	2,132	7,000	4,513	5,500			5,500
203 Fuel, Oil, Lube	66,235	65,000	69,159	70,000			70,000
204 Clothing	15,261	17,500	15,187	17,000			17,000
205 Custodial Equipment and Supplies	728	2,750	181	2,000			2,000
206 Materials	4,134	5,250	4,676	5,000			5,000
207 Repair of Equipment	33,658	44,500	47,730	47,500			47,500
212 Bonds, Insurance, Licenses	40,410	40,110	40,110	42,120			42,120
214 Advertising, Printing, Photo	1,788	15,000	2,906	3,000			3,000
215 Travel	10,549	7,500	20,000	15,000			15,000
216 Education, Memberships, Subscriptions	12,380	6,300	32,496	16,700			16,700
217 Lease, Rent, Taxes	5,281	3,500	8,733	5,900			5,900
218 Claims	0	1,000	0	0			0
219 Other- Confidential Buy Money	12,315	12,450	12,450	12,500			12,500
Total	205,895	230,860	260,347	245,220	0	0	245,220
CRIMINAL INVESTIGATIONS TOTAL	2,754,448	2,840,620	2,820,638	3,005,750	0	(200,000)	2,805,750

Note 1: The Secretary position in Program 6911 will be split 44/56 between Programs 4703 and 6911 respectively in 2015.

Total Reduction **Net to General Fund**
\$ (200,000) **\$ (200,000)**

Note 2: The retirement costs for sworn personnel in this program are \$745,610 for 2015. The retirement contribution is made from the LOPFI Contribution Fund and is not paid from this program. For details, please refer to the Budget Highlights Section-Retirement Plans in the 2015 Budget Document.

Note 3: One Corporal is partially reimbursed by the 12th Judicial Drug Task Force.

Funding Allocation:
 100% General Fund

FIRE SERVICES

PROGRAM 4801

ADMINISTRATION

	Actual FY13	Budget FY14	Estimated FY14	Budget FY15	6/25/15 Proposed Reduction	7/29 Round Table Budget Discussion	Adjusted FY15
PERSONNEL							
101 Regular Salaries	635,403	513,550	497,104	519,040		(5,190)	513,850
102 Overtime	3,033	4,940	2,330	4,980		(250)	4,730
103 Retirement (Note 1)	18,425	21,890	15,498	14,850			14,850
104 Social Security	12,418	14,360	13,004	12,220			12,220
105 Insurance	64,290	61,500	61,500	59,610			59,610
106 Longevity	2,470	1,950	1,987	1,930			1,930
107 Medical Expenses	340	1,140	352	1,140			1,140
108 Allowances-Clothing, Language & Field Training	5,400	5,400	5,769	5,400			5,400
109 Investigative Allowance	3,600	4,800	2,565	4,800			4,800
111 Workers' Compensation	1,390	1,140	1,140	850			850
Total	746,769	630,670	601,249	624,820	0	(5,440)	619,380
OPERATING							
201 Office Supplies	4,677	8,000	7,375	7,500		(750)	6,750
202 Small Equipment	5,037	13,300	13,000	20,000			20,000
203 Fuel, Oil, Lube	15,731	12,500	14,528	14,000		(1,400)	12,600
204 Clothing	4,851	8,800	4,789	11,130		(1,120)	10,010
207 Repair of Equipment	7,326	8,900	7,293	8,800			8,800
208 Repair of Buildings	336	3,000	0	1,000			1,000
210 Communications	8,872	8,600	8,600	7,100			7,100
212 Bonds, Insurance, Licenses	9,404	8,200	8,200	8,610			8,610
213 Postage	312	1,000	522	1,000		(100)	900
214 Advertising, Printing, Photo	3,729	4,000	5,000	4,000		(400)	3,600
215 Travel	5,492	15,000	8,224	10,000		(750)	9,250
216 Education, Memberships, Subscriptions	4,364	5,000	4,900	5,000			5,000
217 Lease, Rent, Taxes	6,943	9,000	7,020	8,000			8,000
219 Other-Hazmat County Fee, Emergency Notification	43,056	46,000	43,100	35,000		(500)	34,500
Total	120,130	151,300	132,551	403,981		(5,020)	398,961
ADMINISTRATION TOTAL	866,899	781,970	733,800	1,028,801	0	(10,460)	1,018,341

Note 1: Additional retirement costs for sworn personnel in this program would be \$151,430 for 2015. This retirement contribution is made from the LOPFI Contribution Fund and is not paid from this program. please refer to the Budget Highlights Section-Retirement Plans in the 2015 Budget Document.

Total Reduction **Net to General Fund**
\$ (10,460) **\$ (10,460)**

Funding Allocation:
 100% General Fund

FIRE SERVICES

SUPPRESSION AND RESCUE

PROGRAM 4802

	Actual FY 13	Budget FY 14	Estimated FY 14	Budget FY 15	6/25/15	7/29	Adjusted FY15
					Proposed Reduction	Round Table Budget Discussion	
PERSONNEL							
101 Regular Salaries	6,441,503	6,963,740	6,448,494	7,136,280		(71,360)	7,064,920
102 Overtime	419,266	542,970	399,733	465,300			465,300
103 Retirement (Note 1)	34,348	33,730	23,978	17,690			17,690
104 Social Security	74,851	109,450	83,988	103,390			103,390
105 Insurance	943,580	1,086,560	1,086,560	1,141,440			1,141,440
106 Longevity	22,911	23,830	21,843	21,670			21,670
107 Medical Expenses	11,017	12,580	4,409	12,580			12,580
109 Allowances-Clothing, Language & Field Training	73,487	76,000	78,985	73,210			73,210
111 Workers' Compensation	38,330	38,330	38,330	28,540			28,540
Total	8,059,293	8,887,190	8,186,320	9,000,100	0	(71,360)	8,928,740
OPERATING							
202 Small Equipment	133,494	157,520	149,630	136,520			136,520
203 Fuel, Oil, Lube	110,918	118,290	133,576	136,100		(6,800)	129,300
204 Clothing	130,266	137,800	137,000	193,110			193,110
205 Custodial Equipment & Supplies	38,713	40,560	50,298	50,000			50,000
206 Materials	27,166	34,100	45,665	34,100			34,100
207 Repair of Equipment	128,944	140,000	139,000	146,130			146,130
208 Repair of Buildings	25,506	70,000	62,376	62,000			62,000
210 Communications	11,939	17,000	10,013	19,400			19,400
211 Utilities	76,760	75,000	80,663	83,000			83,000
212 Bonds, Insurance, Licenses	49,608	58,860	58,860	58,860			58,860
213 Postage	13	300	0	300		(50)	250
214 Advertising, Printing, Photo	321	600	371	600		(200)	400
215 Travel	21,604	22,000	19,194	16,000		(1,000)	15,000
216 Education, Memberships, Subscriptions	14,607	15,200	15,200	11,700		(700)	11,000
217 Lease, Rent, Taxes	2,733	2,000	204	2,000			2,000
219 Other-Training Facility (Note 2)	363,411	0	0	0			0
220 Examinations	1,185	25,000	25,000	4,000			4,000
Total	1,137,188	914,230	927,050	953,820	0	(8,750)	945,070
CAPITAL OUTLAY	0	0	7,732	0			0
301 Fire Hose Repair Machine (1) (Replacement)				9,000			9,000
SUPPRESSION AND RESCUE TOTAL	9,196,481	9,801,420	9,121,102	9,962,920	0	(80,110)	9,882,810

Funding Allocation:
100% General Fund

Total Reduction **Net to General Fund**
\$ (80,110) **\$ (80,110)**

Note 1: Additional retirement costs for sworn personnel would be \$2,995,120 for 2015. This retirement contribution is made from the LOPFI Contribution Fund and is not paid from this program. For details, please refer to the Budget Highlights Section-Retirement Plans in the 2015 Budget Document.

Note 2: In the past, the 4802-219 accounted for the Act 833 state insurance turnback funds. These funds are reflected as a revenue as a revenue in the General Fund and, once the training facility is completed, the funds will support program 4804.

FIRE SERVICES

TRAINING

PROGRAM 4804

	Actual FY13	Budget FY14	Estimated FY14	Budget FY5	6/25/15 Proposed Reduction	7/29/2015 Round Table Budget Discussion	Adjusted FY15
PERSONNEL							
101 Regular Salaries	0	137,570	134,943	158,210		(2,370)	155,840
103 Retirement (Note 2)	0	13,820	0	0			0
104 Social Security	0	2,050	1,862	2,340			2,340
105 Insurance	0	17,670	17,670	18,570			18,570
106 Longevity	0	580	578	670			670
109 Allowances-Clothing, Language & Field Training	0	1,200	1,281	1,200			1,200
111 Workers' Compensation	0	260	260	200			200
Total	0	173,150	156,594	181,190	0	(2,370)	178,820
OPERATING							
202 Small Equipment	0	30,000	3,545	19,400			19,400
203 Fuel, Oil, Lube	0	4,000	1,735	4,000			4,000
204 Clothing	0	1,900	2,589	2,350			2,350
206 Materials	0	1,000	0	5,000			5,000
207 Repair of Equipment	0	500	485	500			500
208 Repair of Buildings	0	500	0	500			500
210 Communications	0	1,800	0	2,200			2,200
211 Utilities	0	4,200	0	3,400		(500)	2,900
212 Bonds, Insurance, Licenses	0	1,870	1,870	1,870			1,870
215 Travel	0	5,000	2,141	5,000			5,000
216 Education, Memberships, Subscriptions	0	0	157	21,000			21,000
Total	0	50,770	12,522	65,220	0	(500)	64,720
FIRE TRAINING TOTAL	0	223,920	169,116	246,410	0	(2,870)	243,540

Funding Allocation:
100% General Fund

Total Reduction **Net to General Fund**
\$ (2,870) \$ (2,870)

Note 1: These two positions were transferred from Program 4801 for 2014. This program is funded in part by Act 833 insurance turnback funds. Estimated revenue from this source in 2015 is \$99,000.

Note 2: Additional retirement costs for sworn personnel would be \$61,180 for 2015. This retirement contribution is made from the LOPFI Contribution Fund and is not paid from this program. For details, please refer to the Budget Highlights Section-Retirement Plans in the 2015 Budget Document.

**OPERATION SERVICES
PARKS AND RECREATION**

PARKS MAINTENANCE

PROGRAM 6201

	Actual	Budget	Estimated	Budget	6/25/15 Proposed Reduction	7/29/2015 Round Table Budget Discussion	Adjusted
PERSONNEL	FY 13	FY 14	FY 14	FY 15			FY15
101 Regular Salaries	675,072	675,900	704,361	685,690			685,690
102 Overtime	3,645	12,870	3,524	7,290			7,290
103 Retirement	59,874	70,880	58,693	60,510			60,510
104 Social Security	51,258	54,120	57,114	54,850			54,850
105 Insurance	82,230	164,160	164,160	165,230			165,230
106 Longevity	2,403	2,590	2,591	2,650			2,650
107 Medical Expenses	410	1,070	0	1,070			1,070
108 Other-Temporary/Seasonal Staffing, Vehicle Allowance	17,869	20,400	15,687	20,400			20,400
111 Workers' Compensation	14,330	14,330	14,330	10,160			10,160
Total	907,091	1,016,320	1,020,460	1,007,850	0	0	1,007,850
OPERATING							
201 Office Supplies	729	2,694	1,080	3,000	(1,700)	(300)	1,000
202 Small Equipment	9,000	15,000	25,113	25,000	(3,000)	(2,000)	20,000
203 Fuel, Oil, Lube	37,931	38,500	38,500	38,500	(1,428)		37,072
204 Clothing	7,946	8,000	8,819	10,000	(1,750)		8,250
205 Custodial Equipment & Supplies	3,453	5,000	3,761	8,000	(1,000)		7,000
206 Materials	38,545	47,000	25,478	45,000			45,000
207 Repair of Equipment	34,009	35,000	46,900	40,000	(2,000)		38,000
208 Repair of Buildings	16,893	50,000	22,261	30,000	(2,700)	(1,300)	26,000
210 Communications	4,479	6,000	5,656	6,000	(270)		5,730
211 Utilities	99,312	88,000	83,269	88,000	(2,327)		85,673
212 Bonds, Insurance, Licenses	40,582	49,250	49,250	51,710			51,710
213 Postage	291	500	391	500	(100)	(100)	300
214 Advertising, Printing, Photo	1,641	2,000	2,950	2,000			2,000
215 Travel	1,085	7,500	5,680	7,500	(1,200)		6,300
216 Education, Memberships, Subscriptions	1,448	2,500	4,100	7,000	(1,400)		5,600
217 Lease, Rent, Taxes	12,325	15,500	18,813	15,500	(3,875)		11,625
219 Other-Media Services, Recreation Programming	12,972	17,500	17,959	17,500	(5,250)		12,250
230 Contractual Services	188,571	231,282	201,596	200,000			200,000
Total	511,212	621,226	561,576	595,210	(28,000)	(3,700)	563,510
CAPITAL OUTLAY	104,149	125,261	134,862				
301 3/4 Ton Pickup (1) (Replacement 1998 Model)				25,000			25,000
PARKS MAINTENANCE TOTAL	1,522,452	1,762,807	1,716,898	1,628,060	(28,000)	(3,700)	1,596,360

Funding Allocation for Personnel & Operating Costs:

85% General Fund

15% Street Maintenance Fund

Total Reduction **Net to General Fund**
\$ (31,700) **\$ (26,945)**

Funding Allocation for Capital Outlay:

100% General Fund

**OPERATION SERVICES
PARKS AND RECREATION**

OAK CEMETERY

PROGRAM 6202

	Actual	Budget	Estimated	Budget	6/25/15 Proposed Reduction	7/29/2015 Round Table Budget Discussion	Adjusted
PERSONNEL	FY 13	FY 14	FY 14	FY 15			FY15
101 Regular Salaries	96,098	101,380	98,325	104,830			104,830
102 Overtime	1,963	1,480	2,124	2,590			2,590
103 Retirement	7,248	7,500	7,041	8,050			8,050
104 Social Security	7,343	8,040	7,774	8,630			8,630
105 Insurance	11,960	20,670	20,670	21,720			21,720
106 Longevity	572	610	641	610			610
107 Medical Expenses	0	1,000	0	1,000			1,000
111 Workers' Compensation	1,290	1,290	1,290	960			960
Total	126,474	141,970	137,865	148,390	0	0	148,390
OPERATING							
201 Office Supplies	94	100	35	500		(250)	250
202 Small Equipment	914	2,000	467	3,000			3,000
203 Fuel, Oil, Lube	1,700	1,750	3,163	1,750			1,750
204 Clothing	835	1,000	598	1,000			1,000
205 Custodial Equipment & Supplies	577	1,500	628	1,500	(500)	(250)	750
206 Materials	631	2,000	1,065	2,000	(500)	(300)	1,200
207 Repair of Equipment	4,714	5,000	3,824	5,000			5,000
208 Repair of Buildings	5,671	5,000	2,965	5,000		(1,500)	3,500
210 Communications	113	500	44	500		(250)	250
211 Utilities	3,291	3,500	2,913	3,500			3,500
212 Bonds, Insurance, Licenses	177	1,160	1,160	1,220			1,220
213 Postage	0	300	37	300		(200)	100
216 Education, Memberships, Subscriptions	50	100	0	100			100
217 Lease, Rent, Taxes	403	1,500	911	1,500	(500)		1,000
219 Other- Dead Wood Removal, Tales of the Crypt	3,627	5,000	5,000	10,000		(5,000)	5,000
Total	22,797	30,410	22,810	36,870	(1,500)	(7,750)	27,620
OAK CEMETERY TOTAL	149,271	172,380	160,675	185,260	(1,500)	(7,750)	176,010

Funding Allocation:
100% General Fund

Total Reduction **Net to General Fund**
\$ (9,250) **\$ (9,250)**

**OPERATION SERVICES
PARKS AND RECREATION**

COMMUNITY CENTERS

PROGRAM 6204

	Actual FY 13	Budget FY 14	Estimated FY 14	Budget FY 15	6/25/15 Proposed Reduction	7/29/2015 Round Table Budget Discussion	Adjusted FY15
PERSONNEL							
101 Regular Salaries	83,152	96,500	83,713	90,790			90,790
102 Overtime	1,165	1,480	3,335	3,210			3,210
103 Retirement	5,403	5,010	5,615	6,130			6,130
104 Social Security	6,299	7,550	6,772	7,260			7,260
105 Insurance	8,490	29,440	29,440	30,930			30,930
106 Longevity	120	130	128	130			130
107 Medical Expenses	0	200	0	200			200
111 Workers' Compensation	1,310	1,310	1,310	980			980
Total	105,939	141,620	130,313	139,630	0	0	139,630
OPERATING							
201 Office Supplies	332	500	520	1,000	(250)	(250)	500
202 Small Equipment	2,650	3,000	7,950	5,000	(800)	(1,200)	3,000
204 Clothing	469	500	0	500			500
205 Custodial Equipment and Supplies	5,679	8,000	8,193	8,000		(3,000)	5,000
206 Materials	2,894	3,000	2,415	3,000		(1,000)	2,000
207 Repair of Equipment	406	500	548	1,000		(500)	500
208 Repair of Buildings	21,087	22,000	2,659	15,000	(2,500)	(2,500)	10,000
210 Communications	1	500	0	500			500
211 Utilities	20,461	23,000	16,389	20,000			20,000
Total	53,979	61,000	38,674	54,000	(3,550)	(8,450)	42,000
COMMUNITY CENTERS TOTAL	159,918	202,620	168,987	193,630	(3,550)	(8,450)	181,630

Funding Allocation:
100% General Fund

Total Reduction
\$ (12,000) **Net to General Fund**
\$ (12,000)

**OPERATION SERVICES
PARKS AND RECREATION**

AQUATICS

PROGRAM 6205

	Actual FY 13	Budget FY 14	Estimated FY 14	Budget FY 15	6/25/15 Proposed Reduction	7/29/2015 Round Table Budget Discussion	Adjusted FY15
PERSONNEL							
101 Regular Salaries	57,531	87,000	59,874	53,830			53,830
102 Overtime	4,525	10,000	5,041	6,120			6,120
104 Social Security	4,747	7,430	5,364	6,360			6,360
107 Medical Expenses	0	200	0	200			200
111 Workers' Compensation	7,120	7,120	7,120	4,210			4,210
Total	73,923	111,750	77,399	70,720	0	0	70,720
OPERATING							
201 Office Supplies	262	500	217	500	(150)	(50)	300
202 Small Equipment	5,573	3,000	3,141	13,000			13,000
204 Clothing	1,298	3,000	339	4,000	(1,500)	(500)	2,000
205 Custodial Equipment & Supplies	1,885	4,000	2,704	4,000	(1,000)	(1,000)	2,000
206 Materials	24,142	35,000	23,630	28,000			28,000
207 Repair of Equipment	867	2,000	333	2,000	(500)		1,500
208 Repair of Buildings	19,974	49,826	43,500	35,000			35,000
209 Merchandise	2,176	25,000	0	0			0
210 Communications	5	300	0	300			300
211 Utilities	13,845	15,000	11,346	15,000			15,000
212 Bonds, Insurance, Licenses	85	0	0	0			0
Total	70,112	137,626	85,210	101,800	(3,150)	(1,550)	97,100
AQUATICS TOTAL	144,035	249,376	162,609	172,520	(3,150)	(1,550)	167,820

Funding Allocation:
100% General Fund

Total Reduction **Net to General Fund**
\$ (4,700) \$ (4,700)

**OPERATION SERVICES
PARKS & RECREATION**

**RIVERFRONT/DOWNTOWN
MAINTENANCE**

PROGRAM 6206

	Actual FY 13	Budget FY 14	Estimated FY 14	Budget FY 15	6/25/15 Proposed Reduction	7/29/2015 Round Table Budget Discussion	Adjusted FY15
PERSONNEL							
101 Regular Salaries	107,794	125,500	113,559	127,450			127,450
102 Overtime	936	2,090	3,130	3,310			3,310
103 Retirement	7,732	8,540	8,167	8,980			8,980
104 Social Security	7,896	9,800	9,026	10,050			10,050
105 Insurance	17,630	35,220	35,220	37,010			37,010
106 Longevity	120	130	128	310			310
107 Medical Expenses	0	200	0	200			200
111 Workers' Compensation	1,290	1,290	1,290	960			960
Total	143,398	182,770	170,520	188,270	0	0	188,270
OPERATING							
201 Office Supplies	16	100	102	500	(300)		200
202 Small Equipment	2,897	6,000	2,126	4,000			4,000
203 Fuel, Oil, Lube	3,655	3,500	3,637	3,500			3,500
204 Clothing	1,497	3,000	1,131	3,000	(500)	(500)	2,000
205 Custodial Equipment and Supplies	5,646	5,000	5,831	5,000			5,000
206 Materials	9,436	8,000	9,976	10,000		(2,500)	7,500
207 Repair of Equipment	3,672	4,000	2,013	4,000			4,000
208 Repair of Buildings	13,142	35,000	35,000	35,000	(5,000)		30,000
210 Communications	283	1,000	409	1,000			1,000
211 Utilities	43,129	43,000	41,243	43,000			43,000
212 Bonds, Insurance, Licenses	2,677	2,120	2,120	2,230			2,230
217 Lease, Rent, Taxes	462	1,500	693	1,500			1,500
Total	86,512	112,220	104,281	112,730	(5,800)	(3,000)	103,930
CAPITAL OUTLAY	4,374	0	0				
301 Darby Community Center- Repairs (Partial)				39,000			39,000
Total Capital Outlay				39,000			39,000
RIVERFRONT/DOWNTOWN MAINTENANCE TOTAL	234,284	294,990	274,801	340,000	(5,800)	(3,000)	331,200
Funding Allocation:					Total Reduction	Net to General Fund	
100% General Fund					\$ (8,800)	\$ (8,800)	

**OPERATION SERVICES
PARKS & RECREATION**

THE PARK AT WEST END

PROGRAM 6207

	Actual	Budget	Estimated	Budget	6/25/15 Proposed Reduction	7/29/2015 Round Table Budget Discussion	Adjusted FY15
PERSONNEL	FY 13	FY 14	FY 14	FY 15			
101 Regular Salaries	11,395	17,600	9,320	14,480			14,480
102 Overtime	522	790	809	770			770
104 Social Security	912	1,410	836	1,570			1,570
111 Workers' Compensation	380	380	380	280			280
Total	13,209	20,180	11,345	17,100	0	0	17,100
OPERATING							
202 Small Equipment	120	500	41	500			500
204 Clothing	0	300	0	300			300
205 Custodial Equipment and Supplies	0	500	19	500			500
206 Materials	175	500	1,267	1,000			1,000
207 Repair of Equipment	404	2,500	0	2,500	(1,000)		1,500
211 Utilities	3,060	3,000	2,498	3,000			3,000
212 Bonds, Insurance, Licenses	100	8,330	8,330	8,750			8,750
214 Advertising, Printing, Photo	537	0	76	1,000		(400)	600
217 Lease, Rent, Taxes	1	10	2	10			10
Total	4,397	15,640	12,233	17,560	(1,000)	(400)	16,160
THE PARK AT WEST END TOTAL	17,606	35,820	23,578	34,660	(1,000)	(400)	33,260

Funding Allocation:
100% General Fund

Total Reduction **Net to General Fund**
\$ (1,400) **\$ (1,400)**

Note: The revenue generated by the ferris wheel and the carousel is netted against the actual costs each year.
If expenditures exceed revenues, the difference is made up by the CBID.

**OPERATION SERVICES
PUBLIC TRANSIT**

PUBLIC TRANSIT

PROGRAM 6550

	Actual FY 13	Budget FY 14	Estimated FY 14	Budget FY 15	6/25/15 Proposed Reduction	7/29/2015 Round Table Budget Discussion	Adjusted FY15
PERSONNEL							
101 Regular Salaries	1,158,448	1,224,740	1,197,159	1,230,820		(50,000)	1,180,820
102 Overtime	56,109	54,370	79,765	69,450			69,450
103 Retirement	112,952	130,060	99,998	132,550		(5,000)	127,550
104 Social Security	90,763	99,700	101,912	101,650			101,650
105 Insurance	198,320	244,960	244,960	248,330		(3,700)	244,630
106 Longevity	3,480	4,090	3,978	4,270			4,270
107 Medical Expenses	1,308	3,000	2,524	3,000			3,000
108 Other-Vehicle Allowance	5,400	5,400	5,769	5,400			5,400
109 Allowances-Clothing, Language & Field Training	685	0	1,281	1,200			1,200
111 Workers' Compensation	27,330	27,330	27,330	19,750			19,750
Total	1,654,795	1,793,650	1,764,676	1,816,420	0	(58,700)	1,757,720
OPERATING							
201 Office Supplies	5,075	7,500	3,413	4,460			4,460
202 Small Equipment	11,230	33,927	33,980	12,000			12,000
203 Fuel, Oil, Lube	251,796	280,000	232,843	245,000		(60,000)	185,000
204 Clothing	15,478	17,000	16,307	16,280			16,280
205 Custodial Equipment and Supplies	11,326	10,000	12,596	12,000			12,000
206 Materials	2,745	2,500	2,689	2,500			2,500
207 Repair of Equipment	93,403	100,000	74,685	80,000			80,000
208 Repair of Buildings	20,272	25,000	30,250	19,000			19,000
210 Communications	10,234	10,000	14,531	18,000			18,000
211 Utilities	30,369	26,000	37,669	30,000			30,000
212 Bonds, Insurance, Licenses	35,821	38,000	38,000	42,000			42,000
213 Postage	872	1,500	1,298	1,500			1,500
214 Advertising, Printing, Photo	8,605	10,000	7,993	10,000		(5,000)	5,000
215 Travel	5,900	6,000	11,904	9,000		(2,500)	6,500
216 Education, Memberships, Subscriptions	1,884	2,000	2,506	2,000			2,000
217 Lease, Rent, Taxes	6,454	7,500	6,576	7,000			7,000
219 Other- Professional Services, Transit Planning (100% grant funding)	9,920	71,500	54,104	34,000			0 34,000
Total	521,384	648,427	581,344	544,740	0	(67,500)	477,240
CAPITAL OUTLAY	551,026	217,700	120,955				
301 Fixed Route Buses (2) (1-CNG) (Replacement-2009 Models)				110,000			110,000
302 Radio System Lease (Year 1 of 3 Year Lease)				91,250			91,250
Total Capital Outlay				201,250			201,250
PUBLIC TRANSIT TOTAL	2,727,205	2,659,777	2,466,975	2,562,410	0	(126,200)	2,436,210
Funding Allocation: 100% General Fund							

Total Reduction Net to General Fund
\$ (126,200) \$ (126,200)

Note 1: Transit has plans to acquire a radio system integration through lease purchase during 2014. The purchase will be made over a three year period beginning in 2015 at approximately \$90,820 per year.

Memo



To: Honorable Mayor & Members of the Board of Directors
From: Jeff Dingman, Acting City Administrator
Date: 8/7/2015
Re: Business License Fees and Prepared Food Tax

On your study session agenda for August 11 to accompany the discussions related to general fund budget reductions and FY2016 budget planning are discussions requested by the Board regarding the potential for using Business License Fees or a Prepared Food Tax as a mechanism for generating additional revenues.

Business License Fees

Attached are the options for a business license fee program, which the Board has previously reviewed. Fort Smith had a business license fee in place until 1994 when the countywide sales tax was approved by voters. If re-instituted, the resolution stating how the city spends its share of countywide sales tax revenue will need to be amended. The amendment would remove references to the sales tax revenue replacing the business license fee.

Also attached is information from other large Arkansas cities about their business license fees and a note on the matter from Tim Allen at the Fort Smith Regional Chamber of Commerce. If business license fees are enacted, the authorizing ordinance would include a provision that the revenues net of collection costs would be transferred to the LOPFI contribution fund.

Prepared Food Tax

Discussed briefly at the June 23 study session and then subsequently placed on this agenda by the Board is the possibility of implementing a Prepared Food Tax. The revenues from such a measure would flow directly through the A&P Commission, who could then to support operations and capital improvement of the Fort Smith Convention Center. Doing this would free up the \$777,000 currently authorized from the City's General Fund to subsidize operations of the convention center, and also possibly allow for capital improvements at the center, such as the replacement of furniture, carpet, and mechanical equipment as needed, which the city's General Fund simply cannot provide. The \$777,000 could then be specifically applied to the annual requirement of the LOPFI contribution fund, thereby reducing the need to cut service levels from the city's General Fund departments.

Attached for your review are projections for a one-half cent Prepared Food Tax, which show that it might generate as much as \$923,244 per year. Such a tax is collected by restaurants and other venues selling prepared food for immediate consumption. Much of the revenue from a Prepared Food Tax collected at restaurants in Fort Smith would be derived from non-residents, both visitors and local residents residing outside the city limits.

As you will recall, the city attempted implementation of a one-cent Prepared Food Tax in 2011 to replace state turnback funds that previously supported the center but ended in 2010. The Board's initiative was brought to a referendum election, and after much community debate the tax was defeated by the voters.

Proponents noted that most neighboring cities have such a tax and that it would replace the discontinued state funding for the convention center without relying on the General Fund. Some opponents felt that one percent tax was too much and did not like the way the tax was initially adopted by the Board, while other opponents simply opposed a tax increase in general.

The city contracted with the A&P Commission to operate the convention center for the city, and when the Prepared Food Tax was defeated, the City dedicated the \$777,000 from the General Fund to support the center's operation. That arrangement is working well and the convention center continues to bring business and visitors to the city and support a large number of hospitality jobs. Even with its success, convention centers ordinarily operate at a direct deficit, but their purpose is to generate economic activity in a community, resulting in major contributions to the tax base.

Recognizing the local history of the issue, if the Board considers a Prepared Food Tax a viable option it would then free up General Fund dollars that could then be applied to our fire & police pension program. We can then prepare an ordinance that would either levy such a tax, or refer the question to the voters for approval following an appropriate education campaign to illustrate how it benefits both the pension program and the local tourism industry.

Prepared Food Tax revenues are authorized by state law and specifically intended for use in supporting tourism and promotion activities. Operating a convention center is a typical use. For the past few years, the city's General Fund budget has also contributed to other tourism related venues that could instead be funded by Prepared Food Tax revenues. Using Prepared Food Tax revenues for these purposes could provide further relief to the city's General Fund and further stimulate our growing local tourism economy.

Conclusion

Efforts to reduce the General Fund operating budgets while maintaining levels of service will need to be augmented by increases in General Fund revenues in order to meet the Board's expressed interest of proactively addressing the projected funding requirements for the police and fire pension program.

Several possibilities for increasing revenues have been discussed over the past few months. Both the Business License Fees and the Prepared Food Tax represent relatively large-scale steps toward the projected shortfall in pension program funding. At the Board's direction, staff will further develop either option for further consideration.

Please contact me if you have questions regarding this agenda item.

City of Fort Smith, Arkansas
Occupation Licenses & Fees
Estimated for 2016

	<u>Accounts</u>	<u>Fee</u>	<u>Total</u>
Revenues:			
Business Licenses (Note 1)			
Active Registrations	5,077	\$ 150	\$ 761,550
Employee Excise Fees (Note 2)	60,727	\$ 20	<u>1,214,540</u>
Total Revenues			<u>1,976,090</u>
Expenditures:			
Personnel			114,510
Operating			10,000
Capital			<u>46,000</u>
Total Expenditures			<u>170,510</u>
Net Revenues			<u>\$ 1,805,580</u>

Note 1: Each business entity and each professional license will be \$150 per year.

Note 2: Each business entity will pay \$20 per employee up to a maximum of 500 employees or \$10,000 per year. This would be applied to all entities from zero employees to 500 employees.

City of Fort Smith, Arkansas
Occupation Licenses & Fees
Waiving Excise Fees for Smaller Employers
Estimated for 2016

	<u>Accounts</u>	<u>Fee</u>	<u>Total</u>
Revenues:			
Business Licenses (Note 1)			
Active Registrations	5,077	\$ 150	\$ 761,550
Employee Excise Fees (Note 2)	42,208	\$ 20	<u>844,160</u>
Total Revenues			<u>1,605,710</u>
Expenditures:			
Personnel			114,510
Operating			10,000
Capital			<u>46,000</u>
Total Expenditures			<u>170,510</u>
Net Revenues			<u>\$ 1,435,200</u>

Note 1: Each business entity and each professional license will be \$150 per year.

Note 2: Each business entity will pay \$20 per employee for employees totaling from 26 to a maximum of 500 employees. Business entities with 25 or fewer employees would not be charged excise fees. The maximum excise fee for an entity with 500 or more employees would be \$10,000 per year.

Survey City Business License Fee

City	Fee/Comments	Contact
Hot Springs	Fee based on business category Range \$75-\$1,500	Joy Black
Rogers	Fee based on business category Range \$40-up base + per employee	Casey Wilhelm
Fayetteville	Home based \$22, Non Home Based \$35 Discounts for online, early/timely pay	Marsha Hertweck
N. Little Rock	Fee calculated on base plus employee count Range \$90-\$1,000	Mark Rogers
Springdale	\$40 base permit + 1-25 employees \$2.50 per, 26-197 employees \$1.00 per City Council set a maxium fee of \$300	Laura Favorite
Little Rock	Fee based on business category Range \$75-\$2,700	Scott Massanelli Amanda McKinney
Jonesboro	Fee based on business category \$25-\$2,500	Becky Sharp
Conway	None	Perry Faulkner

Business License Fee Revenue

City	Contact	2014 Revenue	Use
Hot Springs	Doretha Yates	\$718,000	All revenue goes into general fund to be used as needed for any general purposes. No method for tracking expenses related to collection. One employee assigned all tasks related to collection.
Rogers	Casey Wilhelm	\$265,899	Revenue goes into the general fund for general operations of the City. No method for tracking related costs against this revenue. Associated costs would be payroll, postage, paper.
Fayetteville	Marsha Hertweck	\$55,985	Revenue goes into the general fund for general operations of the City. No method for tracking expenses related to collection.
N. Little Rock	Karen Scott	(1) \$1,633,464	Revenue goes into the general fund.
Springdale	Laura Favorite	\$143,128	Revenue goes into the Administration Division (part of the General Fund)
Little Rock	Scott Massanelli Sara Lenehan	\$6,388,000	Revenue goes into the general fund.
Jonesboro	Becky Sharp Michael Burrough	\$816,128	Revenue goes into the general fund. No method for tracking expenses related to collection.
Conway	Perry Faulkner	N/A	No business license fee

(1) Net revenue after expenses

Gosack, Ray

From: Gosack, Ray
Sent: Wednesday, June 24, 2015 10:17 AM
To: Tim Allen
Subject: Business License Fee

Tim,

At last night's city board study session, the board discussed the possibility of reinstating a business license fee. They have asked for input from you and the chamber of commerce about having a business license fee.

The city had a business license fee until 1994 when the countywide 1% sales tax was first passed. The business license fee was rescinded when voters approved the tax. The city hasn't collected business license fees since then. We do require businesses to register, but there is no fee for the registration.

The board is considering reinstatement of the business license fee to provide funding for the police and fire pension contribution fund. That fund is projected to be broke in 2021. This year, the fund will deficit spend by nearly \$900,000. The board recently changed benefit programs, which requires police officers and firefighters to work approx. 3 years longer to receive the same pension benefit. This change saves approx. \$450,000 annually. The board is considering other spending reductions, such as reducing the retirement contributions made into non-uniformed employees' 401 accounts and reducing General Fund spending (largely police, fire, parks, and development services) by 3%. Those spending reductions would be earmarked for the police and fire pension contribution fund.

The board is considering 2 options for a business license fee structure. Both options would include a business fee and a fee based on the number of employees. The business fee would be \$150/business under both options. The per employee fee would be \$20 per employee to a maximum of \$10,000 (500 employees). An option to the per employee fee would be to exempt smaller employers with 25 or fewer employees from the per employee fee. Smaller employers would still pay the \$150 business fee under this second option.

Please let me know yours and the chamber of commerce's thoughts on reinstating a business license fee. The board will next discuss this topic at its July 14 study session.

Ray

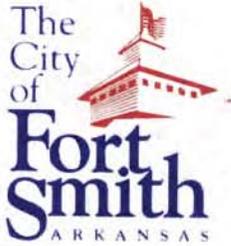
City of Fort Smith, Arkansas
 Sales Tax from Prepared Food Entities
 For the Year Ended December 31, 2014 and January 1, 2015
 through July 31, 2015

NAICS Code	NAICS Classification	2% Sales Tax Collections	
		2014	2015 To Date
7221	Full-Service Restaurants	3,458,575	1,922,795
7222	Limited-Service Eating Places	256,537	266,373
7223	Special Food Services	112,667	31,693
	Total	3,827,780	2,220,861
	3% Collection Fee to State	(114,833)	(66,626)
	Net Taxes to City	3,712,947	2,154,236
	2015 Annualized		3,692,975

Estimate for Prepared Food Tax Revenue:		
1% Tax	1,856,473	1,846,488
1/2% Tax	928,237	923,244

Source: NAICS data provided by the Arkansas Department of Finance and Administration.

Note: The city assesses 2% local sales and use taxes. Therefore, the amount of collections is combined.



SS2

MEMORANDUM

August 5, 2015

TO: Jeff Dingman, Acting City Administrator

FROM: Jennifer Walker, Deputy Finance Director

SUBJECT: 2016 Budget Goals

A handwritten signature in black ink that reads "Jennifer Walker".

The staff is preparing the 2016 budget. The city-wide budget goals should be established early in the process so that the proposed resource allocations can be driven by the board's strategic policy decisions.

ESTABLISHING 2015 BUDGET GOALS

The following items are attached to help the board establish city-wide budget goals for 2016.

- 2015 city-wide budget goals and a status report on their implementation. Some of these goals have multi-year horizons, so it may be desirable to continue some for 2016.
- Comprehensive Plan Vision

FINANCIAL OUTLOOK

Our 2015-16 financial outlook has improved compared to our 2014 outlook. The local unemployment rate is currently at 5.9% compared to 6.3% at the same time last year (a 6% reduction). Inflation is approximately 0% (flat). Sales tax revenues are exceeding budget projections by 4%, and expenses are being monitored closely to examine where improvements can be made for the remainder of 2015 and beyond. For 2016, we're projecting most major revenue sources to continue to remain steady or grow slightly (less than 5%). These include sales tax, property tax, franchise fees, water and sewer sales, street operations revenues, and sanitation revenues as outlined below. No rate, tax, or fee increases are included in these assumptions. A sewer rate adjustment will occur again in 2016 to continue work on the consent decree requirements for wet weather sanitary sewer system improvements.

<i>OPERATING FUND</i>	<i>2016 REVENUE ASSUMPTION</i>
General	
Sales Tax	3% growth
Property Tax	1-2% growth
Franchise Fee	0.5% growth
Water & Sewer	2% growth
Sanitation	No growth
Street Maintenance	1% growth

This year, we will utilize a new approach to balancing the 2016 budget. We will reasonably estimate revenues utilizing recent trend data with a slightly less conservative approach. Additionally, we will realistically estimate personnel costs at 99%, rather than the traditional 100%. We anticipate this approach, along with a stringent review of current costs, will allow the City to reach a balanced budget with minimal utilization of 2015 ending fund balances / contingencies.

The staff will continue preparation of the 2016 operating and capital improvement budgets consistent with the board's priorities. The budget calendar is attached. The next review date with the mayor and board is August 25th.

2015 CITY-WIDE BUDGET GOALS

- Prepare for Fort Smith's future by implementing the comprehensive plan update and vision statement.
- Provide additional recreation opportunities by completing construction and opening an aquatics center at Ben Geren Park and a softball tournament complex at Chaffee Crossing; designing and beginning construction of a riverfront soccer complex; constructing two new neighborhood parks; and planning for future trail construction.
- Continue economic growth strategies to increase the job market with higher paying jobs as well as support the construction of Interstate 49, the regional intermodal freight facilities, and improvements/ maintenance of the Arkansas River navigation system.
- Support riverfront development by completing construction of the 1.6 mile River West trail.
- Enhance neighborhood vitality with continued proactive code enforcement, creating gateway entrances to neighborhoods, improving public sidewalks, and planting parkway trees.
- Begin compliance with the consent decree for wet weather sanitary sewer system improvements to alleviate the occurrences of backups and overflows.
- Educate the community, legislators, and other stakeholders on the impending funding needs for police and fire pension obligations.
- Continue converting portions of the city's fleet to alternatively-fueled vehicles.

July 22, 2015

**City of Fort Smith, Arkansas
Budget 2016 Calendar**

Note: Presentation dates with the Mayor and Board are presented in bold face type.

July 17, 2015	Departments submit 2015 service objectives status for Board review.
July 22, 2015	Distribution of 2016 Budget package to all departments.
July 22, 2015 through August 17 or 24, 2015	Departments prepare budget worksheets and summaries for 2016 requests as well as estimates for 2017. Finance refines 2016 revenue estimates and prepares 2017 revenue projections.
August 11, 2015	Board Establishes 2015 City Wide Goals at Study Session
August 17, 2015	Departments submit service objectives and outcome/performance measures for 2016 to the Finance department.
August 17, 2015	The following departments submit completed budget packages to Finance: Administration; Downtown Development; District Court; City Prosecutor; Finance; City Clerk; Human Resources; Engineering; Planning, CDBG, Building Safety, and Neighborhood Services; Information & Technology Services; Convention Center; Health; Streets & Traffic Control; Transit; and Internal Audit.
August 24, 2015	The following departments submit completed budget packages to Finance: Police; Fire; Parks; Water and Sewer; Sanitation; and Convention and Visitor's Bureau (A&P).
August 25, 2015	Review departmental service objectives for 2016 and their correlation with city wide goals for 2016 during the Board study session.
August 17, 2015 through September 14, 2015	Finance verifies accuracy of amounts submitted by the departments and prepares a preliminary budget supplement.
September 14, 2015 through October 5, 2015	City Administrator, Deputy City Administrator and Director of Finance review budget requests and meet with department directors to discuss the 2016 requests.
September 22, 2015	Proposed five year streets and drainage CIP is presented

July 22, 2015

**City of Fort Smith, Arkansas
Budget 2016 Calendar**

at Board study session. Also, 2016 Budget progress report.

October 6, 2015
through
October 30, 2015

Preparation of draft budget by Finance.

November 3, 2015

Present proposed budget to Mayor and Board of Directors.

**November 12, and
November 16, 2015**

Review proposed budget with Mayor and Board of Directors; discussion with department directors.

December 1, 2015

Conduct 2016 Budget hearing and present 2016 Budget to the Board of Directors for adoption.



BY 2035...

THE CITY OF FORT SMITH is recognized throughout the region and the nation as an exceptional community, characterized by its authenticity and proud frontier heritage, its outstanding quality of life, home town character, vibrant downtown and scenic riverfront. This outstanding livability, coupled with our strategic location, affordability and skilled workforce, has fueled growth, investment and the diversification of our economy. Our success is a result of purposeful and coordinated actions to leverage our assets and overcome our shortcomings, motivated by our vision and guided by our comprehensive plan. With "True Grit" perseverance, a united front of local government, citizens, businesses, institutions and civic groups acting in partnership, realized our vision by advancing progress on four fronts:

- 1. RETAINING AND ENHANCING COMMUNITY CHARACTER AND QUALITY OF LIFE**
- 2. PROMOTING SOUND GROWTH AND DEVELOPMENT**
- 3. GROWING AND DIVERSIFYING OUR ECONOMY**
- 4. UNITING OUR PEOPLE, INSTITUTIONS AND GOVERNMENT**

2015 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.

2015 DISTRICT COURT SERVICE OBJECTIVES AND OUTCOMES

1. **Service Objective:** *Continue cross training of the Court's support personnel.*
Outcome: Cross Training: 3 employees were required to learn a new position. (Rotations were kept to a minimum to allow employees to be seasoned in their positions for testing and implementation of the new computer software program. Succession Planning: All employees are cross-trained in each position within the department. Employees are required to rotate into a new position annually. The key positions within the department are the Financial Administrator, Senior Deputy and Clerk of the Court. 2 of the 3 employees holding these positions have been cross-trained in all 3 positions. Other employees were trained on various tasks that are assigned to these key positions. Certification: 87% (13 out of 15) of the Court's core personnel has earned certification through the Arkansas District Court Clerks Association. 8 clerks received updates to their certifications in 2015. The Court Cler is working on a National Certification through the National Center for State Courts. Graduation to occur 2016.
2. **Service Objective:** *Increase revenue.*
Outcome: Utilization of the Court's on-line payment program continues to increase. The on-line payment company began sending out letters to increase the usage of our on-line payment program and to help collect delinquent balances. The court received payments totaling: 2012= \$468,150, 2013= \$800,810, 2014= \$861,356, Jan-June 2015= \$400,339 Jail Billing: Continued auditing the jail billing on a daily and monthly basis. The Court also began holding a session of prisoner arraignments on Friday to help with jail population prior to the weekend, but also to reduce the number of days an inmate stays in jail.

Savings from these efforts are recognized in the Police Department budget (4702-219).
 Collection Efforts: 26% of the Court's collections were derived from methods such as the State Tax Intercept Program, commissary account withholdings, credit card payments and bond forfeitures (2012=18%, 2013=19%, 2014= 20%) Warrants: Jan-June 2015 = 67% of the warrants issued have been resolved with 54% of those being handled by the District Court Business Office without involving law enforcement or the use of the detention center. Collections: Court collections are not immune to the economic conditions and and therefore have been declining over the past several years, lack of jail space has also worked against collections. In 2015, the law providing a \$10 discount for wearing a seat belt was repealed and traffic fines were increased, which should allow for an increase in collections for 2015. Prisoner Population: Various procedures have been used to reduce the number of prisoners and the number of days that a prisoner serves in the detention center, such as reducing jail sentences, court ordered community service in lieu of jail time, electronic monitoring, consideration of signature bonds, meritorious good time jail credit, etc. Community Service: The Court's community service program provided 39,278 labor hours to the community (Jan-June 2015), which is the equivalent of 19 full time employees and contributed to a reduction of incarceration costs. Revenue: The City's and County's share of revenue derived from court collections in 2014 exceeded expenditures by \$1,011,929 for the City and \$644,795 for the County.
 (Generating **revenues in excess of expenditures** provides for a self funded court.)

3. **Service Objective:** *Work toward completion of Procedural Manual.*
Outcome: The Court is implementing a new case management software program and therefore causing the need to rewrite all procedures and processes for the court. Configuration and Training continues with an implementation and "Go-Live" scheduled for the end of 2015. The project deadline keeps getting pushed out, due to the complexity of the program trying to combine practices for 10 different departments.
4. **Service Objective:** *Increase technology and automation*
Outcome: Procedural and Process Planning for a new case management system began in 2012, software configuration began in 2013, implementation to begin 2015. Configuration of Management System- Once the system is in use, the Court will create business rules and configure the program in a way that it increases technology and automation. Areas of focus: Accuracy of data for statistical reporting, paperless files/warrants/dockets, reducing redundancy within processes and procedures, electronic reporting of dispositions to outside agencies, more efficient case flow, better access to court records and automating manual processes. This will be an on-going process with focus on one project at a time.
5. **Service Objective:** *Identify further measures to improve court services.*
Outcome: Citizen Service Surveys were conducted with an overall average of 97% satisfaction in areas of courtesy, knowledge, timeliness, communication and professionalism.

DISTRICT COURT - 4201

Caseload Efficiency: The Court strives to provide quality service to the patrons of the court, through prompt resolution of court related matters.

	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15 (Jan-June)
Traffic Cases			
Workload	21,101	17,424	10,505
Completed	19,391	16,052	9,316
Completion Rate	92%	93%	89%
Criminal Cases			
Workload	12,944	13,999	7,783
Completed	11,739	11,054	6,334
Completion Rate	91%	79%	82%
Civil Cases			
Workload	1,362	1,452	815
Completed	1,200	1,128	563
Completion Rate	89%	78%	69%

Fines Assessed/Collected Efficiency: The Court, through its aggressive collection procedures, strives to maximize its collections and enforcement of court ordered fines.

	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15 Jan-June
Assessed	\$6,118,310	\$5,786,643	\$3,131,837
Collected	\$5,691,348	\$4,159,192	\$2,754,332

Note: Collections include monetary payments as well as jail/community service credits on fines assessed in previous years, therefore, collections can at times appear to exceed assessments.

Both assessments and collections reflect an increase. The increase can be attributed to the increase in criminal and traffic filings. The number of filings directly impact the amount assessed which directly impacts the amount eligible for collection.

Warrant Efficiency: The Court wishes to reduce the number of outstanding warrants by administratively resolving warrants in the District Court Business Office to assist law enforcement and to reduce incarceration costs.

	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15 (Jan-June)
Warrants Issued by Court	10,475	10,740	5,705
Warrants Resolved	9,287	9,025	3,823
Warrants Unserved	1,205	1,715	1,882
Warrants Resolved	89%	84%	67%
Warrants left Outstanding	11%	16%	33%
Resolved by the Court	46%	47%	53%
Served by Law Enforcement	54%	53%	47%

Internal Audit Overview:

The purpose of this program, 4405, is to review internal control procedures, operating procedures, and compliance procedures. Additionally, to assist with the annual external audit examination when deemed necessary, and to provide operating and compliance audits of various procedures and departments.

Internal Audit 2015 Service Objectives Update

1. Assist all city departments with internal processes to help be more effective and efficient.
2. Perform risk assessment with administration, dept. heads, audit committee members, and board directors. *The risk assessment has been completed.*
3. Prepare audit plan and submit to the audit committee for approval. The audit plan has been approved. *Three audits have been completed. Two audits are currently in progress.*
4. Conduct audits based upon audit plan, special request audits, surprise audits, and any audit deemed necessary during the year.
5. Write the audit charter, audit department manual, and audit committee charter for approval and resolution. *The audit charter, approved, and has been attached to the Internal Audit webpage. The audit department manual and committee charter are currently in progress.*
6. Continue key performance measures in the internal audit department.

**CITY CLERK
2015 SERVICE OBJECTIVES AND OUTCOMES
as of June 30, 2015**

1. Provide diverse administrative services to the public, Mayor, Board of Directors, Administration and staff.
Outcome: City Clerk staff is accessible at all times

2. Provide prompt processing of official documents, legal publications, codification of ordinances.
Outcome: As required by law, all resolutions and ordinances are presented to the mayor for his signature within 48 hours of the meeting at which they were adopted. Ordinances, resolutions and minutes are typically presented to the mayor for his signature immediately following adjournment of the meeting in which they are adopted/approved. All agreements and contracts are presented to the mayor for his signature as they are received from the respective departments.

Ordinances requiring publication are submitted to the local newspaper for publication typically the day after their adopted, but at least within the same week of adoption. Ordinances that require codification are specifically identified for inclusion in the next code supplement.

3. Provide up-to-date information on department's web page.
Outcome: Board packet information for Board of Directors meetings, including agendas, staff briefings, minutes, meeting summary, audio and video recordings of Board of Directors regular meetings are made available on the website. A link to the board packet is also posted to the calendar on the City's main web page. Information and services regarding the City Clerk's Office and staff bios are also available. Ordinances adopted, but not yet codified in the Fort Smith Municipal Code are also posted to the web page to ensure the public maintains access to all code amendments.

4. Provide training opportunities to staff to continually increase knowledge and skill for benefit of staff and citizen customers.
Outcome: Staff has and will continue to attend multiple certification programs hosted by the Arkansas City Clerks, Records and Treasurers Association and/or International Institute of Municipal Clerks.

5. Provide quality programming on Government Access Channel 214
Outcome: An average of 300 announcements per month have aired continually providing information on city services and events, and promoting activities of community organizations. The following videos have also aired through June 2015:

The Call/CASA PSA Video
Fort Smith Marathon
This Moment Brought to You by Your Hometown (AR Municipal League - pool)
Meet the Locals (A & P Commission)

Regular meetings of the Board of Directors are televised live on the access channel and rebroadcast three (3) times daily, except Tuesdays or Wednesdays, until the next regular meeting. Board meeting agendas are also aired on the access channel each Friday preceding the meeting, and displayed five (5) times daily until the meeting occurs.

6. Conduct municipal election in compliance with city and state codes for continuation of the sales tax for streets, bridges and associated drainage.

Outcome: A special election was held on May 12, 2015 regarding continuation of the 1% Sales and Use Tax for streets, bridges and associated drainage (Question 1 on the ballot), and if 5% of said tax may be used for trails and bikeways (Question 2 on the ballot). Continuation of the tax was approved, but voters denied using a portion of said tax for trails and bikeways.

**CITY CLERK
2014 PERFORMANCE MEASURE STATISTICS**

Ordinances published within two weeks of adoption by the Board of Directors	100%
Draft minutes of Board of Directors meetings prepared within 5 working days	98%
Meeting agenda packets available to city officials within 4 days of meeting	100%
Meeting agenda packets and regular meeting audio/video recordings posted on website	100%
Response to FOIA requests within 3 days	100%
Response to citizen requests within 7 days	100%
Government Access Channel 214 announcements received/airing	100%
Municipal Code of Ordinances semiannual updates	50%
Document Imaging of records (a daily process)	100%
Issuance of Oak Cemetery Deeds ~ 31 deeds issued as of 6/30/2015 ~	100%

**CITY CLERK
SERVICE MEASURES/PERFORMANCE INDICATORS
as of June 30, 2015**

	<u>ACTUAL FY 13</u>	<u>BUDGET FY14</u>	<u>BUDGET FY 15</u>	<u>BUDGET FY 16</u>
Sets of Board Minutes Approved As Written	27	29	14	30
Code of Ordinance Supplements (includes website update)	1	1	1	2
Government Access Channel (average announcements per wk)	270	300	268	300

**CITY CLERK
WORKLOAD/DEMAND STATISTICS
as of June 30, 2015**

	<u>ACTUAL FY 13</u>	<u>BUDGET FY 14</u>	<u>BUDGET FY 15</u>	<u>BUDGET FY16</u>
Board Meetings Attended (voting sessions)	27	29	14	28
Agendas prepared (all meetings)	58	59	28	50
Ordinances & Resolutions Adopted	274	257	159	425
Minutes Prepared	27	29	14	30
Oak Cemetery Interments	71	72	38	65
Coordinate Elections	0	2	1	2
Government Access Channel Ads	708	266	268	300
1. Staff Hours for Government Access Channel Productions	2088	2088	1044	2088
2. Government Access Channel Total Cablecast Hours	8760	8760	4380	8760

1. The position of production assistant became a full-time position in 2010.
2. Channel provided free of service as part of the franchise agreement with Cox Communications, Inc.
The hours indicate 24 hours per day, 365 days a year.



2015 Finance Service Objectives and Outcomes

Status Report June 30, 2015

1. **Service Objective:** Begin the process of implementing a web based general ledger system. Participate in the city's technology plan during 2015.

Outcome: The city plans to implement an entirely new ERP system; therefore, the general ledger will be part of the future system. In a related matter, a new fixed asset system has been selected and will be implemented prior to the end of the year.

2. **Service Objective:** Develop a strategic plan and continue to transition the Finance Department for succession planning.

Outcome: This is ongoing and will continue through the retirement date of the Director of Finance on October 6, 2015. Training of Deputy Director of Finance is proceeding as planned.

3. **Service Objective:** Analyze and monitor budget management for all departments.

Outcome: Closer review of departmental spending trends and monitoring of the current year budget has been performed during the year and will continue through the end of 2015.

4. **Service Objective:** Enhance financial data accessibility for all city management.

Outcome: Monthly updates for accounts payable and payroll data is available for all who participate in the dashboard server programs.

5. **Service Objective:** Enhance customer service for billing services by streamlining license application procedures.

Outcome: This process is currently being reviewed with the city's consultant for all license application procedures. The new procedures are expected to be in place by the end of 2015.

6. **Service Objective:** Analyze funding needs to meet police and fire obligations in the future.

Outcome: The finance department has been involved with the review of the funding options for the police and fire retirement needs during meetings with the Board. This will continue throughout the 2016 budget process.

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 closings met 95% in FY14 and 98% in FY15 to date. Year-end for FY14 was closed 2/10/15.
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 2014 SUT Bonds.
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. Currently, 94% of all invoices are paid within 30 days.
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. For fiscal year 2014, W/S was 97%; cleanup of properties was 22%; and for all other funds was 97%.
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. For fiscal year 2014, the average for all four operations funds was 381%. General Fund 467%; Street Maintenance Fund 486%; W/S Fund 233%; Sanitation Fund 321%.
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. For FY14, average of 6% hours saved or \$55,000 savings reported.

2015 Service Objectives
Department of Information and Technology Services (ITS) - 4401

1. Begin implementation of Strategic Development Plan developed in 2014 to implement IT Governance and meet Board of Directors technology-related priorities including: enhancing transparency, customer service, driving business process innovation and identifying cost-saving opportunities
In February, 2015, ITS staff presented to the Board of Directors the completed Phase I of the Comprehensive Technology Plan along with adopting an enterprise Technology Governance Policy. In Q4 of 2015, ITS will present to the Board of Directors the completed second phase of the Technology Plan which will include a multi-year plan for technology-related projects and objectives.
2. 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. Tools implemented have continued to enhance the efficiency of support request submission and subsequent tracking. This implementation continues to provide better customer service with regards to time-to-completion and earlier recognition of problematic technical issues.
ITS support staff continues to provide support to city departments and external users. Use of chat, remote assistance and video/web conferencing has enhanced time-to-resolution of support issues.
3. Provide technical assistance, leadership and, when requested, project management services to those departments wishing to implement new technologies to enhance their business processes.
ITS staff has assisted various city departments with implementation of technology-related projects through the first half of 2015 including Sanitation, Development Services, Finance, Engineering, Utilities, Transit and Operations. In 2015, the ITS Department provided significant staff support and resource to the opening and daily operation at Parrot Island Water Park.
4. In an effort to maximize the ROI for the City's technology infrastructure, ITS will continue to 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. ****CONTINUED from 2014.**
AT&T is in the final stages of implementing SIP Trunking technology throughout the City. Project completion and implementation is anticipated by end-of-year 2015.
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
GIS staff continues to work with the FCRA and the Fort Smith Chamber of Commerce to prepare exhibits and maps in support of economic development efforts.

6. Enhance the City's GIS to bring to City staff and the public a more diverse set of geospatial data, applications, and analysis tools for the purpose of enhancing transparency and decision-making which affects Fort Smith and residents.
In 2015, City GIS staff developed a web-based portal and web-based GIS viewer to assist management of the streets & drainage CIP program; developed web-based address search and buffer application for Fort Smith PD; assisted Parks and Trails commission with development/revision of the Master Trails Plan.
7. Continue to expand the existing private wireless network to allow a greater number of users to access internal services from more locations.
ITS staff continues to augment the existing wireless networks to increase WiFi availability in the Stephens Bldg, Convention Center and Sanitation.
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.
By end of Q2, ITS staff successfully implemented a publicly-available WiFi presence for the Farmers Market held bi-weekly at Garrison Ave and N 2nd St.
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. ****CONTINUED from 2014.**
ITS staff has been working to implement/augment wireless backhaul technology for continued expansion of wireless network communications.

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.

2016 Service Objectives
Department of Information and Technology Services (ITS) - 4401

1. Begin implementation of Strategic Development Plan developed in 2014 and 2015. The key piece of this implementation will include identifying and developing an Enterprise Resource Plan (ERP). The ERP implementation will facilitate the flow of information between all departments, provide for greater customer access, promote transparency and enhance business processes throughout the City. Elements of the ERP will include Finance, HR, Utilities, Development Services, Payroll, Asset Management, Document Imaging and Purchasing.
2. Implement comprehensive asset tracking for technology equipment and perform quarterly and yearly audits throughout each City department.
3. 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.
4. Provide technical assistance, leadership and, when requested, project management services to those departments wishing to implement new technologies to enhance their business processes.
5. In an effort to maximize the ROI for the City's technology infrastructure, ITS will continue to 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. ****CONTINUED from 2014/2015.**
6. 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.
7. Enhance the City's GIS to bring to City staff and the public a more diverse set of geospatial data, applications, and analysis tools for the purpose of enhancing transparency and decision-making which affects Fort Smith and residents. City GIS staff will also explore utilizing cloud-based services for related software and data.
8. Continue to expand the existing private wireless network to allow a greater number of users to access internal services from more locations.

9. 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.
10. 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. ****CONTINUED from 2014/2015.**
11. Continue to utilize 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.

**ENGINEERING DEPARTMENT
2015 SERVICE OBJECTIVES
(Updated thru June 30, 2015)**

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 2015 Capital Improvement Program.

Outcome: The 2015 projects include two major street projects, three overlay/reconstruction projects, two drainage improvement projects, one traffic signal project and one railroad crossing panel replacement project. All these projects are currently in various stages of design. Construction on the two major street projects are several years out. Construction on the three overlay/reconstruction projects and the railroad crossing panel replacement will begin later this year. The remaining construction projects are under design with construction scheduled to begin later this year or next year.

2. Implement special projects which evolve during the year.

Outcome: Inspection and evaluation of the numerous flooded areas as a result of the record spring rains.

3. Implement key performance indicators as outlined below

KEY PERFORMANCE INDICATORS			
Activity	FY 2014	FY 2015	FY 2015
	Actual	Target	Actual
Prepare annual Street and Drainage Capital Improvement Program and present to the Board of Directors for approval by October 31.	10/8/14	10/31/15	On Schedule for 10/6/15
Prepare annual Municipal Separate Storm Sewer System Report and submit to the Arkansas Department of Environmental Quality by June 1.	5/28/14	6/1/15	5/26/15
Manage construction contracts to maintain change orders to within 10 percent of the original contract amount.	100%	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%	100%

**DEVELOPMENT SERVICES DEPARTMENT
2015 SERVICE OBJECTIVES**

1. 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

All three divisions of the development services department send out customer services surveys on a routine basis. These customer service surveys provide valuable feedback on department performance as well as ways to enhance our service to the citizens. In addition to the customer service surveys, contractor and design professional meetings were held at Creekmore Park Community Center to gain more input. Additionally, we regularly interact with citizens by participating in local events such as the Greater Fort Smith Association of Homebuilders Home Show. Finally, Development Services has started to work with Gradient Solutions on a development enhancement project which includes working with IT on a technology plan.

2. Begin implementation of the goals identified for the development services department through the Comprehensive Plan update

Following adoption of the Future Fort Smith Comprehensive Plan the Board appointed the Comprehensive Plan Implementation Committee to oversee the implementation progress. Staff is working towards implementing the goals, policies, and actions identified within the Comprehensive Plan. All items the Board of Directors take action on are acknowledged as aiding in the execution of the action items listed within the Implementation Matrix.

3. 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.

The 5 Year Consolidated Plan for Program Years 2016-2020 is scheduled to be approved in November 2015 by the Board of Directors. The staff is also working with a consultant to prepare the Analysis of Impediments to Fair Housing Choice. Both documents are required as a condition of receiving CDBG and HOME funding. Implementation of projects and activities recommended by CDAC and subsequently approved by the Board of Directors by Resolution R-46-15 for Program Year 2015 will begin once the U. S. Department of Housing and Urban Development has transmitted the grant agreement to the City Administrator for execution. The CDBG program was awarded \$737,429 (a decrease due to the Lend A Hand Chaffee Crossing project cancellation of \$62,211.49) and the HOME program award was \$286,218 which represents a 9.3% + decrease to the program. A detailed report which contains performance measures objectives and

outcomes is available online and titled as the Consolidated Annual Performance Evaluation Report (CAPER). The Community Development Staff will begin the process of planning for and completing a new 5 Year Consolidated Plan for Program Years 2016-2020 beginning in the summer of 2015.

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, annexation plans and other development maps.

We continue to edit and review sections of the Unified Development Ordinance. These amendments and other ordinance changes were a collaboration of the city staff and stakeholders within the community. To date, staff has worked with stakeholders on a complete rewrite of the mobile food vending ordinance. Additionally, staff has been working with property owners along the I-49 corridor regarding annexation of their property.

5. Continue to work with the Old Fort Homeless Coalition to implement the recommendations of the Homelessness Task Force and the Board of Directors.

The Planning and CDBG staff continues to participate in meetings with the Homeless Campus Development Ad Hoc Committee and the Old Fort Homeless Coalition. The closing for the property at 301 South E Street is anticipated to occur on July 17, 2015. Work to begin renovation of the building as the Riverview Hope Campus will begin thereafter. The city continues to pay one- half the salary and benefits for the homelessness coordinator.

Key Performance Indicator	Actual FY 14	Estimated FY 15	Through 6/30/15
To process all Building, Plumbing, Mechanical, and Electrical inspections within 24 hours.			
Workload	9,705	9,568	5,176
Completed	9,705	9,568	5,176
Completion Rate	100%	100%	100%
To enforce nuisance codes through property inspections.			
Workload	13,070	14,075	8,587
Completed	13,070	14,075	8,587
Completion Rate	100%	100%	100%
To begin implementation of the Comprehensive Plan update			
Recommended Tasks Completed	Not	New Indicator	New Indicator
Goal	Applicable	N/A	2 tasks comp.
Completion Rate		New Indicator	New Indicator
To send a customer service survey to every applicant after a Planning Commission meeting and/or permit.			
Number of Applicants	98	86	33
Number of Surveys Sent	98	86	33
Completion Rate	100%	100%	100%
Support construction and operation of a homeless campus.			
Meetings Attended	18	12	12
CDBG Funds Committed	\$241,003	\$128,097	\$603,441*
Percentage of CDBG Funds Available	23.9%	16%	*three years

2015 Service Objectives for the Fort Smith Police Department

Administration

Objectives: Continue implementation of performance measures. Also the Department will continue to track performance measures using customer service feedback surveys and established criteria.

Outcomes: The Administration Division will utilize the Department's Crime Analyst to assist in calculating and developing performance measures for the Police Department.

Support Services

Objectives: The Network Team will continue to work toward completion of the Fort Smith Police Department Business Continuity/Disaster Recovery Plan at the Emergency Operations Center.

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

Support Services will work to improve customer service through achieving greater staffing levels in the 911 Communications Center and making efforts to improve staff coverage at the Information Desk.

Outcomes: Budgetary constraints, combined with other priority issues with which staff has had to contend, have precluded progress toward this goal.

Progress on the completion of the backup communications center is at a stalemate pending release of funding from the Sebastian County 911 Board.

Staffing in the Communications Center has improved dramatically, as has customer service within the Center. The Information Desk has had a sergeant assigned to directly oversee operations, resulting in improved processes and scheduling. Most of the limitations in customer service have been resolved and operations are running much more smoothly.

Criminal Investigation Division

Objectives: The Criminal Investigation Division is continuing to seek training for Det. Scarborough to become a certified fingerprint examiner. We will continue to try and secure a selection to the Forensic Anthropology Center (Body Farm) as well as other training throughout 2015.

Outcomes: Our newest crime scene detective has achieved certification as a Crime Scene Investigator through the International Association for Identification and is working towards a certification in fingerprint comparisons. He needs at least 80 hours of training to meet the educational requirements for certification. At least 16 hours of the training needs to be in courtroom testimony on latent print comparisons. This is a lengthy process and he will not meet the experience requirement for certification until August of 2017. Slots for the National Forensic Academy are very limited and selective and we were not able to secure one for 2016, as all sessions are already full.

Patrol

Objectives: The Patrol Division needs to replace ten of the older, more heavily worn, fleet units with new vehicles and equipment. This replacement will improve the reliability of the necessary patrol response units and save additional costs associated with overuse of aging equipment.

During 2015 the Patrol Division would like to add to the School Resource Officer (SRO) program, establishing two additional SROs to provide service to four Fort Smith Junior High Schools.

Outcomes: The FSPD was able to purchase of seven new Tahoes, allowing several older vehicles to be retired.

Two SRO's were chosen and trained; will begin in August of 2015 at Darby, Ramsey, Kimmons and Chaffin Junior High Schools.

SERVICE MEASURES/PERFORMANCE INDICATORS

	ACTUAL FY11	ACTUAL FY12	ACTUAL FY13	ACTUAL FY14	
Community Relations-					
PCR Programs Performed	222	81	101	100	43
PCR Program Attendance	9,674	4,687	6,122	4,746	1,498
Crime Stopper Calls	307	340	302	189	94
Training-					
In Service/Officers	2,010	2,458	1,490	1,323	327
In Service/Hours	12,935	18,270	8,740	15,698	2,476
Schools and Seminars/Officers	127	188	1,177	1,269	715
Schools and Seminars/Hours	2,292	3,013	4,031	3,288	1,376

WORKLOAD/DEMAND STATISTICS

	ACTUAL FY11	ACTUAL FY12	ACTUAL FY13	ACTUAL FY14	
Murder-Manslaughter-					
Reported	7	6	4	4	2
Cleared	5	6	4	4	2
Rape-					
Reported	133	141	80	81	34
Cleared	117	115	66	67	25
Robbery-					
Reported	144	126	97	110	66
Cleared	101	96	82	89	52
Battery-					
Reported	2,514	2,535	1,213	1,188	642
Cleared	1,878	2,113	925	897	500
Burglary-					
Reported	1,129	1,083	993	870	444
Cleared	183	226	194	225	138
Larceny-					
Reported	3,977	3,618	3,594	3,740	2,009
Cleared	986	1,113	994	1,014	647
Vehicle Theft-					
Reported	209	223	212	203	102
Cleared	111	180	87	71	38
Arrests-					
Adults	9,010	8,998	8,533	8,155	4,168
Juvenile	766	1,075	738	694	406
Calls for Assistance-					
Total Calls	92,426	75,747	66,250	63,463	31,946
Burglar Alarms	6,123	5,951	2,897	2,705	1,937
Actual Alarm Responses	3,963	3,359	273	186	374
Animal Control-					
Complaints Received	9,083	8,499	7,695	7,086	3,504
Animals Captured	3,072	3,180	2,629	2,705	1,243
Animal Bites Investigated	102	87	94	92	47
Parking Meter Collections	\$ 83,060	\$ 84,768	\$ 78,218	\$ 79,596	\$ 41,275.85
Overtime Parking Tickets Issued	5,702	7,622	5,312	4,320	2,061
Overtime Ticket Collections	\$ 30,091	\$ 42,209	\$ 34,128	\$ 29,435	\$ 12,817.52

**Fort Smith Fire Department
2015 Service Objectives**

1. Improve public and firefighter safety, increase operational efficiency, reduce liability, and performance standards by rewriting and modernizing the Fort Smith Fire Department Operations Manual.
 - The updated Fort Smith Fire Department Operations Manual completed and distributed to all personnel.
2. Continue with the implementation of emergency response protocols to align with the standards of the National Fire Protection Association (NFPA) and ISO.
 - Emergency Response Protocols are constantly being reviewed and revised as necessary.
3. Complete the construction and begin operations of a NFPA compliant training facility with a burn building.
 - All phases of construction for the training facility were completed and a ribbon cutting ceremony held on May 30, 2015
4. Continue to develop and implement a succession plan for the fire department.
 - Key personnel are being developed to provide for a smooth transition
5. Assist the Finance Department with analysis of police and fire pension funding, and help develop overall solutions.
 - Rescinding of the LOPFI Benefit Plan 2 was enacted effective July 1, 2015 to help offset the costs of the unfunded liability for the "Old Plan".

**FIRE DEPARTMENT
2015 SERVICE MEASURES/PERFORMANCE INDICATORS**

	<u>ACTUAL FY13</u>	<u>ACTUAL FY14</u>	<u>BUDGET FY15</u>	<u>THRU 06/30/2015</u>
ALARM RESPONSES	8,688	10,106	9,500	5,031

	Actual FY13	Actual FY14	Estimated FY15	Actual thru 06/30/2015
Number of fires or incidents involving property loss	239	286	250	124
Value of Property Responded to	\$73,473,624	\$267,147,541	\$175,000,000	\$30,794,866
Total Property Loss	\$5,920,325	\$4,367,782	\$17,500,000	\$3,031,266
Total Property Saved	\$67,553,299	\$262,779,759	\$157,500,000	\$19,079,350
Total Percent Lost	8.06%	1.63%	10%	9.84%
Total Percent Saved	91.94%	98.37%	90%	90.16%

2015 FIRE DEPARTMENT KEY PERFORMANCE INDICATORS

Name	Purpose	Target	Measurement Through June 30, 2015
Property Loss/Property Saved Report	To strive to keep property loss from fires or other incidents to a minimum	To keep property loss to less than 10%	Value of property responded to: \$30,794,866 Total Percent Lost: 9.84% Total Percent Saved: 90.16%
Response Time Report	To meet NFPA and ISO Response Time Standards	To be on scene in 4 minutes or less after receipt of alarm	3 minutes 27 seconds
ISO Rating	To keep property fire insurance rates as low as possible	Public Protection Class 2 or better	Class 2 with a score of 80.28 out of 100
Fire Prevention and Education	To keep casualties and property loss from fire as low as possible through education and inspections	Children, Senior Citizens, low income, and higher risk occupancies	1,910 citizens reached through fire education programs. 456 Life Safety Surveys completed 172 Commercial fire pre-plans completed
Training	To increase safety and efficiency through training	30,066 total training hours for individual and company training per year	26,218 individual & company training hours completed as of June 30

**FIRE DEPARTMENT
WORKLOAD/DEMAND STATISTICS**

	<u>Actual FY12</u>	<u>Actual FY13</u>	<u>Actual FY14</u>	<u>Actual FY15 Thru 6/30/2015</u>
<u>Alarm Statistics:</u>				
Fire-				
Structure	155	130	171	84
Vehicle Fires	70	60	63	24
Brush,Grass, Leaves	128	58	98	23
Trash, Rubbish	64	38	58	28
Explosions, no after fire	4	1	0	0
Outside spill with fire	0	0	0	0
Other Fires	21	17	12	5
Rescue and Emergency -				
Overpressure/Rupture	4	8	2	0
Emergency Medical Call	5605	5367	6673	3332
Locked In, Trapped	1	1	30	30
Search	1	1	0	0
Extrication	14	15	10	8
Rescue, Not Classified	369	13	33	19
Spill, Leak - No Fire	109	76	72	36
Electrical/Hazardous Response-				
Power Line Down	106	76	112	47
Arching Electric Equipment	91	76	115	54
Chemical Spill	3	0	1	2
Hazardous Condition	9	8	12	6
Smoke Removal	12	9	12	4
<u>Other Responses:</u>				
Animal Rescue	3	9	23	17
Assist Police	27	24	67	28
Unauthorized Burning	174	112	160	56
Other Service Calls	185	192	273	168
Smoke Scare	126	93	130	44
Steam, Gas	41	40	62	16
Malicious False	5	4	7	4
Bomb Scare	6	8	20	1
Alarm Malfunction	134	102	123	69
Unintentional False	306	244	339	186
Other	905	991	1430	725
Controlled Burn	10	7	8	3
Bomb Removal	20	19	11	6
Haz-Mat Investigation	16	15	9	4
Water Rescue	8	4	7	3
Construction Plan Reviews	183	262	368	172

Citizens Reached In Education Programs	16,107	12,935	17,823	1,910
New Business Occupation Fire and Life Safety Inspections	479	469	910	456
Fire Safety Surveys Performed	6,303	4,753	4,799	2,424
Hydrants Maintained	7,950	7,950	7,950	4,244

STREETS AND TRAFFIC CONTROL DEPARTMENT 2015 SERVICE OBJECTIVES

1. Continue to respond to citizen's request for service in a timely, effective and efficient manner.
June 30, 2015 Update:
We continue to take calls and give responses within the same day if possible and the following working day when necessary.
2. Continue to lessen the potential for property damage from flooding by regularly cleaning and clearing debris from ditches, channels and drainage structures.
June 30, 2015 Update:
Regular maintenance and cleaning of the storm system continues. Through the unusual amounts of rain in May we put additional effort into this cleaning to assure flooding was kept to a minimum.
3. Continue to preserve the appearance of public property by mowing detention ponds, levees, City owned right-of-way and drainage easements.
June 30, 2015 Update:
Mowing has continued on these areas as we have been working through an unusually wet growing season putting pressure on these crews that have been working overtime to keep up.
4. Continue to improve the safety of the traveling public by repairing and upgrading traffic control devices (signals, signs, striping, pedestrian crosswalks, etc.).
June 30, 2015 Update:
Regular maintenance schedules have been kept on traffic signals. Crosswalk striping and sign repair has been ongoing keeping the system up to date.
5. Further develop a long range plan for sidewalk repair and continue to implement the year to year plan.
June 30, 2015 Update:
Sidewalk repair is ahead of schedule for the year. Plans are being updated with new software coming online soon.
6. Implement a computerized work order system within the department to better sync with utilities department and create a paperless notification system to supervisors.
June 30, 2015 Update:
Software is scheduled to be in place by the end of the year.

Water and Sewer Department
2015 Service Objectives and Outcomes

1. Service Objective: Plan for water and sewer extensions to support growth to better serve Fort Smith and regional growth.

Outcome: Award construction contract of the first phase of the 48-inch water transmission line from Lake Fort Smith water treatment plant and initiate the design for second phase to extend to the I-40 corridor.

2. Service Objective: Implement investigations, construction, programs and staffing needs for the wastewater collection and transmission systems to assure compliance with the Consent Decree.

Outcome: Improved wastewater treatment, pumping with equalization storage, collection system replacement/rehabilitation, together with improved asset management, inventory systems, information management through Capacity Management Operation and Maintenance programs to provide improved service to customers through proper maintenance of the sewer collection system and the elimination of sewer system overflows.

3. Service Objective: Use innovation and improved uses of technology to better utilize resources for serving the community. Continue planning, design and construction practices that assure reliability and best value. Continue the development and integration of strategic management planning and benchmark assessments.

Outcome: Ongoing process with each construction project and advancement of Capacity Management Operation and Maintenance programs.

Water and Sewer Line Maintenance Department
Workload/Demand Statistics

	Actual FY 14	Actual Jan thru June FY15	Estimated FY 15
Water Service Line Installations	248	104	200
Sewer Service Line Installations	49	32	55
Sewer Service Line Replacements	185	103	175
Sewer Main Replacement	820 L.F.	973 L.F.	1,800 L.F.
Water System Work Orders (All Programs)	20,840	10,440	21,000
Sewer System Work Orders (Line Maintenance)	3,804	1,996	3,990
Sewer Line Cleaning	467,070 L.F.	62,593 L.F.	125,000 L.F.
Power Rod / Power Jet		213,251 L.F.	400,000 L.F.
Sewer Lines CCTV Inspected	79,175 L.F.	28,111 L.F.	60,000 L.F.
One Call Locate Requests	8,527	4,009	8,500
Water Leaks Repaired	827	474	900

Parks and Recreation Department 2015 Service Objectives

1. Provide additional recreation opportunities by completing construction and opening an aquatics center at Ben Geren Park.
2. Provide additional recreation opportunities by completing a softball tournament complex at Chaffee Crossing.
3. Provide additional recreation opportunities by designing and beginning construction of a riverfront soccer complex.
4. Provide additional recreation opportunities by constructing two new neighborhood parks.
5. Study the need for more extreme sports in parks and report findings with costs.

Department of Parks and Recreation 2015 Service Objectives Mid Year Update

1. **Service Objective:** Provide additional recreation opportunities by completing construction and opening an aquatics center at Ben Geren Park
Outcome: *Achieved. Construction of Parrot Island Waterpark is complete and the waterpark opened May 23.*

2. **Service Objective:** Provide additional recreation opportunities by completing a softball tournament complex at Chaffee Crossing.
Outcome: *Ongoing. Design plans for the River Valley Sports Complex have been approved by the city. Organizers of the project continue to work toward completion.*

3. **Service Objective:** Provide additional recreation opportunities by designing and beginning construction of a riverfront soccer complex.
Outcome: *Parks Staff is in negotiation with a firm to establish a conceptual design for the riverfront soccer complex.*

4. **Service Objective:** Provide additional recreation opportunities by constructing two neighborhood parks.
Outcome: *Contracts for Stagecoach Park and Imani Park have been approved by the Board of Directors. Construction is set to begin this fall.*

5. **Service Objective:** Study the need for more extreme sports in parks and report findings with costs.
Outcome: *The Recreation Staff will explore this objective and present in 2016.*

6. **Service Objective:** Promote riverfront development by completing construction of the 1.6 mile trail along the riverfront.
Outcome: *Construction of the Greg Smith Riverwalk will be complete in November.*

2015 CITY-WIDE BUDGET GOALS

1. Prepare for Fort Smith's future by implementing the comprehensive plan update and vision statement.
2. Provide additional recreation opportunities by completing construction and opening an aquatics center at Ben Geren Park and a softball tournament complex at Chaffee Crossing; designing and beginning construction of a riverfront soccer complex; constructing two new neighborhood parks; and planning for future trail construction.
 - Parks:** Provide additional recreation opportunities by completing construction and opening an aquatic center at Ben Geren Park
 - Parrot Island Waterpark opened to the public May 23.
 - Parks:** Provide additional recreation opportunities by designing and beginning construction of a riverfront soccer complex.
 - We are in the process of negotiating with a firm for the design of the riverfront soccer complex.
 - Parks:** Provide additional recreation opportunities by constructing two new neighborhood parks.
 - Design of the neighborhood parks is complete. Contract for development of phase one for both parks to go for board approve in July.
3. Continue economic growth strategies to increase the job market with higher paying jobs as well as support the construction of Interstate 49, the regional intermodal freight facilities, and improvements/maintenance of the Arkansas River navigation system.
4. Support riverfront development by completing the construction of the 1.6 mile River West Trail.
 - Parks:** Promote riverfront development by completing construction of the 1.6 mile trail along the riverfront.
 - Contract awarded and construction has begun with estimated completion fall of 2015.
5. Enhance neighborhood vitality with continued proactive code enforcement, creating gateway entrances to neighborhoods, improving public sidewalks, and planting parkway trees.
6. Begin compliance with the consent decree for wet weather sanitary sewer system improvements to alleviate the occurrences of backups and overflows.
7. Educate the community, legislators, and other stakeholders on the impending funding needs for police and fire pension obligations.
8. Continue converting portions of the city's fleet to alternatively-fueled vehicles.

KEY PERFORMANCE INDICATORS						
Parks and Recreation Department Divisions	Performance Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Target	FY 2015 Actual
Park Maintenance 6201	Mow each park weekly during the mowing season (approx. 24)	20 (lack of rain)	24	24	24	
Oak Cemetery 6202	Mow the cemetery weekly during the mowing season (approx. 24)	20 (lack of rain)	24	24	24	
Community Centers 6204	Maintain the same number of hours reserved	5,084 Hours	5,200 Hours	4,433 Hours	5,084 Hours	
Aquatics 6205	Maintain the same revenue to expense ratio	49%	45%	42%	45%	
Riverfront, Downtown 6206	Maintain the same level of hours reserved	3,859 Hours	3,775 Hours	3,527 Hours	3,859 Hours	
The Park at West End 6207	Maintain the same level of revenue	28,157	20,524	29,115	21,500	

**PARKS AND RECREATION DEPARTMENT
WORKLOAD/DEMAND STATISTICS**

	Actual FY14	BUDGET FY15	Actual FY15 thru June	BUDGET FY16
Flowerbed Square Footage	90,242	90,242	100,450	100,450
Median Flowerbeds Maintained	165	165	165	165
Median Square Footage	330,200	330,200	330,200	330,200
Medians Maintained	60	60	60	60
Street Easements Maintained - Miles	8	8	8	8
Trees Planted	39	25	0	25
Park Acres Maintained	275.21	273.21	275.21	275.21
Park Flowerbeds Maintained	100	104	104	100
Parks	26	26	26	26
Trails	2	2	2	2
Miles	3.90	3.90	3.90	3.90
Train Revenue	\$9,764	\$11,500	\$3,651	\$11,500
Train Riders	39,056	46,000	14,604	46,000
Cemetery Spaces/Niches Sold	156	50	89	100
Cemetery Interments/Inurments/Scatterings	72	50	39	50
Cemetery Revenue	\$72,607	\$50,000	\$51,891	\$50,000
Community Center Bookings	970	900	410	900
Community Center Patrons	48,500	45,000	20,500	45,000
Community Center Revenue	\$34,292	\$35,000	\$14,207	\$35,000
Number of Community Centers	2	2	2	2
Aquatic Admissions	26,027	35,000	13,630	35,000
Aquatic days of operation	71	90	35	90
Aquatic Revenue	\$58,320	\$70,000	\$27,259	\$70,000
Red Cross Provider Revenue (Classes)	\$0	\$0	\$0	\$0
Number of Swimming Pools	1	1	1	1
Number of Wading Pools	3	3	3	3
Splashpad	1	1	1	1
Riverpark Bookings	544	500	280	500
Riverpark Patrons	43,520	40,000	22,400	40,000
Riverpark Revenue	\$46,979	\$50,000	\$23,145	\$50,000
Number of Facilities	3	3	3	3
Total Events	47	70	29	70
Total Events Patrons	47,100	60,000	26,500	60,000
Private Events	36	40	22	40
Private Event Patrons	32,000	40,000	22,000	40,000
Parks and Recreation Events	11	30	7	30
Parks and Recreation Events Patrons	15,100	20,000	4,500	20,000
The Park at West End Revenue	29,115	23,000	9,536	\$23,000

Fort Smith Convention Center 2015 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.
 - Follow an annually revised/updated ongoing facility and equipment maintenance procedures manual.
 - Completing all critical facility repairs within 12 hours and all other 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: CMCA (Christian Meetings & Conventions Association), ASAE (Arkansas Society of Association Executives), Collinson Media's *Connect* Marketplace and *Rejuvenate* Marketplace and National Guard of Arkansas Association convention.
 - Track and follow up with leads from various tradeshows to ensure lead quality level and gain business for the Convention Center.
 - 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.
 - Offer promotional, reusable spill resistant/proof souvenir cups through concessions and beverage operations at public events to encourage beverage revenue growth and to promote the Convention Center.
- 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.

❖ 2015 Strategies:

- Achieve goal of prospecting and qualifying at least 15 new potential clients each week.
- Maintain membership with several industry related organizations such as Arkansas Society of Association Executives (ASAE), Religious Conference Management Association (RCMA), Collinson Media's Connect Marketplace and Rejuvenate Marketplace, and the National Guard of Arkansas Association.
- Drive short-term booking revenue and increase awareness of the Fort Smith Convention Center by developing new client lists through referrals, social networking, the internet, magazines and newspapers. Generate repeat bookings and new local short-term business by maintaining communication with active client leads.
- Provide timely and precise follow-up on all sales and event-related inquiries. Every inquiry is a potential client. Files and communication records shall be created for all inquiries, regardless of the booking outcome.
- Provide our clients with quality sales collateral to include facility portfolio, meeting space diagrams, hotel and local business and attraction information in conjunction with the Fort Smith Convention and Visitor's Bureau.
- Market in conjunction with the Fort Smith Convention and Visitor's Bureau to have a broader reach not only locally, but regionally and nationally.
- Work with Fort Smith Convention and Visitor's Bureau to provide walk-through tours, brochures, and facility collateral to all potential client and site selection committees.
- Work with the Fort Smith Convention and Visitor's Bureau/ A & P Commission to extend incentives for conventions through the co-operative program currently in place. Groups must meet specific criteria (i.e. minimum attendance numbers, event days, meeting room rentals) to be considered for funding assistance from sleeping rooms that can help cover The Fort Smith Convention Center rental costs.
- Participate in industry Trade Shows to develop a high level of awareness of the Fort Smith Convention Center as a meeting and convention destination through participation in industry trade shows with colleagues from the Fort Smith Convention and Visitor's Bureau as well as networking at local events.
- Maintain memberships in organizations that promote local development and growth, such as Chamber of Commerce, Business By Referral, Western Arkansas Mountain Frontier (WAMF), International Association of Venue Managers and Arkansas Hospitality Association (AHA).
- Remain abreast of industry information to discover new event/booking trends that could be successful in the Fort Smith/ River Valley area.
- Maintain continuous assessment of the facilities, schedule regular servicing of equipment, provide ongoing preventative maintenance and seek out energy efficiency opportunities.
- Establish and maintain relationships with convention center sales/operations staff at facilities in Hot Springs, Little Rock and other regional cities to expose show routing opportunities previously not explored.
- Regularly and periodically attend Chamber sponsored networking events, First Friday Breakfast meetings and business after hours activities; all of which will provide opportunity for Sales staff to make meaningful business connections and gain business for the Convention Center.

2015 REVENUE GOALS – Revised July 2015

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	\$ 127,000.00
14	Exhibits and/or Tradeshows	\$ 97,000.00
9	State Conventions/Meetings/Events	\$ 53,000.00
9	Regional/National/Conventions/Meetings/Events	\$ 39,000.00
75	Local Events	\$ 129,000.00
57	Theater Events	\$ 112,000.00
200	Events	\$ 557,000.00
Catering/Concessions/Vending/Beverages		\$ 73,000.00
		\$ 630,000.00



**Department of Sanitation
2016 Service Objectives**

1. Upgrade heavy landfill equipment through leasing.
2. Reduce donated and/or supplemented services provided to outside entities.
3. Expand or make commercial garbage and recycling collection services available to businesses in surrounding counties.
4. Semi-automate commercial transactions at the landfill scale facility.
5. Promote residential, commercial, industrial, and regional sanitary landfill services through various media outlets including television and radio advertisements.

**Department of Sanitation
2015 Service Objectives and Outcomes**

Service Objective	Outcome
1. Continued expansion of and increase participation in the Residential Automated Recyclables Collection Program.	1. The Residential Automated Recyclables Collection Program was transitioned to semi-automated collection in 2015 due to higher rates of contaminated materials being deposited into the containers by participants. While single stream recyclables collection provides a higher rate of participation and is more productive overall, the system also lends itself to a higher rate of contamination. Semi-automated collection provides staff a method of prescreening to help prevent contaminated materials from being presented to the recycler. Tonnage from the collection of residential recyclables increased by 19.3% and 1,112 recycling carts were delivered during the period.
2. Increase participation of local businesses in the Operation GO (Green Office) commercial recyclables collection program.	2. Operation GO participation increased by 86 businesses during the period with a resulting recyclables collection tonnage increase of 7.9%.
3. Begin planning for a Citizens' Convenience Center to improve customer safety and wait times, as well as, allow for segregation of the solid waste stream to assist in the migration from primary solid waste disposal towards a materials management, diversion, and beneficial reuse program.	3. Planning for the Citizens' Convenience Center will begin in the last quarter of 2015. Sufficient funding for the facility is not currently available. Since 2012, \$600,000 have been set aside for construction of the facility.

<p>4. Continue to promote residential, commercial, industrial, and regional sanitary landfill services through various media outlets including television and radio advertisements.</p>	<p>4. Funding for additional advertising was not available in the 2015 Budget.</p>
<p>5. Continue updating and implementing upgrades suggested in the 2014 comprehensive regional sanitary landfill environmental audit.</p>	<p>5. Reuse of the underutilized 28 acre active landfill area developed from 1993 through 2009 started in September 2014. Construction to rebuild the original entrance road will begin in the last half of 2015 allowing the area to be fully utilized. Explosive gas and groundwater monitoring sites will be repainted and labeled in the last half of 2015 as well.</p>

Name	Frequency	Purpose	Measurement
Cubic Yards of Residential Recyclables Diverted from the Landfill	Monthly	Cubic yards of residential recyclables diverted from the landfill indicates averted landfill disposal costs and conservation of landfill airspace, and helps gauge the overall participation in of the residential curbside recycling collection program.	Tracked through weight tickets received from the recycling center.
Cubic Yards of Residential Yard Waste Diverted from the Landfill	Yearly	Cubic yards of yard waste diverted from the landfill indicates averted landfill disposal costs and conservation of landfill airspace, and helps gauge participation in the residential curbside yard waste collection program.	Tracked via solid waste transactions entered at the landfill scale facility.
Number of Residential Collections Serviced by the Trouble Shooter	Daily	The number of household collections serviced by the Trouble Shooter shows how many times calls were received regarding service issues and special services (i.e. missed collection, move in/out, overflow, etc.).	Tracked via software application.
Cubic Yards of Commercial/Industrial Recyclables Diverted from the Landfill	Monthly	Cubic yards of commercial/industrial recyclables diverted from the landfill indicates averted landfill disposal costs and conservation of landfill airspace, and helps gauge participation in the commercial/industrial recycling collection programs.	Tracked through weight tickets received from the recycling center.
Gallons of Diesel Fuel Consumed per 1,000 Customers (Residential, Commercial, Industrial Collections)	Yearly	Gallons of diesel fuel consumed per 1,000 customers helps gauge fuel and routing efficiency, and customer retention.	Tracked manually from fuel tickets and accounting system reports.

**Department of Sanitation
Key Performance Indicators**

	<u>Actual FY14</u>	<u>Actual 2015</u>	<u>Target 2016</u>
Cubic Yards of Residential Recyclables Diverted from the Landfill	15,653	19,833	20,667
Cubic Yards of Residential Yard Waste Diverted from the Landfill	61,282	59,342	60,667
Residential Collections Serviced by the Trouble Shooter per Day	277	244	225
Cubic Yards of Commercial Recyclables Diverted from the Landfill	6,847	7,636	7,800
Gallons of Diesel Fuel Consumed per 1,000 Customers (Residential, Commercial, Industrial Collections)	622	785	750

Other Performance Indicators / Service Measures

	<u>Actual FY14</u>	<u>Actual 2015</u>	<u>Target 2016</u>
Residential Accounts			
Residential Accounts	26,654	26,488	27,100
Requests for Dial-A-Truck	3,698	4,217	4,100
Tons of Residential Refuse Collected Per Year	27,861	28,782	28,580
Commercial Container Accounts:			
Tons Collected Per Week	369	375	360
Tons Collected Per Year	19,198	19,510	19,610
Industrial Roll-Off Accounts:			
Tons Collected Per Week	951	918	927
Tons Collected Per Year	49,466	47,718	48,220
Landfill Operations			
Tons of Refuse Disposed at Landfill Per Year	259,122	258,187	257,550
Tons of Yard Waste Diverted from Landfill	9,192	8,901	9,100

Transit Department 2015 Service Objectives Update

1. Restructure existing routes to accommodate a new bus route that serves the aquatics center and area businesses on Zero Street and Phoenix Avenue.

The transit commission implemented the new Zero Street route on January 2015 using resources previously attributed to the night route.

2. Research and implement new scheduling software with additional technology features to better serve the riding public.

Prior to the November 2014 budget discussion, transit staff received product demonstrations from two separate scheduling software providers with plans to implement new software in 2015. The project was discontinued due to budget reductions during the budget discussion.

3. Implement key performance indicators for 2015.

Key Performance Indicators 2015

NAME	PURPOSE	PERFORMANCE	TARGET	OUTCOME
Safety and Security	Maximize the ability to provide a more safe and secure transit service.	Certify staff to become a nationally accredited Safety and Security Officer.	Improve safety and security by performing an assessment of existing operations, identifying strengths and areas of improvement, and improving our current safety, security and emergency preparedness programs.	The Transit Driver Leadperson has received formal training and is now a Certified Safety and Security Officer for the department. Staff completed a nationally recognized Safety Management System assessment and provided the results to the Internal Auditor to assist in the evaluation of future improvements.
Marketing and Communications	Enhance community outreach.	Create a transit outreach campaign to connect with individuals and local businesses through various media outlets.	Improve the management of public information and marketing techniques and improve the Title VI and Disadvantaged Business Enterprise (DBE) community outreach processes.	Transit staff continues to issue new rider packets to first time riders. Staff also maintains a current website, information phone line and city access channel information, including a first time newsletter in 2015. Due to lacking capital projects, Transit retained a DBE waiver.

CONVENTION AND VISITORS BUREAU 2015 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. Be sure to include expanded sports complex facilities and Aquatics Park in addition to the Park at West End in all marketing messages. 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, the UAFS Blue Lion 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.
14. Consider reinstating direct sales methods to sell to the sporting events market now that expanded facilities are available.

Convention and Visitors Bureau
2015 Service Measures/Performance Indicators

1. Maximize the exposure of Fort Smith through advertisements and articles about the City of Fort Smith and its hospitality offerings.
2. Increase the number of leads provided to the Fort Smith Convention Center and hospitality community by 10% to 146.
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 \$770,000.
4. Increase the number of citywide convention/event proposals by 20% to 46.
5. Increase the number of motor coach tour groups into the Fort Smith area by 10% to 81.
6. Increase the number of guests to the Fort Smith Visitor Information Center, "Miss Laura's" and Chaffee Barbershop by 3% to 14,214.
7. Influence a consistent monthly increase in web site and Facebook activity.

See attached midyear update regarding status of the seven indicators above.

FORT SMITH CONVENTION & VISITORS BUREAU
2015 SERVICE OBJECTIVES AND OUTCOMES
 MIDYEAR UPDATE

<u>SERVICE OBJECTIVES</u>	<u>OUTCOME</u>			
	<u>Actual FY 14</u>	<u>Budget FY 15</u>	<u>Estimated FY 15</u>	<u>Budget FY 16</u>
Maximize the exposure of the Fort Smith area through advertisements and articles about the City of Fort Smith and its hospitality offerings.	2,902 inches of editorial	3,000 column inches of editorial	Through May 1,384 inches	tbd inches
Increase the number of leads provided to the Fort Smith Convention Center and the Fort Smith Hospitality Community by 10% (June-May).	133 leads (2013-2014)	146 leads (2014-2015)	127 leads (2014-2015)	tbd (2015-2016)
Contribute to an increase in Fort Smith area hotel occupancy through an increase in convention/event guests.	Room tax \$761,826	Room tax \$770,000	Room tax \$ 325,277 (Jan-May)	Room tax tbd
Increase the number of citywide convention/event proposals by 20% (June-May).	43 (2013-2014)	46 (2014-2015)	31 (2014-2015)	(2015-2016)
Increase the number of tour groups into the Fort Smith area by 10%.	73	81	26 (Jan-May)	tbd

FORT SMITH CONVENTION & VISITORS BUREAU
2015 SERVICE OBJECTIVES AND OUTCOMES
MIDYEAR UPDATE

<u>SERVICE OBJECTIVES</u>		<u>OUTCOME</u>			
	<u>Actual FY 14</u>	<u>Budget FY 15</u>	<u>Estimated FY 15</u>	<u>Budget FY16</u>	
Increases the number of guests to the Fort Smith Visitor Information Center, 'Miss Laura's' & Chaffee Barber Shop attraction by 3%		13,273	14,214	4,716 (Jan-May)	tbd
Influence a consistent monthly Increase in web site and Facebook activity					
	Sessions	93,990	50,000	45,760	tbd
	Face book Fans	5,692	6,200	6,459	tbd
	Page views	220,734	135,000	149,765 (Jan-May)	tbd

FORT SMITH CONVENTION & VISITORS BUREAU
2015 SERVICE OBJECTIVES AND OUTCOMES
MIDYEAR UPDATE

<u>SERVICE OBJECTIVES</u>	<u>OUTCOME</u>			
	<u>Actual FY 14</u>	<u>Budget FY 15</u>	<u>Estimated FY 15</u>	<u>Budget FY 16</u>
Maximimize the exposure of the Fort Smith area through advertisements and articles about the City of Fort Smith and its hospitality offerings.	2,902 inches of editorial	3,000 column inches of editorial	Through May 1,384 inches	tbd inches
Increase the number of leads provided to the Fort Smith Convention Center and the Fort Smith Hospitality Community by 10% (June-May).	133 leads (2013-2014)	146 leads (2014-2015)	127 leads (2014-2015)	tbd (2015-2016)
Contribute to an increase in Fort Smith area hotel occupancy through an increase in convention/event guests.	Room tax \$761,826	Room tax \$770,000	Room tax \$ 325,277 (Jan-May)	Room tax tbd
Increase the number of citywide convention/event proposals by 20% (June-May).	43 (2013-2014)	46 (2014-2015)	31 (2014-2015)	(2015-2016)
Increase the number of tour groups into the Fort Smith area by 10%.	73	81	26 (Jan-May)	tbd

FORT SMITH CONVENTION & VISITORS BUREAU
2015 SERVICE OBJECTIVES AND OUTCOMES
MIDYEAR UPDATE

<u>SERVICE OBJECTIVES</u>		<u>OUTCOME</u>			
	<u>Actual FY 14</u>	<u>Budget FY 15</u>	<u>Estimated FY 15</u>	<u>Budget FY16</u>	
Increases the number of guests to the Fort Smith Visitor Information Center, 'Miss Laura's' & Chaffee Barber Shop attraction by 3%		13,273	14,214	4,716 (Jan-May)	tbd
Influence a consistent monthly Increase in web site and Facebook activity		93,990	50,000	45,760	tbd
Sessions	5,692	6,200	6,459	tbd	
Face book Fans	220,734	135,000	149,765 (Jan-May)	tbd	
Page views					

MEMORANDUM



TO: Jeff Dingman, Acting City Administrator

FROM: Richard B. Jones, Director of Human Resources

DATE: August 11, 2015

SUBJECT: Review City of Fort Smith Employee Health Coverage

As requested by the Board of Directors, I have provided an overview of the City of Fort Smith's self-funded health plan and provided a comparison to the Arkansas Municipal League's plan, attachment #1.

The memorandum supporting resolution 75-15, attachment #2, explained the continual process we have used to provide superior health coverage while concurrently holding our employees and their spouses accountable for their health. Our plan includes many cost containment features that require employees and their families to actively manage their health in order to get the lowest premium and lowest deductible, thereby, all health risk factors of the organization can be managed. This is accomplished by encouraging access and removing barriers so employees and their families can take an active role in managing their health. The City's cost trend for the last 12 years is presently 3.27% which is well below the national trends for both government and private industry, attachment #3.

There are four critical issues with moving the City of Fort Smith's Health coverage to any other health plan design that we do not control. The only way to manage cost containment in healthcare is to maintain control of the plan design and each piece of the healthcare program.

First, we maintain control of all of our healthcare dollars and pay claims and expenses as they are incurred, so all the money remains in the City's bank accounts.

Second, our plan manages cost through a value based benefits design and consumer driven choices; thereby, keeping cost low without sacrificing health outcomes for our employees and their families.

Third, we currently have spent 12 years creating a culture promoting wellness by carefully piecing together the best available innovations in healthcare, all of which are evidence based,

providing the best healthcare outcomes for our employees and their families. This includes our best in class TPA, Meritain, using the Aetna Point of Service II Network with more than 775,000 providers nationwide including more than 500 centers of excellence. ECRx to provide prescription benefits created locally using our partnership with the Employers Health Coalition, RxResults and UAMS which includes a value based benefit design and access to more than 64,000 pharmacies nationwide. Our prescription drug cost was less in 2014 than it was in 2003. IMWELL, our employer based clinic, providing primary care using the patient centered medical home model to treat the whole person. IMWELL provides care to more than 900 of the city's 1900 employees and their families.

Finally, and most importantly is that the City has developed a partnership with our employees and their families that promotes culture of wellness by each person knowing and managing their health to keep the cost of healthcare as low as possible.

Summary of Benefits and Coverage 2015	CoFS Plan	AML Plan
PPO Network	Aetna Choice Plus 2	Independent Arkansas Network
Annual Deductible	Deductible credit for adults compliant with wellness up to \$1500 for in-network providers	N/A
In-network		
Individual	\$500 - \$2000	\$500-\$1,200-\$2,000
Employee+Children	\$1000 - \$2500	\$6,000
Employee+Spouse	\$1000 - \$4000	\$6,000
Family	\$1000 - \$4000	\$6,000
Out-of-network		
Individual	\$4,000	\$500-\$1,200-\$2,000
Employee+Children	\$4,800	\$6,000
Employee+Spouse	\$8,000	\$6,000
Family	\$8,000	\$6,000
Annual Out-of-pocket Maximum (In-network only)		Does not include in-patient beyond 30 days
Medical		
Individual	\$4,350	\$4,000
Employee+Children	\$5,550	\$8,000
Employee+Spouse	\$8,700	\$8,000
Family	\$9,900	\$8,000
Prescription Drug		
Individual	\$1,450	\$2,600
Employee+Children	\$3,300	\$5,200
Employee+Spouse	\$2,900	\$5,200
Family	\$3,300	\$5,200
Combined Medical and Prescription Drug		
Individual	\$5,800	\$6,600
Employee+Children	\$8,850	\$13,200
Employee+Spouse	\$11,600	\$13,200
Family	\$13,200	\$13,200
Physician Office Visit Co-pay		
In-network		
IMWELL	\$0 copay then 100% co-insurance	N/A
Primary Care	\$25 then 100% co-insurance	\$20 then 80%/20% co-insurance (CPT Codes 99201-99215)
Specialist	\$25 then 100% co-insurance	\$20 then 80%/20% co-insurance (CPT Codes 99201-99215)
Other	\$25 then 100% co-insurance	80%/20% co-insurance
Out-of-network		
Primary Care	60%/40% co-insurance	\$20 then 50%/50% co-insurance
Specialist	60%/40% co-insurance	\$20 then 50%/50% co-insurance
Other	60%/40% co-insurance	50%/50% co-insurance
Diagnostic Tests and Imaging		
In-network	80%/20%	80%/20%
Out-of-network	60%/40%	50%/50%
Pre-certification Penalty	\$500	None
In-patient Hospital		
In-network		
Facility	80%/20%	80%/20%
Room & Board	80%/20%	80%/20%
Physician/Surgeon	80%/20%	80%/20%
Out-of-network		
Facility	60%/40%	50%/50%
Room & Board	60%/40%	50%/50%
Physician/Surgeon	60%/40%	50%/50%
Pre-certification Penalty	\$500	\$1,500
Out-patient Hospital Surgery		Limit of two elective surgeries annually
In-network		
Facility	80%/20%	80%/20%
Physician/Surgeon	80%/20%	80%/20%
Out-of-network		
Facility	60%/40%	50%/50%
Physician/Surgeon	60%/40%	50%/50%
Pre-certification Penalty	\$500	\$1,500

Summary of Benefits and Coverage 2015	CoFS Plan	AML Plan
PPO Network	Aetna Choice Plus 2	Independent Arkansas Network
Emergency Care		
In-network		
Emergency Room - Medical emergency	80%/20%	80%/20% \$250 co-pay - waived if admitted
Emergency Room - Non-medical emergency	80%/20%	80%/20% \$250 co-pay - waived if admitted
Emergency Transportation	80%/20%	80%/20%
Urgent Care	\$25 co-pay then 100%	\$20 co-pay 80%/20%
Out-of-network		
Emergency Room - Medical emergency	80%/20%	80%/20% \$250 co-pay - waived if admitted
Emergency Room - Non-medical emergency	60%/40%	50%/50% \$250 co-pay - waived if admitted
Emergency Transportation	60%/40%	80%/20%
Urgent Care	60%/40%	\$20 co-pay 80%/20%
Pre-certification Penalty	None	
Mental Health and Substance Abuse		(No out-patient substance abuse covered)
In-network		
In-patient	80%/20%	80%/20% limited to 10 days annually
Out-patient		
Office Visit	\$25 co-pay then 100%	80%/20% limited to 24 visits annually
Out-of-network		
In-patient	60%/40%	50%/50% limited to 10 days annually
Out-patient		
Office Visit	60%/40%	50%/50% limited to 24 visits annually
Pre-certification Penalty	\$500	Required - 1 treatment per lifetime
Home Health Care		
In-network	80%/20%	80%/20% 20 visits annually
Out-of-network	60%/40%	50%/50% 20 visits annually
Precertification Penalty	\$500	\$1,500
Rehabilitation Services		
In-network	80%/20% 60 visits annually	80%/20% 20 visits annually-30 days acute care
Out-of-network	60%/40% 60 visits annually	50%/50% 20 visits annually-15 days non acute
Habilitation Services		
In-network	80%/20%	80%/20% 30 visits annually
Out-of-network	60%/40%	50%/50% 30 visits annually
Skilled Nursing Care		
In-network	80%/20%	80%/20% 15 visits annually
Out-of-network	60%/40%	50%/50% 15 visits annually
Durable Medical Equipment		
In-network	80%/20%	80%/20%
Out-of-network	60%/40%	50%/50%
Hospice Care		
In-network	80%/20%	80%/20% 90 days lifetime
Out-of-network	60%/40%	50%/50% 90 days lifetime
Prescription Drugs		
Generic		
All other pharmacies	20% co-pay, \$10 Min/\$125 Max - 30-day	\$10
Align pharmacy - retail	20% co-pay, \$5 Min/\$75 Max - 30-day	
Align pharmacy - mail order	20% co-pay, \$12.50 Min/\$225 Max - 90-day	
Preferred Brand Name Drugs		
All other pharmacies	30% co-pay, \$25 Min/\$125 Max - 30-day	\$30
Align pharmacy	30% co-pay, \$62.50 Min/\$225 Max - 90-day	
Non-preferred Name Brand Drugs		
All other pharmacies	40% co-pay, \$40 Min/\$125 Max - 30 day	\$50
Align pharmacy	40% co-pay, \$100 Min/\$225 Max - 90-day	
Specialty Drugs	Same as generic, preferred and non-	\$1,000 or less/\$50 - over \$1,000/\$100
Reference Based Drugs	For reference based drugs participant pays 100% of the amount above the stipulated price.	For reference based drugs participant pays 100% of the amount above the stipulated price.

MEMORANDUM



TO: Ray Gosack, City Administrator

FROM: Richard B. Jones, Director of Human Resources 

DATE: May 1, 2015

SUBJECT: Policy Regarding Employer and Employee Cost Sharing for Benefits

As requested by the Board of Directors, I have prepared a resolution outlining the funding policy for the City's internal service fund 9106.

First, it establishes the percentages of cost sharing that the City and the employees will each provide.

Since 2003, the balance we have achieved is about a **75/25** premium split between City funds and the employees' premium contributions for all benefits in fund 9106 (this includes blending 100% funding from retirees, airport, library and COBRA participants, see attachment 1). This level of cost sharing is consistent with a recent Kaiser Foundation benchmark study comparing 2004 to 2014, attachment 2. We have been very close to that **75/25** balance every year since 2003 when I began closely monitoring all benefit costs in fund 9106.

The following table is a close estimate of the cost sharing allocations by benefit for fund 9106:

Benefit	City	Employee
Medical & Rx	75%	25%
Dental	75%	25%
Vision	75%	25%
Life Insurance	100%	0%
Long Term Disability	60%	40%
Dependent Life Insurance	0%	100%
Employee Assistance Plan	100%	0%
Supplemental Benefits	0%	100%

The medical, dental and vision premium structure for 2015 is attached. I have added

percentages to the columns for reference. The employee contribution is a variable amount based on participation in the City's wellness plan, attachment 3.

Beginning in 2004, the City partnered with our employees and their families by promoting wellness and prevention in exchange for reduced premiums and reduced cost for proactive health services. This partnership has been successful in keeping our healthcare cost below benchmark when compared to our peers. In fact, we were more than 40% below the national average for 2014, attachment 4.

Every year I review the City's benefits to keep costs down and to stay ahead of the latest innovation by looking for the lowest cost vendors without sacrificing quality and service to the City, our employees and their families. To cite just a couple examples, the City and our employees were recognized in 2010 by CDHC Solution & EmployersWeb.com for "Most Innovative Plan Design" for our Health plan, attachment 5. In 2011, the City in partnership with our local Employers Health Coalition (EHC) created our own prescription benefit program which has been highly successful in keeping Rx cost to a minimum without sacrificing health outcomes of our employees and their families, attachment 6.

Second, it sets a target reserve for fund 9106 that is equal to 75 calendar days or 20% of the annual benefit costs.

Most of this reserve being attributable to the fluctuations in our partially self-funded medical, prescription and dental plans.

Finally, each year as the City prepares for the next budget year the cost sharing percentages will be adjusted to correct for any deviation in the cost sharing trend and to adjust for any deficit or surplus in the reserve balance for fund 9106.

Cost sharing rebalancing will be accomplished in two primary ways. First, an adjustment will be made to the premium contributions so that whichever share, employer or employee, is at a deficit that share will be increased to correct for the deficit in the subsequent year.

Concurrently, the plan design of some or all of the benefits in fund 9106 will be adjusted to correct for whichever share, employer or employee, is at a deficit so that share will be increased to correct for the deficit in the subsequent year.

I recommend passage of this resolution.

ATTACHMENT 1

Employee Health and Wellness Fund (9106)
Statement of Revenues, Expenses, and Changes in Net Assets

	5 Year Average	2014	2013	2012	2011	2010
Annual Average Number of Members		932	918	912	909	917
Annual Average Cost to the City Per Member All Benefits	\$6,587	\$8,089	\$7,248	\$5,380	\$6,099	\$6,117
Beginning Balance	\$2,659,788	\$55,616	\$390,415	\$3,174,657	\$4,356,885	\$5,321,369
Revenue						
City Contributions All Benefits	\$6,050,486	\$7,539,292	\$6,653,249	\$4,906,624	\$5,544,233	\$5,609,033
All Employee & Other Member Contributions	\$1,823,841	\$2,176,755	\$1,900,297	\$1,610,929	\$1,637,441	\$1,793,781
City Contribution Percent All Benefits	76.84%	77.60%	77.78%	75.28%	77.20%	75.77%
All Employee & Other Member Contributions Percent	23.16%	22.40%	22.22%	24.72%	22.80%	24.23%
Total Revenue	\$7,874,327	\$9,716,046	\$8,553,546	\$6,517,553	\$7,181,674	\$7,402,814
Total Revenue plus the Beginning balance	\$10,534,115	\$9,771,662	\$8,943,961	\$9,692,210	\$11,538,559	\$12,724,183
Expenditures						
All Benefits for All Members	\$8,935,789	\$9,763,262	\$8,888,344	\$9,296,137	\$8,363,903	\$8,367,299
Ending Balance December 31 Annually	\$1,597,175	\$8,301	\$55,616	\$390,415	\$3,174,657	\$4,356,885
	2009	2008	2007	2006	2005	2004
Annual Average Number of Members	896	877	887	889	858	869
Annual Average Cost to the City Per Member All Benefits	\$7,418	\$7,573	\$7,575	\$5,890	\$5,302	\$4,866
Beginning Balance	\$4,608,363	\$3,057,730	\$1,056,690	\$886,461	\$980,948	\$513,922
Revenue						
City Contributions All Benefits	\$6,646,545	\$6,641,249	\$6,718,999	\$5,235,771	\$4,548,882	\$4,228,871
All Employee & Other Member Contributions	\$1,899,338	\$2,001,113	\$1,952,880	\$1,828,820	\$1,661,480	\$1,647,266
City Contribution Percent All Benefits	77.77%	76.85%	77.48%	74.11%	73.25%	71.97%
All Employee & Other Member Contributions Percent	22.23%	23.15%	22.52%	25.89%	26.75%	28.03%
Total Revenue	\$8,545,883	\$8,642,362	\$8,671,879	\$7,064,591	\$6,210,362	\$5,876,137
Total Revenue plus the Beginning balance	\$13,154,246	\$11,700,092	\$9,728,569	\$7,951,052	\$7,191,310	\$6,390,059
Expenditures						
All Benefits for All Members	\$7,623,771	\$7,091,729	\$6,670,839	\$6,894,362	\$6,304,849	\$5,409,112
Ending Balance December 31 Annually	\$5,321,369	\$4,608,363	\$3,057,730	\$1,056,690	\$886,461	\$980,948
	2003					
Annual Average Number of Members	878					
Annual Average Cost to the City Per Member All Benefits	\$5,259					
Beginning Balance	\$1,276,411					
Revenue						
City Contributions All Benefits	\$4,617,254					
All Employee & Other Member Contributions	\$1,597,547					
City Contribution Percent All Benefits	74.29%					
All Employee & Other Member Contributions Percent	25.71%					
Total Revenue	\$6,214,801					
Total Revenue plus the Beginning balance	\$7,491,212					
Expenditures						
All Benefits for All Members	\$6,902,857					
Ending Balance December 31 Annually	\$513,922					



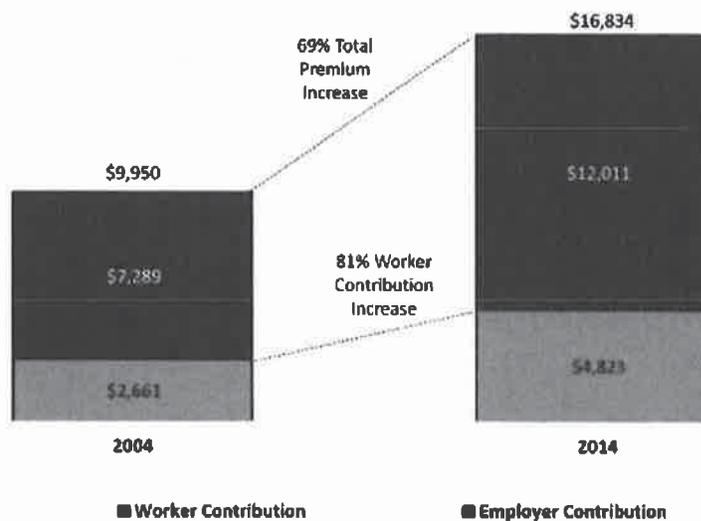
2014 Benchmarking Study – Employer Contribution – Medical Plans

April 6, 2015

Source: The Henry J. Kaiser Family Foundation

The following selected data is presented to compare the City of Fort Smiths medical plan funding allocation between the City and plan participants.

**Exhibit A:
Average Annual Health Insurance Premiums and Worker Contributions for Family Coverage, 2004-2014**

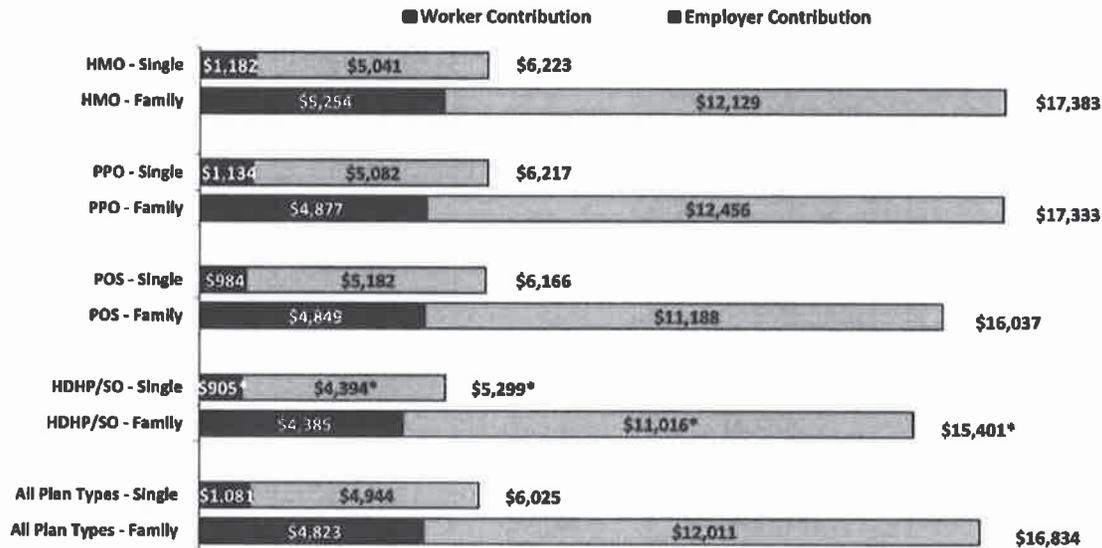


SOURCE: Kaiser/HRET Survey of Employer-Sponsored Health Benefits, 2004-2014.



In 2014, the survey reports that employee contributions equaled 28.65% of total medical plan cost for family coverage.

**Exhibit B:
Average Annual Firm and Worker Premium Contributions and Total Premiums for Covered Workers for Single and Family Coverage, by Plan Type, 2014**



* Estimate is statistically different from All Plans estimate by coverage type (p<.05).

SOURCE: Kaiser/HRET Survey of Employer-Sponsored Health Benefits, 2014.



For a Point of Service Plan the average employee contribution for single coverage was 16% in 2014, and 30% for family coverage.

For a PPO Plan the average employee contribution for single coverage was 18.2%, and 28% for family coverage.

City of Fort Smith Health, Dental & Vision Premiums For 2015

ATTACHMENT 3

MEDICAL	1	2	3	4	5
	City Share	Employee Wellness Share	Employee Wellness Share	Employee Share	Total
Coverage Level	Contribution	Nicotine free	Nicotine Positive Surcharge	No Wellness Participation Surcharge	Cost
Employee Only	\$418.82 (100%)	\$0.00 (0%)	+\$80.00 (16%)	+\$147.00 (26%)	\$418.82
Employee + Children	\$533.66 (75%)	\$177.88 (25%)	+\$80.00 (33%)	+\$147.00 (38%)	\$711.54
Employee + Spouse	\$659.22 (75%)	\$219.74 (25%)	+\$80.00 - \$160.00 (31%-40%)	+\$147.00 - \$294.00 (38%-44%)	\$878.96
Family	\$878.96 (75%)	\$292.96 (25%)	+\$80.00 - \$160.00 (30%-37%)	+\$147.00 - \$294.00 (33%-40%)	\$1171.92
DENTAL					
	City Share	Employee Share			Total
Employee Only	\$32.74 (100%)	\$0.00 (0%)			\$32.74
Employee + One	\$48.26 (74%)	\$17.20 (26%)			\$65.46
Family	\$66.94 (68%)	\$31.24 (32%)			\$98.18
VISION					
	City Share	Employee Share			Total
Employee Only	\$6.56 (100%)	\$0.00 (0%)			\$6.56
Employee + One	\$8.87 (70%)	\$3.88 (30%)			\$12.75
Family	\$13.06 (70%)	\$5.68 (30%)			\$18.74



From the desk of Jerry Guy

April 1, 2015

To: Richard Jones – The City of Fort Smith, Arkansas

Re: Historical Paid Claim Comparison to Benchmarking Data – Medical Plan

This report is designed to draw a comparison between the actual paid claim data within the City’s partially self-insured medical plan and national benchmarking data. The benchmarking data presented is sorted by (1) business sector, (2) geographic region, (3) and employer size.

The City of Fort Smith has been very proactive in developing and implementing cutting edge strategies to manage its medical plan costs. The “wellness” plan that was implemented several years ago serves as a model for other employers, and today most employers have adopted some elements of the City’s “wellness” approach to plan design and administration.

The importance of this proactive medical plan management approach is evident when comparing the City of Fort Smith’s results to other government employers. Nationally in 2014, government employers experienced medical paid claims at a level of \$1,049 per employee per month while the City of Fort Smith’s own results for 2014 was \$613. The City of Fort Smith’s medical plan paid claim level was only 59% of the national average for government employers.

The City’s medical plan is structured from a plan design and funding basis to promote and incentivize good health risk factor management by focusing on the chronic metabolic diseases that represent over 70% of the national health care expenditure each year. These include coronary disease, cancer, diabetes and obesity. The keys to controlling medical plan cost in these areas are prevention, early detection, and aggressive management of chronic disease.

The City's medical plan funding strategy has also had a very positive impact on plan cost. The level of City contribution for employees and covered dependents is strategically set to promote enrollment of "healthy" participants. This is a vital component of intelligent plan management. Plans that transfer excessive financial risk to participants typically cause a disproportionately concentrated enrollment of "high risk" participants, thus driving up plan cost relative to plan revenue.

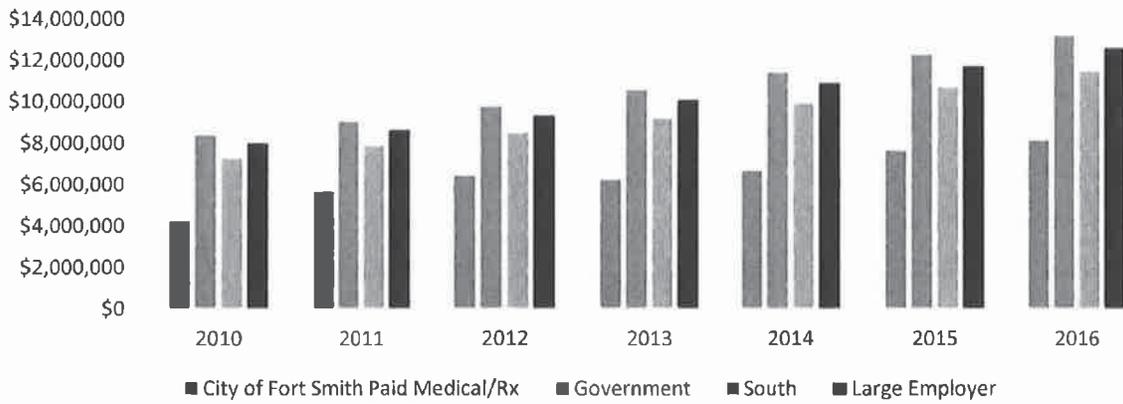
Finally, the results achieved by the City of Fort Smith are noteworthy when taking into account the fact that the reporting period for the data presented includes a period of time when federal mandates were being implemented stemming from The Affordable Care Act. As a result of the ACA, employers now must provide plans without dollar limits annually or for a lifetime for essential medical coverage. There is now an absolute annual out-of-pocket maximum that did not exist prior to the ACA, and there are substantial taxes and fees that employers must now pay.

The following table presents data elements described above. Actual paid medical claim data is presented for Plan Years 2010 through 2014. Medical plan costs are projected for Plan Years 2015 and 2016:

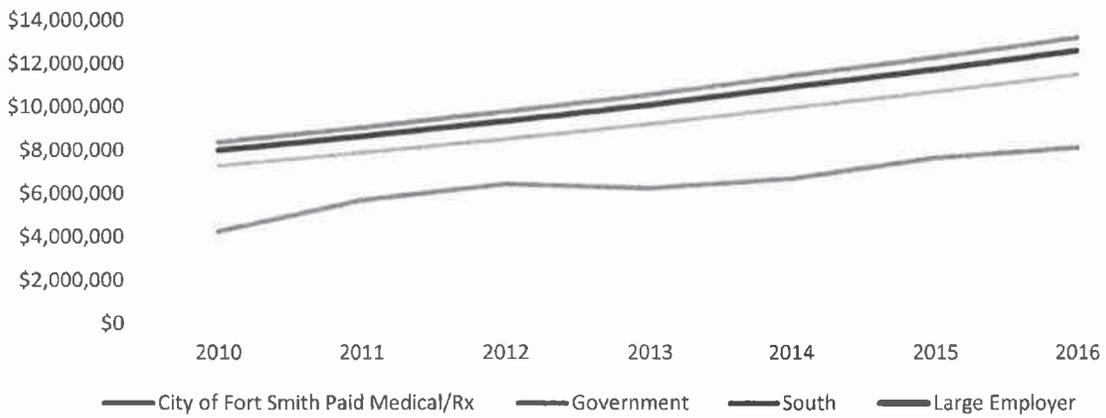
TOTAL MEDICAL/RX PAID CLAIMS				
Plan Year	City of Fort Smith Paid Medical/Rx	Bench Marking Data		
		Government	South	Large Employer
2010	\$4,243,669	\$8,354,292	\$7,275,506	\$7,975,456
2011	\$5,681,466	\$9,031,667	\$7,865,412	\$8,622,115
2012	\$6,421,372	\$9,763,965	\$8,503,148	\$9,321,205
2013	\$6,232,487	\$10,555,638	\$9,192,592	\$10,076,979
2014	\$6,669,787	\$11,411,500	\$9,937,938	\$10,894,031
2015	\$7,632,245	\$12,267,363	\$10,683,283	\$11,711,084
2016	\$8,104,192	\$13,187,415	\$11,484,529	\$12,589,415

PER EMPLOYEE/MONTH MEDICAL/RX PAID CLAIMS				
Plan Year	City of Fort Smith Paid Medical/Rx	Bench Marking Data		
		Government	South	Large Employer
2010	\$395.90	\$779.39	\$678.75	\$744.05
2011	\$535.63	\$851.48	\$741.53	\$812.87
2012	\$602.89	\$916.72	\$798.34	\$875.15
2013	\$580.47	\$983.11	\$856.16	\$938.53
2014	\$613.31	\$1,049.33	\$913.83	\$1,001.75
2015	\$701.82	\$1,128.03	\$982.37	\$1,076.88
2016	\$745.21	\$1,212.64	\$1,056.05	\$1,157.65

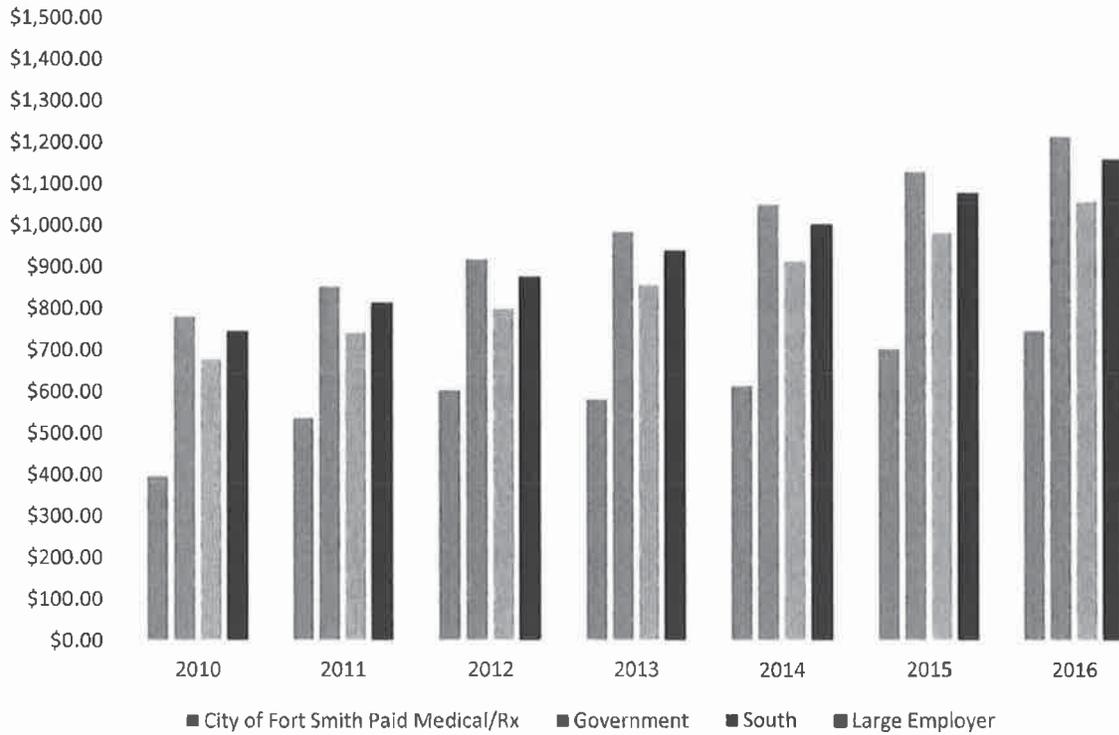
TOTAL MEDICAL/RX PAID CLAIMS



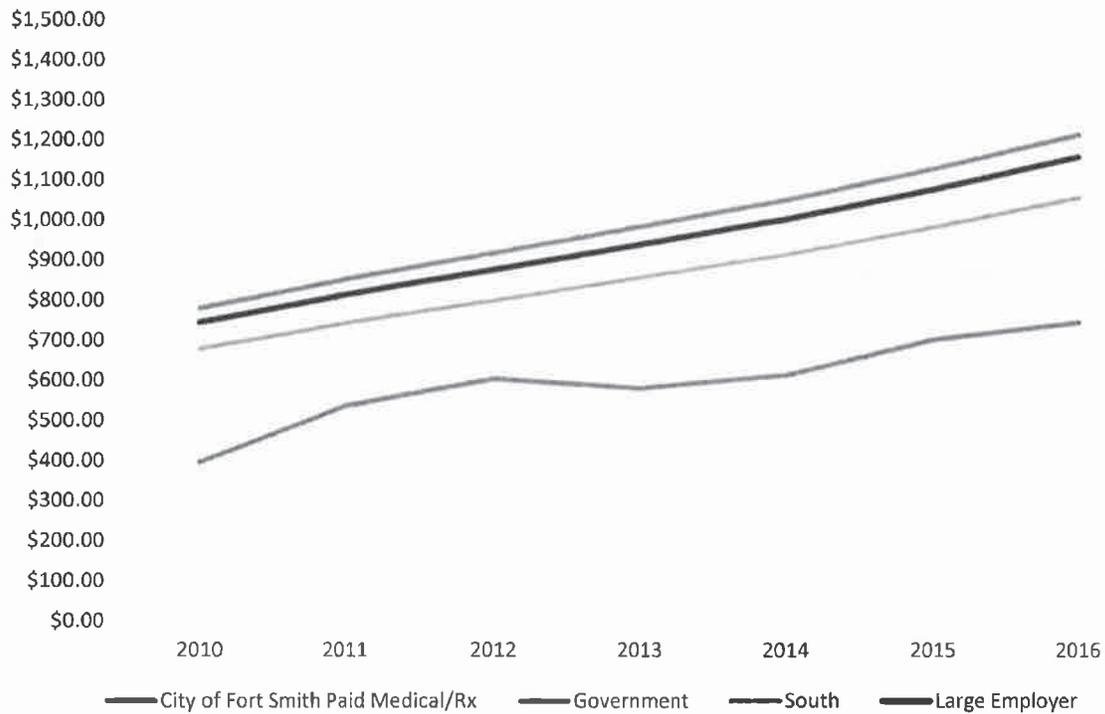
TOTAL MEDICAL/RX PAID CLAIMS



PER EMPLOYEE/MONTH MEDICAL/RX PAID CLAIMS



PER EMPLOYEE/MONTH MEDICAL/RX PAID CLAIMS



***Based on Meritain and Aetna Book of Business Data**
7.5% Medical/Rx Trend for 2015-16 projections
Stop Loss reimbursements projected to increase by 15% for 2015-16
and estimated at 50% of stop loss premium

This analysis is for illustrative purposes only, and is not a guarantee of future expenses, claims costs, managed care savings, etc. There are many variables that can affect future health care costs including utilization patterns, catastrophic claims, changes in plan design, health care trend increases, etc. This analysis does not amend, extend, or alter the coverage provided by the actual insurance policies and contracts. Please see your policy or contact us for specific information or further details in this regard.

City of Fort Smith, AR

Richard Jones

HUMAN RESOURCES DIRECTOR



Participation High in Incentive Program

The city of Fort Smith, AR, under the guidance of Human Resources Director Richard Jones, M.A., strongly believes in a proactive approach to health care.

The organization has designed cutting-edge benefit strategies that focus on preventive care and motivating its employees to take an active interest in their health and wellness. City leaders have shown dedication to this objective, creating forward-looking, multiyear strategies to meet their goals. One example is the clinical health risk assessments (CHRA), coupled with disease management and health and wellness programs that the city introduced more than six years ago.

While participation rates in the CHRAs have been high, active participation among at-risk members identified by the CHRAs in the available care management programs was not at a level desired by city leadership. After careful thought and consideration, Jones and the city approached UMR, its third party administrator, with an incentive program built around five key biometric measurements: body mass index (BMI), blood pressure, glucose (diabetes), LDL (cholesterol), and a nicotine test (nonsmoking).

To encourage savvy consumerism and assist members in making a stronger connection between health and wellness, the city also introduced a health reimbursement account (HRA) program in place of a traditional PPO, which included a deductible potentially three times as high as the previous plan design level. The key to the program, however, was the potential for plan members to reduce their financial exposure (deductible) back to the previous level by earning incentive dollars surrounding each of the biometric measurements.

"The buy-in by senior leadership was easy. I explained that the only way you can begin to get your arms around the cost of health care is to change those behaviors that are detrimental to the health of our employees and their families," Jones said. "Initial employee buy-in was accomplished by asking employees in a survey if they would participate in wellness for an incentive or would they prefer to pay more. Approximately 65% said they would participate for some financial incentive."

For the initial program rollout, the health goals weren't set so high as to seem unobtainable. For example, while a body mass index of 25 is considered overweight and 30 considered obese, the BMI goal was set at 32. A dispute process was also put in place whereby members could obtain a letter from their physician requesting a medical exception. Exceptions are also made for people with known, diagnosed disabilities. The program isn't limited to employees, as spouses are required to provide lab work in order for a family to receive any dollars for their HRA. Even if a spouse or employee fails the biometric tests, the other adult member can still earn incentive dollars. If both meet the biometric standards, they have the further motivation of doubling their incentive dollars.

Children are exempt and continue to receive full care at the previous lower deductible regardless of how their parents perform in the incentive program. New employees are also allowed to immediately participate in the program by submitting lab results from a physician they may have already visited. ■

Organization: City of Fort Smith, Arkansas
Headquarters: Fort Smith, AR
Website: www.FortSmithAR.gov
No. of employees: 860 with 1,808 enrolled members

Nature of business: The city of Fort Smith provides a full range of municipal services including public safety, construction and maintenance of streets and other infrastructure, parks and recreation facilities, water and sewer services, solid waste collection and disposal, public transportation, and administrative services to more than 80,000 residents and a workforce of more than 150,000 by day.

Key executives:

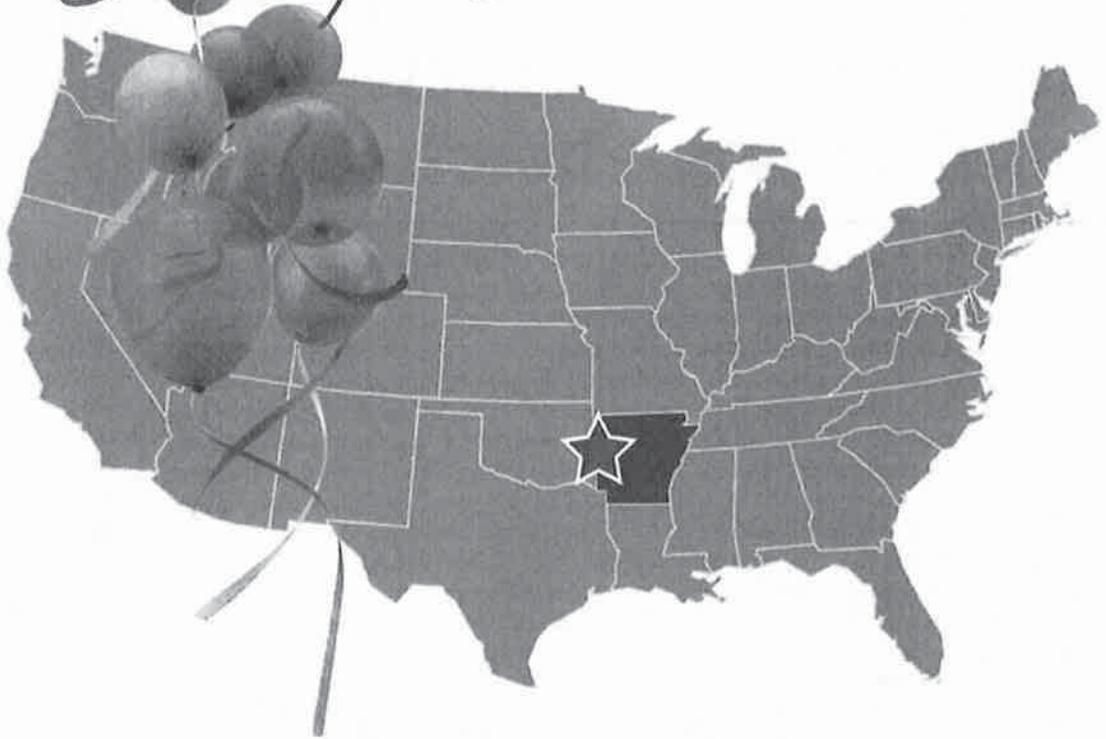
C. Ray Baker Jr., *mayor*
Dennis Kelly, *city administrator*
Ray Gosack, *deputy city administrator*
Richard Jones, *director of Human Resources*
Kevin Lindsey, *police chief*
Mike Richards, *fire chief*

Key solution providers:

UMR, *medical administration, dental administration, COBRA, utilization management, case management, health and wellness, disease management, stop loss, flexible spending account, health reimbursement account, retiree administration*
Employers Health Coalition, *provider network*
Sparks Health System, *health system*
IMWell Health, *employer clinic*
Catalyst Rx, *prescription benefits manager*



Congratulations...



**to the City of Fort Smith, Arkansas – a 2010
CDHC Solutions Superstar – and to Richard Jones,
one of the most innovative benefits leaders we know!**

It's really no surprise that a progressive municipality like the City of Fort Smith would be creative and dedicated to helping their team members make a strong connection between health and wealth. We're proud to continue partnering with the City of Fort Smith and our other clients in designing relevant and successful programs to encourage health care consumerism.



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From the publishers of *EmployersWeb.com* and *CDHC Solutions* magazines

solutions

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May 5, 2015 Regular Meeting

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EMPLOYERS' CHOICE RX

The PBM Built by Employers for Employers

Employers Choice Rx (ECRx) has the expertise to manage complex and confusing pharmacy benefits by utilizing a transparent pass-through model of payment. Coupled with a sophisticated but reasoned formulary methodology, a national network of 66,000 pharmacies, and a Best Value narrow network offering you and your employees lower pricing, ECRx offers today's leading-edge PBM design to your company.

We divide responsibilities, creating an effective checks and balances system to avoid price gouging and confirm program goals are aligned to you, the employer, rather than the drug companies and vendors.

Additionally, our Independent non-profit status insulates us from outside special interests and influences, allowing us the flexibility and leverage to meet your needs.

ECRx saves your company and employees money through our value-based benefit plan design:

- USING A FORMULARY MANAGEMENT STRATEGY TO ENSURE PARTICIPANTS RECEIVE THE MOST EFFECTIVE TREATMENT AVAILABLE WHILE LOWERING THEIR CO-PAY AND PLAN COSTS.
- NEGOTIATING PRESCRIPTION DRUG VOLUME DISCOUNTS THROUGH OUR NATIONWIDE NETWORK OF OVER 66,000 PHARMACIES.
- OFFERING OUR BEST VALUE ALIGN NETWORK, A SECONDARY PRESCRIPTION DRUG OPTION WITH EVEN DEEPER NEGOTIATED DISCOUNTS FOR YOU AND YOUR EMPLOYEES.
- PROVIDING DRUG COST VISIBILITY AND ELIMINATING OR REDUCING RETAIL MARKUP WHEREVER POSSIBLE.
- PASS THROUGH OF ALL REBATES
- ACCURATE AND FAST CLAIM ADMINISTRATION.

Join Us

ECRx is a truly transparent PBM, developed by employers for employers. We do what is best for employees while maintaining value for you. Join ECRx today and discover the benefits of a value-based PBM. We measure our success by your bottom line.



EMPLOYERS'
CHOICE Rx

OUR HISTORY

A Coalition Formed by Employers for Employers

Manufacturing Executive Association (MEA), a group of Fort Smith, Arkansas manufacturers, faced with double-digit healthcare cost increases, formed a committee to meet with healthcare providers to address the situation.

Out of that committee Employers' Health Coalition was formed. While EHC employers were not healthcare experts, they were experts at evaluating problems and finding solutions. The problem was simple, unprecedented healthcare cost increases. The solution was complex.

What began as the development of a low cost hospital and physician network has grown into a nationally recognized voice for employers advocating value and innovation in healthcare by way of these Key Actions:

- REPRESENTING EMPLOYERS IN NEGOTIATIONS FOR THE HIGHEST QUALITY HEALTHCARE AT THE LOWEST POSSIBLE COST
- PROMOTING TRANSPARENCY IN HEALTHCARE COSTS AND QUALITY
- PROVIDING EDUCATIONAL OPPORTUNITIES ACROSS ALL LEVELS OF COALITION MEMBERSHIP
- PROVIDING A VEHICLE FOR EMPLOYERS TO EXCHANGE IDEAS & INFORMATION ABOUT HEALTHCARE

Employers' Health Coalition (EHC), is a one-of-a-kind, value-based, transparent hospital and physician network for Arkansas employers. EHC is a healthcare organization specifically created by employers, for employers.

Today we save our employers millions of dollars annually through strategic provider negotiations coupled with an unyielding demand for value-based, high-quality healthcare. EHC, a non-profit 501(c)(4) organization, continues our mission to establish and promote programs and activities designed to strengthen employer provided healthcare.

In 2010, applying the knowledge, skills and abilities developed in over 20 years of experience, EHC formed the first of its kind, employer developed transparent PBM, Employers' Choice Rx (ECRx). If you would like to know more about our coalition please visit ehcark.org.



EMPLOYERS'
CHOICE Rx

ALIGN

Prescription drug costs are out of control

Prescription drug prices rose at twice the rate of inflation in 2012, and are predicted to increase at a faster rate in the coming years as:

GENERICS REACH SATURATION

MORE SPECIALTY DRUGS BECOME THE NORM

THE NUMBER OF PEOPLE WHO RELY ON MEDICATIONS TO KEEP THEM HEALTHY CONTINUES TO RISE

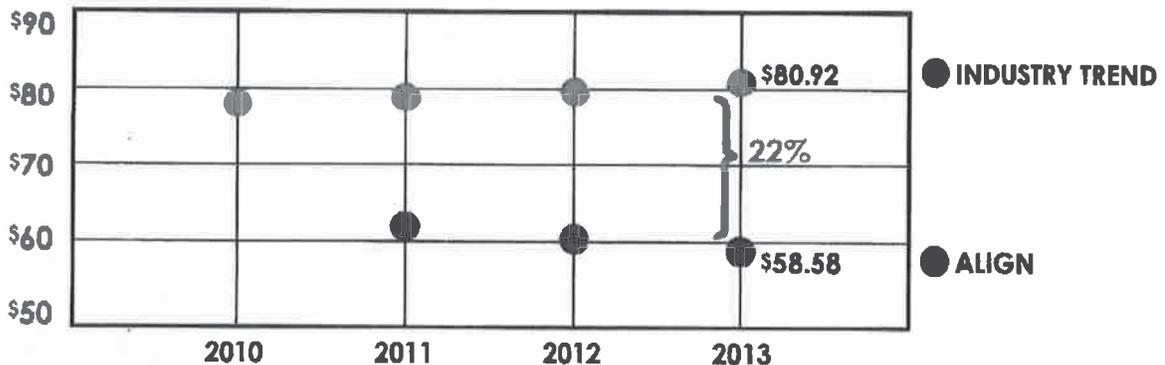
So how can employers manage escalating Pharmacy Benefits Management (PBM) costs, yet satisfy the growing needs of their plan members?

Align by ECRx keeps costs under control

Align gives you unprecedented control over the cost and complexity of pharmacy benefits management — up to \$40,000 in savings for every 100 employees.

Align is ECRx's preferred pharmacy network, and it's designed to reduce prescription costs for both employers and members. The Align network of more than 20,000 pharmacies nationwide delivers costs consistently lower than other network models — 20% lower in 2012.

Compared to traditional PBM's, Align significantly lowers your per member/per month cost of prescription medications.



Source: Industry Trend Report Average, 2013



EMPLOYERS'
CHOICE Rx

The Preferred Network Experts

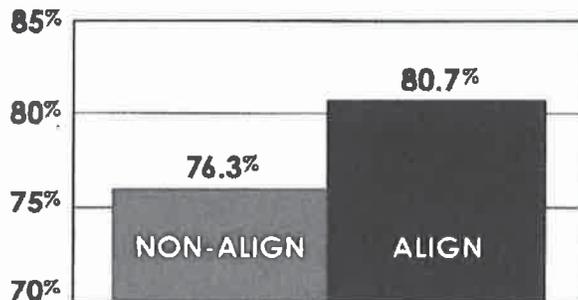
How can you make a significant contribution to the bottom line without sacrifices such as disruptions in benefits or compromised care?

MAKE THE CHANGE TO ALIGN BY ECRx. WE OFFER:

Value

We negotiate the best possible rates with network pharmacies and eliminate excess fees, charges and expenses. If we get a rebate, we pass 100% along to you. Our only source of income is our quoted administrative or clinical fees.

ALIGN SAVES \$16 PER PRESCRIPTION, OR \$200 FOR EACH MEMBER EVERY YEAR.*



Source: *Align Insights Report, 2013. Based on - 100,000 member lives; including Specialty Pharmacy*
*Based on 12 prescriptions per year

Choice

Unlike other network models, Align by ECRx isn't limited, which means members can switch without any restrictions or disruptions. Across the nation, there are more than 65,000 pharmacies, and members have access to each and every one of them. Members don't have to change pharmacies. They can continue using their current pharmacies, or they can choose to save even more with an Align pharmacy.

If members choose an Align pharmacy, we make it easy to fill prescriptions. With more than 20,000 Align pharmacies across the nation, you'll find one or more within a five-mile radius of where you live or work. Choices include independent, regional and national retailers (including Walmart® and Target.®)



On average, 1 in 3 Pharmacies is an Align Pharmacy.

Join Us

ECRx is a truly transparent PBM, developed by employers for employers. We do what is best for employees while maintaining value for you. Join ECRx today and discover the benefits of a value-based PBM. We measure our success by your bottom line.



EMPLOYERS'
CHOICE Rx

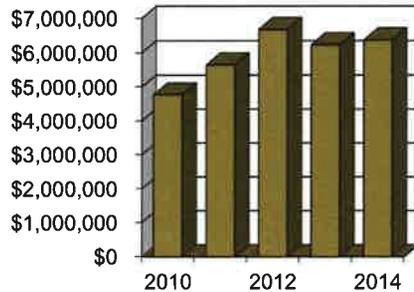
CITY OF FORT SMITH MEDICAL CLAIMS PAID HISTORY

City of Fort Smith

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	# EEs (2015)
Jan	\$6,758	\$411,851	\$385,695	\$611,110	\$355,268	\$398,122	\$391,823	\$285,565	\$287,659	\$501,190	\$513,048	\$322,441	\$17,800	883
Feb	\$708,288	\$498,680	\$107,342	\$404,554	\$489,864	\$432,676	\$386,649	\$128,736	\$345,892	\$471,778	\$678,599	\$442,708	\$664,674	881
Mar	\$455,121	\$506,678	\$349,446	\$389,879	\$489,814	\$416,089	\$375,987	\$314,047	\$666,563	\$679,334	\$592,874	\$715,375	\$1,056,056	889
Apr	\$625,831	\$170,297	\$387,227	\$316,209	\$228,893	\$431,349	\$334,859	\$406,872	\$447,327	\$635,694	\$474,208	\$454,852	\$624,574	882
May	\$522,051	\$333,742	\$500,831	\$447,603	\$477,323	\$325,585	\$618,424	\$323,480	\$332,263	\$446,824	\$522,258	\$873,080	\$375,604	893
Jun	\$489,800	\$294,176	\$424,589	\$304,956	\$340,971	\$465,665	\$377,418	\$515,893	\$597,895	\$477,654	\$484,159	\$455,972	\$776,943	891
Jul	\$443,816	\$251,442	\$438,737	\$462,504	\$483,391	\$570,620	\$341,094	\$641,694	\$488,582	\$752,351	\$396,657	\$535,964	\$0	0
Aug	\$337,586	\$280,709	\$417,623	\$860,714	\$377,995	\$327,204	\$239,968	\$570,773	\$503,029	\$548,049	\$468,322	\$688,667	\$0	0
Sep	\$623,221	\$276,644	\$365,354	\$656,906	\$338,054	\$306,549	\$692,743	\$605,619	\$414,813	\$492,785	\$409,272	\$677,678	\$0	0
Oct	\$351,061	\$290,697	\$301,649	\$406,856	\$584,541	\$412,095	\$352,030	\$383,223	\$361,256	\$604,310	\$505,561	\$418,002	\$0	0
Nov	\$407,193	\$337,662	\$353,293	\$350,022	\$242,722	\$351,527	\$512,835	\$432,572	\$537,804	\$533,088	\$467,383	\$634,100	\$0	0
Dec	\$396,807	\$314,352	\$450,861	\$1,021,654	\$158,968	\$489,312	\$494,222	\$548,100	\$681,129	\$531,880	\$719,681	\$805,160	\$0	0

Gross Claims	\$5,367,532	\$3,966,930	\$4,482,647	\$6,232,968	\$4,567,801	\$4,926,793	\$5,118,052	\$5,156,574	\$5,664,212	\$6,674,937	\$6,232,023	\$7,023,999	\$3,515,651	
Less Stoploss	\$275,972	\$10,122	\$64,564	\$947,217	\$183,212	\$99,526	\$8,113	\$384,371	\$17,262	\$0	\$0	\$655,862	\$0	
Net Claims	\$5,091,560	\$3,956,808	\$4,418,082	\$5,285,751	\$4,384,590	\$4,827,266	\$5,109,939	\$4,772,204	\$5,646,951	\$6,674,937	\$6,232,023	\$6,368,137	\$3,515,651	
Avg. EEs	878	869	858	889	887	871	884	896	886	890	893	887	887	
Cost per EE/Mo.	\$483	\$379	\$429	\$496	\$412	\$462	\$482	\$444	\$531	\$625	\$582	\$598	\$661	
% Diff/Prev Yr.	-	-21.51%	13.13%	15.48%	-16.87%	12.10%	4.26%	-7.87%	19.72%	17.68%	-6.95%	2.82%	10.52%	3.27%

Claims Paid History



Average Monthly Cost Per Employee

