

Mayor – Sandy Sanders

City Administrator – Carl Geffken

City Clerk – Sherri Gard

Board of Directors

Ward 1 – Keith 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

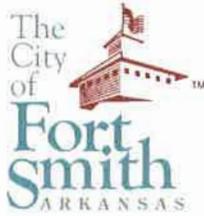
At Large Position 7 – Don Hutchings

AGENDA
Fort Smith Board of Directors
STUDY SESSION
September 13, 2016 ~ 12:00 Noon
Fort Smith Public Library Community Room
3201 Rogers Avenue

CALL TO ORDER

1. Annual review of Board Best Practices document
2. Overview of Utility Department
3. Discussion regarding lease of equipment for the Sanitation Department
4. Review departmental service objectives for 2017
5. Review preliminary agenda for the September 20, 2016 regular meeting

ADJOURN



TO: Honorable Mayor and Members of the Board of Directors
FROM: Carl E. Geffken, City Administrator *Carl*
DATE: September 9, 2016
SUBJECT: Annual Review: Board Best Practices Document

Attached for your review is Resolution No. R-118-14 and the "City of Fort Smith Board Best Practices" document, adopted September 2, 2014. The resolution stipulates that the document shall be reviewed by the Board at least on an annual basis; it is attached to this memorandum for said purpose.

The creation of the best practices document codifies the structure by which the Mayor, the Board of the Directors, and City Administration shall interact and conduct business in the most efficient and ethical means thereby maintaining the high standards the citizens expect from their government. It is to Fort Smith's credit that such a document was not only created but adopted.

The presentation and review of the "Board Best Practices" document at the Study Session on September 13 provides us with the opportunity to certify that the practices are being followed and to make improvements to the document, if needed.

If there are any modifications to the "Best Practices Document," please raise the topic for discussion at the Study Session.

Attachments:
Resolution R-118-14
City of Fort Smith Best Practices Document.

RESOLUTION NO. R-118-14

A RESOLUTION ADOPTING BOARD BEST PRACTICES

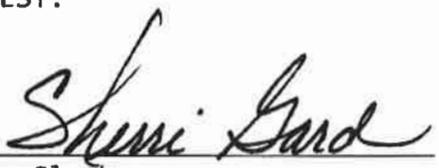
BE IT RESOLVED by the Board of Directors of the City of Fort Smith, Arkansas that:

The Board Best Practices attached hereto as Exhibit A is hereby adopted. The board shall review the document annually, and more frequently if needed.

This Resolution passed this 2nd day of September, 2014.


Mayor

ATTEST:


City Clerk

APPROVED AS TO FORM:


No Publication Required

CITY OF FORT SMITH BOARD BEST PRACTICES



Adopted by Resolution No. R-118-14

September 2, 2014

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INTRODUCTION

The responsibilities of modern government depend upon having procedures which help a community function effectively in the current atmosphere of complex laws, rules and regulations. This board best practices document is intended to refine and expand those initial rules of self-government. Creation of the document was identified by the City Board as a priority during a strategic planning retreat in summer 2013.

The board best practices document is a valuable resource for Fort Smith, the City's citizens, the City Board and City administration as all continue to work together for responsive, effective, and efficient local government. The members of the City Board and City administration should be familiar with the contents of this document and keep it close at hand.

Section 1: USE OF THIS DOCUMENT

This board best practices document is designed to provide guidance for the Board and City Administration. It is not to be considered as restrictions or expansions of Board authority. This document is not intended to be an amendment or substitute for state laws, city ordinances, case law, or other authority. Because this document is designed to assist the Board and not to provide substantive rules affecting constituents, it is expressly stated that this document does not constitute land use regulations, official controls, "appearance of fairness rules", public hearing rules or other substantive rules binding upon or to be used by or relied upon by members of the public.

Section 2: STATEMENT OF VALUES

It is hereby the practice of the City to establish the values stated in this Section 2 as core values of City governance. City leaders listen to the community in a way that fully represents the community's interests and goals. Board and staff should make the maximum effort to collaborate, seeking consensus as far as possible. Board members should individually, and collectively, demonstrate the ability to lead and reason together. City leaders exhibit respect for the professionalism and ethical conduct of the City Administrator and staff; and the City Administrator and staff exhibit the same respect and professionalism for the Mayor and City Board. Leaders strive to achieve sustainable outcomes in City policies and administration, with sustainable bottom lines for the community, environment, and for City finances and the local economy. Holding public office is synonymous with public trust. A public officer's relationship with the public is that of a fiduciary. The public expects the utmost of integrity, honesty, and fairness in their dealings with public officials.

Section 3: RESPONSIBILITIES OF MAYOR, VICE MAYOR, AND BOARD MEMBERS

The roles and responsibilities of the Mayor, Vice Mayor, and Board members are as follows. These are in addition to those enumerated throughout the Fort Smith Municipal Code and [Arkansas statutes 14-48-101](#) et. seq. In the event of a conflict, the state statutes and municipal code shall govern.

3.1 Mayor

- Acts as the official head of the city for all ceremonial purposes.
- Selects substitute for City representation when Mayor can't attend.

- Issues proclamations.
- Supervise the preparation of Board meeting agendas by the City Clerk.
- Chairs Board meetings.
- Maintains order, decorum, and the fair and equitable treatment of all speakers at board meetings.
- Keeps discussion and questions focused on the specific agenda item under consideration.
- Recognizes citizens who wish to comment at public meetings.
- Signs documents on behalf of the City.
- Has no vote at board meetings, but may veto actions passed by the board (except personnel items).
- Recognized by the Governor for purposes of military law.

3.2 Vice Mayor

The Vice Mayor is elected by the Board at the first regular Board meeting in January of odd-numbered years following the seating of board members elected in the preceding November General Election. The Vice Mayor serves a 2-year term, and may serve multiple terms without limitation. In the event of a vacancy, the board shall elect a new Vice Mayor to serve the remainder of the unexpired term. The Vice Mayor may be removed by a majority vote of the Board members.

- Performs the duties of Mayor if the Mayor is absent or otherwise unable to perform his/her duties.
- If presiding at a Board meeting, the Vice Mayor retains his/her right to vote on matters before the Board.
- Represents the City at ceremonial functions at the request of the Mayor.

3.3 Board Members' Responsibilities

All members of the Board of Directors have equal votes. No Board member has more power than any other Board member, and all should be treated with equal respect. Board members should:

- Fully participate in City Board meetings and other public forums while demonstrating respect, kindness, consideration, and courtesy to others.
- Prepare in advance of Board meetings and be familiar with topics on the agenda.
- Represent the City at ceremonial functions at the request of the Mayor.
- Be respectful of other people's time. Stay focused and act efficiently during public meetings.
- Serve as a model of leadership and civility to the community.
- Inspire public confidence in Fort Smith government.
- Keep the community informed on municipal affairs.
- Encourage communications between citizens and the Board.
- Ensure the diverse interests of the community are represented.
- Be mindful of limited resources and avoid requests for unnecessary information in recognition of the limitations of staff time and resources.

Section 4: CODE OF ETHICS

Board members should be mindful of the need for neutrality and impartiality, rendering equal service to all and to extend the same treatment each would want to receive himself/herself. They should abstain from deliberations and voting when and only when a conflict of interest exists in accordance with the [City's business ethics policy, section II](#). Board members should make decisions based on the merits of the issue with attention to due process and citizen participation. They should be knowledgeable and develop an understanding of local, state and national governmental guidance, directives, regulations and ordinances pertaining to a Board member's office. Members of the board should maintain the utmost standards of personal integrity, truthfulness, honesty and fairness in carrying out public duties; avoid improprieties in roles as public servants including the appearance of impropriety; and never use city position or powers for improper personal gain. Board members should maintain and respect the confidentiality of private and confidential information. Avoid personal gain by the misuse of confidential information. Members of the board shouldn't condone any unethical or illegal activity.

Section 5: CODE OF CONDUCT

Practice civility and decorum in discussions and debate. Difficult questions, tough challenges to a particular point of view, and criticism of ideas and information are legitimate elements of a free democracy in action. However, participants shouldn't make belligerent, personal, derogatory, impertinent, slanderous, threatening, abusive or disparaging comments. Shouting or physical actions that could be construed as threatening won't be tolerated.

Section 6: BOARD DECISION-MAKING PROCESS

6.1 Board Meetings Will Be Efficient and Businesslike

The information exchange, review, deliberation and vetting of issues during prior study sessions enables Board business meetings to be expeditious for the benefit of those who have business pending before the Board. The presiding officer's role, especially at the regular meetings, is to keep the Board business focused and expeditious. Board members, staff, and citizens should discuss only the topic before the Board so as not to become distracted by irrelevant discussion.

6.2 Maintain a Policy Focus

The Board's major policy focus will be on the intended long-term impacts outside the operating organization, not on the administrative or programmatic means of attaining those effects. Ends policies should define what is to be accomplished in terms of benefits, recipients, and their relative priorities. The Board should emphasize strategic rather than short-term issues, policy rather than single events, and group rather than individual decisions. Members should make decisions and recommendations based upon research and facts involving staff and stakeholders which considers the goals, impacts and the best interest of the greatest number of those affected.

6.3 Staff Reports

The City Administrator and staff shall provide the Mayor and Board with briefing reports which clearly and concisely state the issue(s), identify options and provide analysis of the advantages, disadvantages, and likely outcomes of each option, and make recommendations.

6.4 Effective Decision Making Requires Finality

Effective decision making results in finality and “moving on”. While it’s important to deliberate in many voices, the Board must govern with one voice.

6.5 Make No Promises on Behalf of the Board

Board members shall never overtly or implicitly promise a Board action, or to promise City staff will do something specific (issue a permit, fix a pothole, adjust a water bill, etc.). Only decisions of the Board acting as a body are binding.

Section 7: LEGAL COUNSEL AND LITIGATION

The City Attorney provides legal advice to the Board, City Administrator, and staff to the extent their interests coincide with the City’s. The City Attorney should not be requested to provide research, advice, or counsel on matters unrelated to the City’s direct legal interests. The Mayor and members of the Board are encouraged to make requests for legal advice through the City Administrator. This document doesn’t prohibit the Mayor and Board members from having direct access to the City Attorney. Once an individual or organization has filed a legal proceeding against the City or threatened to do so, no Board member shall engage in discussions or other communications with such individual (or the officers or directors of the organization) or their legal counsel about the subject of the lawsuit without first disclosing the intent to do so to the Board.

Section 8: PUBLIC PARTICIPATION

Citizens are encouraged to participate at regular and special board meetings. Before the Board deliberates and votes on matters, citizens will have an opportunity to comment on the matters. A citizen wishing to comment on a matter which is not on a meeting agenda may do so at the town hall meeting. More specific procedures for public participation are in [Section 2-37](#) of the Fort Smith Municipal Code.

Section 9: OPEN, TRANSPARENT GOVERNMENT

All meetings of the City Board must be open and public in accordance with the [Arkansas Freedom of Information Act](#) (Arkansas Statute 25-19-101 et. seq.). Deliberations and decisions of the board should be made so that the public has opportunity to view the performance of its elected officials. The Board may convene in executive session as provided by law. Members of the Board should avoid unintended meetings about city business which may occur in-person, by telephone, or interactive e-mail discussion.

Section 10: FILLING VACANCIES ON THE BOARD OF DIRECTORS BY APPOINTMENT

Once the Board has determined there is a vacant seat on the Board, the Board shall act in accordance with state law ([Arkansas Statute 14-48-115](#)) and as expeditiously as possible to fill the vacancy. If the Board shall fill the vacancy, the Board shall publicly solicit applications/statements of interest from qualified citizens. Based on the number of applications received, the Board shall establish a process for screening and interviewing applicants. The Board shall not be obligated to interview all applicants, particularly if there is a large number.

Section 11: EXECUTIVE SESSION DISCUSSIONS

Discussions held in executive session are to remain confidential and should never be discussed with anyone except those who were present during the executive session discussion. Any notes taken during executive session discussions should be treated with the same confidentiality. There shall be no audio or video recordings of executive sessions.

Section 12: ENDORSEMENT OF CANDIDATES

Board members shall have the right to endorse candidates for all Board seats and for other elected offices. It is prohibited for anyone to make endorsements of candidates during Board meetings or other official City meetings.

Section 13: BOARD MEETING AGENDA PROCESS

Items may be placed on board meeting agendas in accordance with the processes outlined in [Section 2-31](#) of the Fort Smith Municipal Code. During a study session, two or more directors may place an item on the agenda for a regular Board meeting. After a study session but at least 48 hours before the meeting, four directors may place an item on the agenda for the next regular meeting. An item requiring immediate action may be placed on the meeting agenda only with the concurrence of all seven directors. An item placed on a meeting agenda may be removed by four or more directors by giving notice to the City Clerk prior to the date of the meeting.

Section 14: BOARD MEETING TYPES AND PROCEDURES

The Board of Directors conducts regular meetings, special meetings, study session meetings, executive sessions, town hall meetings, neighborhood ward meetings, retreats, budget review meetings, and brain storming meetings. The procedures for conducting meetings are outlined in [Chapter 2, Article II](#) of the Fort Smith Municipal Code.

Section 15: TRAINING AND PROFESSIONAL DEVELOPMENT FOR BOARD MEMBERS

Board members are encouraged to attend training events that are beneficial to the performance of their elective duties. Such events may be found at conferences of the Arkansas Municipal League, the National League of Cities, and other similar organizations. Attendance at such events is subject to funding availability in the Board's budget.

Section 16: TRAVEL AUTHORIZATIONS

16.1 Need for Travel

The Mayor and Board members will sometimes find it necessary to travel to conduct city business. Travel paid with public funds shall be for purposes directly related to the conduct of official city business and for which the elected official's presence is necessary.

16.2 Authorized Expenses

Expenses for official travel shall be for purposes and uses only as permitted by the City's travel policy which may be found [in Section III of the City's Human Resources Policies](#). Reimbursement amounts shall be in accordance with established allowances for meals, lodging, mileage, etc. Travel expenses for spouses or others accompanying the elected official shall be the sole responsibility of the elected official.

Section 17: RELATIONSHIP BETWEEN BOARD, CITY ADMINISTRATOR, AND STAFF

17.1 Cooperation

Cooperation and mutual respect are essential from each individual for the good of the community. Staff should not be intimidated or manipulated by a Board member's individual comments or actions.

17.2 Informal Communications Encouraged

Individual members of the Board are encouraged to interact informally and casually with City staff for the purpose of gathering information, following up on routine constituent service requests, obtaining progress reports on policies and programs, and providing information to staff. Such informal contacts can serve to promote better understanding of specific City functions and services.

17.3 Limit Contact to Specific City Staff

Questions of City staff and requests for additional background information should be directed only to the City Administrator, Deputy City Administrator, City Attorney, Internal Auditor, and department heads. Requests for information which require a substantial work effort should be made to the City Administrator or Deputy City Administrator rather than to the department head. Requests for follow-up, directions, or action to staff should be made only through the City Administrator or Deputy City Administrator. Requests of the Internal Auditor may be made directly to that official without the need to coordinate with the City Administrator. When in doubt about what staff contact is appropriate, Board members should ask the City Administrator or Deputy City Administrator for assistance.

17.4 Avoid Administrative Functions

Board members shall not attempt to influence City staff on employment decisions, awarding contracts, purchasing decisions, selecting consultants, or issuing City licenses and permits.

17.5 Solicitation of Political Support from City Employees

Board members shouldn't solicit any type of political support (financial contributions, display of posters or yard signs, name on list of supporters, etc.) from City employees. City employees may, as private citizens with constitutional rights, support political candidates. All political activities must occur away from City workplaces, without the use of any City resources, and never during an employee's work time.

Section 18: ORIENTATION OF NEW BOARD MEMBERS

The City Administrator shall provide each newly elected Board member with appropriate orientation services, preferably before the member takes office. Such orientation should include, but not necessarily be limited to, the following:

The Board Best Practices Document	Board Meeting Procedures
Agenda Preparation	Freedom of Information Act
Contacts/Making Requests of Staff	Code of Business Conduct
Tours of City Facilities	

Section 19: COMMUNICATION WITH BOARDS, COMMISSIONS, AND COMMITTEES

Any comments by a City Board member at a board, commission, or committee meeting should be clearly made as individual opinion and not as a representation of the feelings of the entire City Board. It is inappropriate for a City Board member to contact a member of a board, commission, or committee to lobby on behalf of an individual, business, or developer. It is acceptable for City Board members to contact members of boards, commissions, or committees in order to seek clarification of a position taken by the board, commission, or committee.

INTER-OFFICE MEMO

TO: City of Fort Smith Board of Directors **DATE:** September 9, 2016
FROM: Bob Roddy, Interim Director of Utilities
SUBJECT: Wastewater Overview of Utility Department

Staff has prepared a power point presentation to the Board of Directors regarding an overview of the wastewater utility. The purpose of this presentation is to give the Board of Directors a working knowledge of the current status of the Utility Department. This power point presentation is the result of a cooperative and collaborative effort from the Utility Department staff.

Staff will discuss, in concert with the power point presentation, the subjects below:

- 1.) **Physical Assets of the Utility Department.**
Treatment Plants
Pump Stations
Miles of Sewer Pipes
Number of Manholes
- 2.) **Financial Profile of the Utility Department.**
- 3.) **Sanitary Sewer Overflow Locations.**
- 4.) **Line Improvements.**
Based on a 5-Year, 24 Hour Design Storm
- 5.) **Consent Decree Progress and Implementation Schedule.**
Gantt Chart
Collection System Basin Improvements
FOG Program
Private Service Line Remediation Program
- 6.) **Construction Activities and Photos.**
- 7.) **Issues facing the Utility Department.**
Consent Decree Compliance
Financial Planning
- 8.) **Opportunities for the Utility Department resulting from Consent Decree.**

In conclusion, recognition is due all staff members whose prompt and hard work contributed to the completion of this presentation.



MEMORANDUM

TO: Mayor, City Administrator and Board of Directors

FROM: Mark R. Schlievert, Sanitation Director
City of Fort Smith

DATE: August 30, 2016

RE: Landfill Heavy Equipment

On July 15, 2016 a bid opening was held for Landfill Heavy Equipment, see attached bid tab. These RFB's were sent out with Three (3) different options as directed by the board:

Option 1 (Purchase)

Option 2a (3- year lease)

Option 2b (3- year lease with 3rd year ownership)

Option 3 (3- year lease with 3rd year balloon payment)

All bidders have some degree of non-compliance with the bid specification, but none that would disqualify their bids. Based on review of the bids, the sanitation department recommends that low bids be accepted for all equipment, except for the landfill compactor. Low bid for the lease of this equipment, option 2a, is Al-Jon Manufacturing at \$208,476.72 per year. However, based on City Ordinance 50-15 Sec. 2-188 (1) (c) (ii), 5% local preference the low bid is J.A. Riggs at \$212,801.52 which is with-in 3% of Al-Jon Manufacturing and therefore is considered low bid. As a further recommendation the sanitation department recommends that purchases or leases be structured in the following manner:

G.W. Van Keppel Company is the low bid for outright purchase of the off-road dump trucks at \$449,270.00 each. The sanitation department requires two (2) of these trucks, therefore the total purchase price is \$898,540.00. It is recommended that these two (2) trucks be purchased as they have an estimated life of five (5) years. G.W. Van Keppel Company bid a 2016 Terex TA400 machine with a delivery date of 60-days.

J.A. Riggs is the low bid for Landfill Compactor and it is recommended by the sanitation department that we enter into a three (3) year lease agreement with them (option 2a) for the annual cost of \$212,801.52 at 0% interest rate. At the end of the three (3) year lease term the total cost is \$638,404.56 vs. outright purchase cost of \$866,100, thus saving \$227,695.44. J.A. Riggs has bid a CAT 836K with a 90 day delivery.

Riggs Equipment was the only bidder for a Landfill Bull Dozer and it is recommended by the sanitation department that we enter into a three (3) year lease agreement with them (option 2a) for the annual cost of \$189,702.34 at 0% interest rate. At the end of the three (3) year term the

Item 3

total cost is \$569,107.02 vs. outright purchase cost of \$777,287.00 thus saving \$208,179.98. Riggs Equipment bid a 2016 CAT D8T with a delivery date of 20 weeks (140-days).

The total first (1st) year cost of this equipment would be \$1,301,043.86 and the remaining lease time of two (2) years for the bull dozer and landfill compactor would be \$402,503.86/annually. There currently is a total of \$735,000.00 in the Sanitary Landfill Budget (6305) for a replacement Landfill Bull Dozer and \$513,000.00 in Residential Collection Budget (6302) for the replacement of an Automated Side Loader Truck (\$278,000.00) and Rear Loader Truck (\$235,000.00), for a total of \$1,248,000.00 available for landfill equipment. There is an additional \$40,000.00 for the sale of a 2002 Komatsu 6X6 off Road Dump Truck that can be added to the available fund for a total of \$1,288,000.00. This figure is short by \$13,043.86 which can be covered by moving this amount from GL-6305-231, thus providing 100% funding for the 1st year of this proposal.

It is also recommended that once this equipment is on-site that bids go out for a small grading dozer, estimated cost of \$120,000.00 and a used smooth drum compactor, estimated cost of \$40,000.00 for a total estimated cost of \$160,000.00. This can be off-set by monies from the sale of old equipment, estimated at \$350,000.00

LEASE PURCHASE

Equipment	Cost yr. 1	Cost yr. 2	Cost yr. 3
LF Bull Dozer	\$189,702.34	\$189,702.34	\$189,702.34
LF Compactor	\$212,801.52	\$212,801.52	\$212,801.52
Off Road Trucks (2)	\$898,540.00	\$00.00	\$00.00
Totals	\$1,301,043.86	\$402,503.86	\$402,503.86

FUNDING 1st

Source of Funding	Amount
6305 FY 2016 Budget for Bulldozer	\$735,000.00
6302 FY Budget for 2 Trash Trucks	\$513,000.00
6305 Sale of 2002 Komatsu 6X6	\$40,000.00
6305 Transfer funds from GL 6305-231	\$13,043.86
Total	\$1,301,043.86

There is a large amount of equipment that needs to be replaced in the Sanitation Department. If this recommendation is approved it will get the department through until other options can be identified via Rate Study.

Attachments: as indicated

Tabulation of Bids - City of Fort Smith			
Landfill Compactor - Bid Tab #6305-LC-BA			
Vendor	Al-jon Mfg. Ottumwa, IA	JA Riggs Fort Smith, AR	GW Van Keppel Springdale, AR
Year	2016	2016	2016
Make	Al-jon	Caterpillar	Bomag
Model	600	836K	BC1172RB-4
Delivery Terms	90 days	90 days	45 days
Cost (Option 1)	\$831,900	\$866,100	\$863,140
Lease Options			
Option 2(a) Annual Payment	\$208,476.72	\$212,801.52✓	\$216,305.56
Interest Rate %	n/a	n/a	n/a
Option 2(b) Annual Payment	\$286,792.98	\$307,494.65	\$294,017.69
Interest Rate %	2.74%	3.2%	2.16%
Option 3			
Year 1 & 2 Annual Payments	\$304,675.75	\$328,312.56	\$316,117.11
Year 3 Payment	\$249,570	\$263,840	\$258,942
Interest Rate %	2.74%	3.2%	2.74%

✓ Recommended Bid Award

Tabulation of Bids - City of Fort Smith Landfill Bulldozer - Bid Tab #6305-LD-BA		
Vendor	JA Riggs	
Year	2016	
Make	Caterpillar	
Model	D8T	
Delivery Terms	120-150 days	
Cost (Option 1)	\$777,287	
Lease Options		
Option 2(a) Annual Payment	\$189,702.34	✓
Interest Rate %	n/a	
Option 2(b) Annual Payment	\$275,975.84	
Interest Rate %	3.2%	
Option 3		
Year 1 & 2 Annual Payments	\$293,093.84	
Year 3 Payment	\$240,080	
Interest Rate %	3.2%	

✓ Recommended Bid Award

Tabulation of Bids - City of Fort Smith

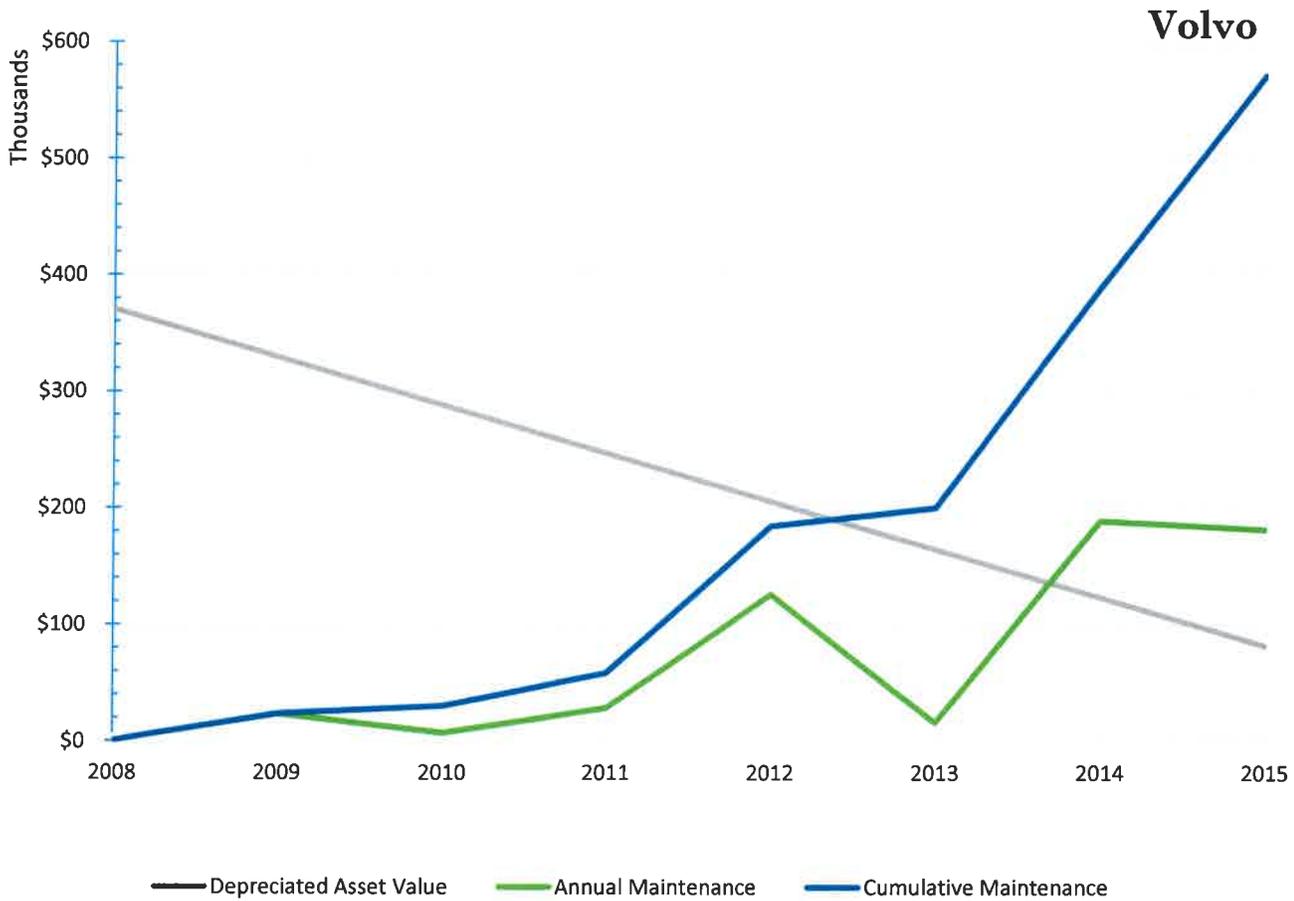
Off Road Articulating Dump Truck - Bid Tab #6305-AD-BA

Vendor	Stribling Equipment Fort Smith, AR	H & E Equipment Fort Smith, AR	JA Riggs Fort Smith, AR	Hugg & Hall Fort Smith, AR	GW Van Keppel Springdale, AR
Year	2016	2016	2016	2016	2016
Make	John Deere	Komatsu	Caterpillar	Volvo	Terex
Model	410E	HM400-5	745C	A40G	TA400
Delivery Terms	60-75 days	60-75 days	45-60 days	60 days	60 days
Cost (Option 1)	\$615,000	\$582,460	\$581,900	\$540,950	\$449,270 ✓
Lease Options					
Option 2(a) Annual Payment	\$159,439.55	\$169,522.56	\$145,140.29	\$103,729.49	\$121,475
Interest Rate %	3.9%	n/a	n/a	2.05%	n/a
Option 2(b) Annual Payment	\$209,630.19		\$206,634.74	\$187,830.46	\$153,035.37
Interest Rate %	2.25%		3.02%	2.05%	2.16%
Option 3					
Year 1 & 2 Annual Payments	\$216,073.43		\$223,227.66	\$153,809.02	\$164,541.02
Year 3 Payment	\$196,100		\$171,840	\$258,000	\$269,562
Interest Rate %	2.22%		3.2%	2.05%	2.74%

✓ Recommended Bid Award

Volvo 2008
Off Road Dump Truck \$411,121

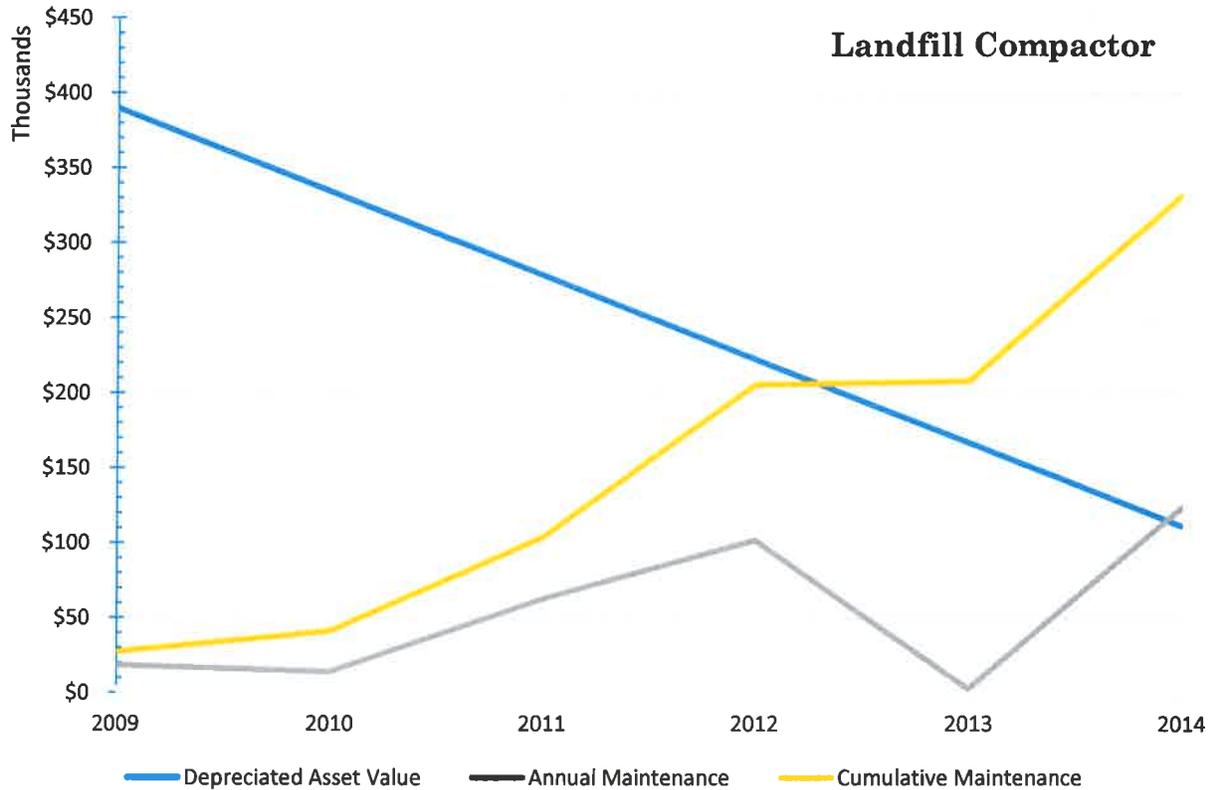
Year	Depreciated Asset Value	Annual Maintenance	Cumulative Maintenance
2008	370,009	465	465
2009	328,897	22,921	23,386
2010	287,785	6,825	30,212
2011	246,673	28,276	58,488
2012	205,561	126,114	184,602
2013	164,449	15,864	200,467
2014	123,337	189,117	389,584
2015	82,225	181,779	571,363



Depreciation Factor is Based on 10 yrs. with \$0 value, \$41,121 annually
 Addition Useful Life Value is Where Maintenance Cost Crosses Depreciation Value Line
 Average Construction Equipment is 10 yr. useful live based on 1,000 hrs./yr.
 Landfill Equipment Averages 2,500 hrs./yr.

**2009 Al-Jon
Landfill Compactor**

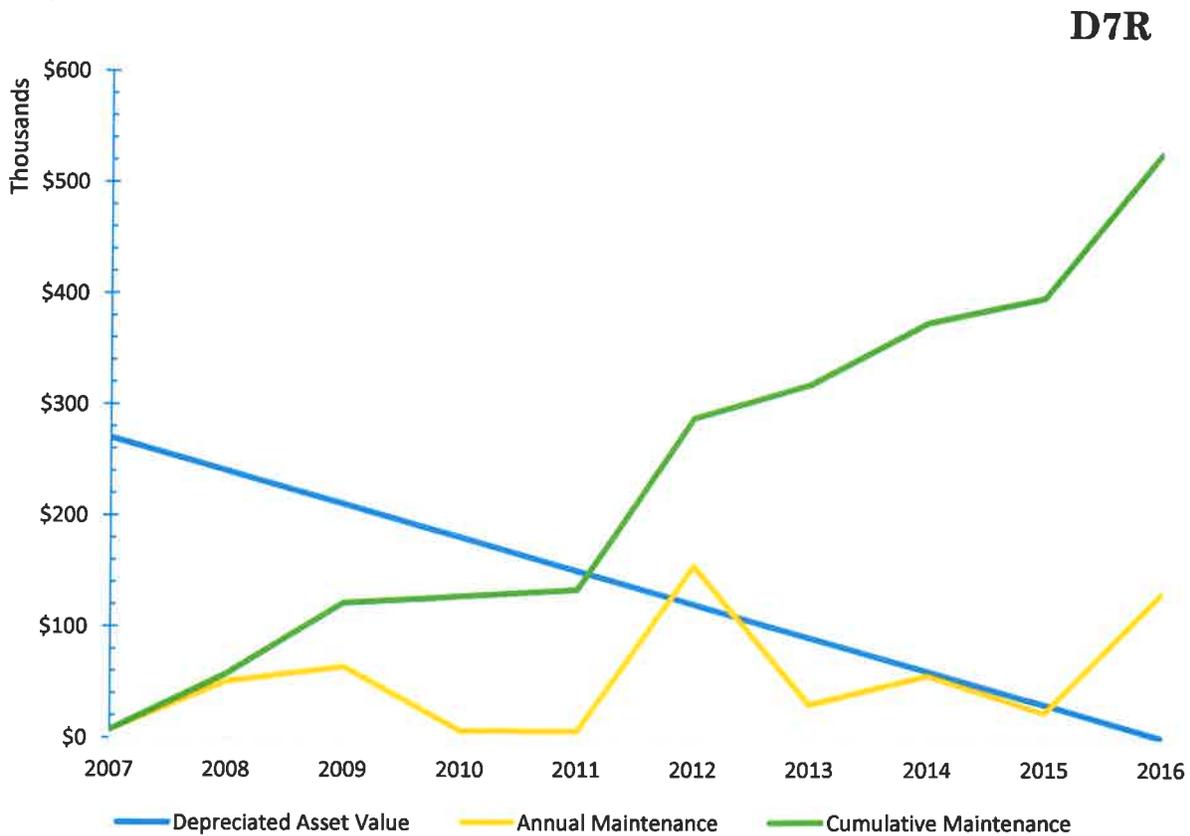
Year	Depreciated Asset Value	Annual Maintenance	Cumulative Maintenance
2009	445,414	8,783	8,783
2010	389,737	18,352	27,135
2011	334,060	13,797	40,932
2012	278,384	62,642	103,574
2013	222,707	101,795	205,369
2014	167,030	2,678	208,047
2015	111,353	123,223	331,270



Depreciation Factor is Based on 10 yrs. with \$0 value
 Addition Useful Life Value is Where Maintenance Cost Crosses Depreciation Value Line
 Average Construction Equipment is 10 yr. useful live based on 1,000 hrs./yr.
 Landfill Equipment Averages 2,500 hrs./yr.

**2004 CAT D7R Dozer
\$300,000**

Year	Depreciated Asset Value	Annual Maintenance	Cumulative Maintenance
2007	270,000	7,227.12	7,227.12
2008	240,000	50,480.19	57,707.31
2009	210,000	63,518.79	121,226.10
2010	180,000	5,907.79	127,133.89
2011	150,000	5,783.50	132,917.39
2012	120,000	154,574.75	287,492.14
2013	90,000	29,938.24	317,430.38
2014	60,000	56,031.84	373,462.22
2015	30,000	22,105.58	395,567.80
2016	0	129,297.49	524,865.29



Depreciation Factor is Based on 8 yrs. with \$0 value
 Addition Useful Life Value is Where Maintenance Cost Crosses Depreciation Value Line
 Construction Equipment is 10 yr. useful live based on 1,000 hrs./yr.
 Landfill Equipment Averages 2,500 hrs./yr.



MEMORANDUM

TO: Mayor, City Administrator and Board of Directors
City of Fort Smith

FROM: Mark R. Schlievert, Director of Sanitation
City of Fort Smith

DATE: August 30, 2016

RE: Sanitation Department Deprecation Schedule

As requested please find attached a copy of The Sanitation Department's Equipment Deprecation Schedule. This depreciation schedule has some discrepancies in it, for example Item # 6307 Asset# 59 2000 MACK Roll-Off Truck. Purchase price was \$97,938.00 with an annual depreciation rate of \$9,794.00 over an 8 year depreciation factor with a salvage value after 7 years of \$29,381.00. In fact this item over an 8 year depreciation factor should have an annual depreciation rate of \$12,242.25 and \$0 value after 8 years, at 7 years the salvage value should be \$12,242.25. This is only one example of errors encountered with the schedule, I'm sure there are others.

The 3 items I have prepared graphs for are correct, according to this schedule. It should be noted that this depreciation schedule is set-up for contractor development construction schedule which is based on 10 year useful life. It has failed to indicate that this type of construction equipment is also based on 10,000 hours or 1,000 hours annually which is normal for this type of equipment.

Landfill equipment is different in that the same useful life of 10,000 hours remains true however, this equipment is utilized more during the year and will acquire 2,500 hours annually. This will reduce the useful life of this equipment to around 3 to 4 years vs. the 7 years as indicated in the depreciation schedule.

Attachments: as indicated

**Department of Sanitation
2015 Depreciation Schedule**

Program	Year	Make	Description	Original Cost	Salvage Value	Useful Life	Depreciation Factor	Annual Depreciation
6302	1999	CCC	Rear loader	97,771	29,331	7	8	\$ 9,777
6302	1999	CCC	Rear loader	97,771	29,331	7	8	\$ 9,777
6302	1999	CCC	Rear loader	97,771	29,331	7	8	\$ 9,777
6302	2002	Peterbilt	Rear loader	81,449	24,435	7	8	\$ 8,145
6302	2002	CCC	Rear loader	82,336	24,701	7	8	\$ 8,234
6302	2003	CCC	Rear loader	97,771	29,331	7	8	\$ 9,777
6302	2004		Rear loader	97,771	29,331	7	8	\$ 9,777
6302	2004	CCC	Rear loader	79,970	23,991	7	10	\$ 7,997
6302	2005	CCC	Rear loader	85,960	25,788	7	10	\$ 8,596
6302	2005	CCC	Rear loader	85,960	25,788	7	10	\$ 8,596
6302	2006	Mack	Side loader	206,000	61,800	7	10	\$ 20,600
6302	2007	Autocar	Side loader	190,430	57,129	7	10	\$ 19,043
6302	2008	Mack	Side loader	239,000	71,700	7	10	\$ 23,900
6302	2008	Mack	Side loader	243,500	73,050	7	10	\$ 24,350
6302	2009	Ford	3/4 ton pickup	32,268	9,680	5	5	\$ 4,518
6302	2010	Mack	Knuckleboom Truck	158,909	47,673	7	10	\$ 15,891
6303	2010	Mack	Knuckleboom Truck	169,890	50,967	7	8	\$ 16,989
6302	2010	Mack	Side loader	245,000	73,500	7	8	\$ 24,500
6302	2013	Mack	Side loader	252,443	75,733	7	10	\$ 25,244
6302	2011	Mack	Side loader	243,105	72,932	7	10	\$ 24,311
6302	2012	Hino	Rear loader	110,061	33,018	7	10	\$ 11,006
6302	2013	Mack	Side loader	268,014	80,404	7	10	\$ 26,801
6302	2013	Mack	Side loader	268,014	80,404	7	10	\$ 26,801
6302	2015	Mack	Side loader	272,076	81,623	7	10	\$ 27,208
6302	2014	Dodge	1/2 ton pickup	29,000	8,700	5	5	\$ 4,060
6302	2015	Hino	Box Truck	78,820	23,646	7	10	\$ 7,882
							Subtotal	\$ 393,557
6303	1998	GMC	Box Setting Truck	31,158	9,347	7	5	\$ 3,116
6303	2004	Cherolet	Full Size Sedan	17,976	5,393	5	5	\$ 2,517
6303	2002	Int'l	Rear loader	77,055	23,117	7	10	\$ 7,706
6303	2003	Mack	Front loader	157,985	47,395	7	8	\$ 15,798
6303	2005	Mack	Front loader	171,690	51,507	7	10	\$ 17,169
6303	2006	Int'l	Recycling Truck	149,314	44,794	7	10	\$ 14,931
6303	2009	Mack	Front loader	208,270	62,481	7	10	\$ 20,827
6303	2010	Mack	Rear loader	185,513	55,654	7	10	\$ 18,551
6303	2011	Mack	Rear loader	188,708	56,612	7	10	\$ 18,871
6303	2011	Mack	Front loader	225,945	67,783	7	10	\$ 22,594
6303	2011	Mack	Front loader	218,370	65,511	7	8	\$ 21,837
6303	2012	Int'l	Box Setting Truck	94,938	28,481	7	10	\$ 9,494
6303	2012	Hino	Rear loader	110,061	33,018	7	10	\$ 11,006
6303	2013	Mack	Front loader	234,587	70,376	7	10	\$ 23,459
6303	2013	Ford	1/2 ton pickup	25,496	7,649	7	10	\$ 2,550
							Subtotal	\$ 210,426
6304	1994	Waldon	Street Sweeper	22,899	6,870	7	8	\$ 2,290
6304	1996	Ford	Dump/Sand Truck	30,000	9,000	7	8	\$ 3,000
6304	2003	Int'l	4X4 Service Truck	78,000	23,400	7	8	\$ 7,800
6304	2004	Dodge	1/2 ton pickup	27,000	8,100	5	5	\$ 3,780
6304	2004	Dodge	3/4 ton pickup	14,000	4,200	5	5	\$ 1,960
6304	2006	Hyundai	Fork Lift	17,000	5,100	7	2	\$ 1,700
6304	2007	Ford	3/4 ton pickup	27,000	8,100	5	5	\$ 3,780
6304	2009	Ford	Service Truck	54,614	16,384	7	5	\$ 5,461
6304	2011	Kubota	Utility Vehicle	12,581	3,774	7	5	\$ 1,258
6304	2011	Freightliner	Lube Truck	146,527	43,958	7	10	\$ 14,653
6304	2011	Storch	Elctromagnetic Sweeper	18,880	5,664	7	5	\$ 1,888
6304	1991	Case	Backhoe	27,467	8,240	7		\$ 2,747
6304	2006	GMC	3/4 ton pickup	27,000	8,100	7	5	\$ 2,700
6304	1999	Grass Hopper	Lawn Mower	9,012	2,704	7		\$ 901
6304	2013	Grass Hopper	Lawn Mower	14,536	4,361	7	7	\$ 1,454
6304	1998	GMC	Service Truck	19,876	3,400	5	6	\$ 3,400
							Subtotal	\$ 58,772

**Department of Sanitation
2015 Depreciation Schedule**

Program	Year	Make	Description	Original Cost	Salvage Value	Useful Life	Depreciation Factor	Annual Depreciation
6305	1986	Mack	Water Truck	45,900	13,770	7	8	\$ 4,590
6305	1993	Champion	Grader	89,843	26,953	7	10	\$ 8,984
6305	1996	Ford	1 ton pickup	16,761	5,028	5	8	\$ 2,347
6305	1998	Komatsu	Excavator	279,974	83,992	7	10	\$ 27,997
6305	1998	Erin	Compost - Starscreener	200,000	60,000	7	10	\$ 20,000
6305	1999	Scarab	Windrow Turner	149,500	44,850	7	10	\$ 14,950
6305	2000	Mack	Roll Off Truck	100,000	30,000	7	8	\$ 10,000
6304	1998	Int'l	Pressure Washer Truck	43,616	13,085	7	8	\$ 4,362
6305	2001	Ford	3/4 ton pickup	20,000	6,000	5	5	\$ 2,800
6305	2001	Gorman	6" Water Pump	20,000	6,000	7	10	\$ 2,000
6305	2001	John Deere	Dozer	92,678	27,803	7	8	\$ 9,268
6305	2001	Kincaid	Hydroseeder	30,000	9,000	7	10	\$ 3,000
6305	2001	Sullair	Air Compressor - Diesel	102,272	30,682	7	10	\$ 10,227
6305	2002	CAT	Backhoe	75,000	22,500	7	8	\$ 7,500
6305	2002	Komatsu	Haul Truck	200,000	60,000	7	8	\$ 20,000
6305	2002	CAT	Skid Steer	30,000	9,000	7	8	\$ 3,000
6305	2004	CAT	Dozer	300,000	90,000	7	8	\$ 30,000
6305	2005	Genie	Light Unit	9,091	2,727	7	10	\$ 909
6305	2005	Texas Bragg	20' Goose Neck Trailer	6,745	2,024	7	10	\$ 675
6305	2005	Chevrolet	Bus	43,676	13,103	7	10	\$ 4,368
6305	1997	Ford	Bus	47,664	14,299	7	10	\$ 4,766
6302	2007	Ford	3/4 ton pickup	27,782	8,335	5	5	\$ 3,889
6305	2007	Genie	Light Unit	9,730	2,919	7	10	\$ 973
6305	2007	Ford	3/4 ton pickup	27,748	8,324	7	5	\$ 2,775
6305	2008	Volvo	Articulating Dump Truck	411,121	123,336	7	10	\$ 41,112
6305	2008	Volvo	Excavator	326,523	97,957	7	10	\$ 32,652
6305	2009	Al-Jon	Landfill Compactor	556,768	167,030	7	10	\$ 55,677
6305	2009	Ford	1/2 ton pickup	21,235	6,371	5	5	\$ 2,973
6305	2010	Case	Farm Tractor	52,250	15,675	7	10	\$ 5,225
6305	2010	Bush Hog	Flex Wing Rotary Cutter	12,750	3,825	7	8	\$ 1,275
6305	2012	Vermeer	Brush Grinder	505,850	151,755	7	10	\$ 50,585
6305	2008	CAT	Skid Steer	5,391	1,617	7		\$ 539
6305	2013	CAT	Dozer	583,374	175,012	7	10	\$ 58,337
6305	2013	Al-Jon	Landfill Compactor	920,775	276,233	7	10	\$ 92,078
6305	2014	Int'l	Fuel Truck	124,750	37,425	10	10	\$ 8,733
6305	2015	John Deere	4 Wheel Loader	239,900	71,970	7	10	\$ 23,990
						Subtotal		\$ 572,555
6307	2000	Mack	Roll Off Truck	97,938	29,381	7	8	\$ 9,794
6307	2000	Mack	Roll Off Truck	97,938	29,381	7	8	\$ 9,794
6307	2006	Mack	Roll Off Truck	111,765	33,530	7	10	\$ 11,177
6307	2007	Mack	Roll Off Truck	103,682	31,105	7	10	\$ 10,368
6307	2007	Mack	Roll Off Truck	126,815	38,045	7	10	\$ 12,682
6307	2009	Mack	Roll Off Truck	142,149	42,645	7	10	\$ 14,215
6307	2010	Mack	Roll Off Truck	149,935	44,981	7	8	\$ 14,994
6307	2010	Mack	Roll Off Truck	158,334	47,500	7	8	\$ 15,833
6307	2011	Mack	Roll Off Truck	157,109	47,133	7	10	\$ 15,711
6307	2013	Mack	Roll Off Truck	163,253	48,976	7	10	\$ 16,325
6307	2013	Mack	Roll Off Truck	163,253	48,976	7	10	\$ 16,325
6307	2013	Mack	Roll Off Truck	165,572	49,672	7	10	\$ 16,557
6307	2015	Mack	Roll Off Truck	185,866	55,760	7	10	\$ 18,587
						Subtotal		\$ 182,361
						Grand Total		\$ 1,417,670



MEMORANDUM

September 8, 2016

TO: Jennifer Walker, Director of Finance

FROM : Christy Deuster, Office & Budget Coordinator

A handwritten signature in black ink, appearing to read "Christy".

SUBJECT: 2017 Departmental Service Objectives

Attached for review are the 2017 service objectives submitted to Finance as required during the annual budget cycle. These service objectives and applicable key performance indicators provide insight to the board and administration on departmental priorities for the coming year.

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

2017 CITY-WIDE BUDGET GOALS

- Incorporate the implementation of the Future Fort Smith Comprehensive Plan and vision statement into the City's operating and capital budgets.
- Provide additional recreation through use of Parks Capital Improvement funds to continue improvements to Riverfront Drive properties and continue construction of trails according to priorities identified in the updated Trails & Greenways Master Plan. (FFS Goals NCR-1; TI-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 in order to capitalize on the City's strategic position at the crossroads of highways, rail, and navigable waterways. (FFS Goals ED-1; TI-2)
- Support riverfront development and the revitalization of downtown into a multipurpose activity center. (FFS Goals FLU-2; FLU-3)
- Preserve, protect, and revitalize the City's neighborhoods with continued proactive code enforcement, community beautification, improving public sidewalks, and planting parkway trees. (FFS Goal HN-1)
- Continue compliance with the consent decree for wet weather sanitary sewer system improvements in order to alleviate the occurrence of backups and overflows.
- Educate the community, legislators, and other stakeholders on the funding obligations for police and fire pensions.
- Continue converting portions of the city's fleet to alternatively-fueled vehicles. (FFS Goal NCR-2)
- *Proposed:* Supporting tourism initiatives in the City of Fort Smith by partnering with local organizations as tourism partners. (FFS Goals FLU-2; FLU-3; NCR-3)

Memo



To: Carl Geffken, City Administrator
From: Jeff Dingman, Deputy City Administrator
CC: FY2017 Budget file
Date: 9/9/2016
Re: FY2017 City Administration Service Objectives

The following are the Service Objectives as built into the FY2017 city budget for Program 4102, City Administrator. These service objectives are intended to outline and justify the work effort associated with the appropriation of the program's budget.

FY2017 Service Objectives: City Administrator Program

1. **Service Objective:** *Continue to improve transparent communication with the Board of Directors and the public on all matters, especially regarding the status of ongoing projects or initiatives.* The focus of this effort for 2017 will be to improve public relations from the city in general, and the city administrator's office in particular. It is anticipated that this will result in some level of contracted services. In addition, we need to encourage all departments to evaluate the ways in which they communicate with the public, focusing on two-way communication and the use of social media. Technology improvements such as updating the city's website format and content, and unifying social media efforts should help reach a broader cross-section of the public.
2. **Service Objective:** *Continue reporting on the status of implementation of the Future Fort Smith comprehensive plan, and actively participate in efforts to expand the details of such plan.* The first example of such expansion of the plan is a joint effort of private and public agencies to evaluate potential re-development opportunities downtown and at the riverfront in response to the Future Fort Smith plan. Propelling Downtown Forward is underway, and the participation of city administration and planning departments are key in that process, as well as other economic development initiatives at Chaffee Crossing and throughout the community.
3. **Service Objective:** *Continue to identify efficiency of city services and facilities, including identifying where "green" initiatives make sense for city facilities or services.* Evaluate existing city facilities, especially large ones such as the Fort Smith Convention Center, for potential energy efficiency projects. Similarly, evaluate all city facilities for efficiency of providing service to the public and develop a plan for the future regarding where and how city services are delivered.
4. **Service Objective:** *Continue to refine performance measurement budgeting; including better definitions of departmental performance measures and associated benchmarks.* Participate in the further development, implementation, and measuring of performance benchmarks in all departments, which will help in determining areas for improvement and efficiency. Focus on customer service feedback initiatives in order to monitor the public's perception of the delivery of city services.
5. **Service Objective:** *Improve administrative efficiency within the entire organization by supporting the implementation of an Enterprise Resource Plan to modernize the city's business processes.* A modern ERP system is required to replace the obsolete management software, and streamline future upgrades when required. This process is just starting in 2016 with the selection of an ERP

system vendor, but will require steadfast commitment of the board, administration, and all city departments (particularly Finance, ITS, and Utilities) to make its implementation successful over a period of 18 to 24 months.

6. **Service Objective:** *Improve and strengthen relationships between city administration and local agencies, businesses, organizations and political representation to ensure that the City of Fort Smith provides appropriate support to all who strive to improve our region and community.* The outreach and involvement of city administration in community efforts, both large and small, to advance and promote Fort Smith by all means possible shall continue to be the focus of the city administrator's office.

POLICY/ADMINISTRATION 2017 SERVICE OBJECTIVES

Mayor:

1. Continue economic development efforts. Work with Fort Smith Regional Chamber of Commerce and the Arkansas Economic Development Commission to work with existing businesses and industries to retain existing jobs, and support efforts to attract new jobs.
2. Continue to encourage expansion of regional development by working with area city and county governments, and organizations such as Western Arkansas Planning & Development District (WAPDD), Frontier Metropolitan Planning Organization and Sebastian County Regional Solid Waste Management District.
3. Fully support tourism efforts through leadership of the Advertising and Promotion Commission.
4. Maintain close working relationships with local, state and federal elected officials and staff members.
5. Promote Fort Smith to residents, businesses and visitors, and professionally represent the City at appropriate events and activities.
6. Maintain effective working relationships with agencies impacting Fort Smith, including the U.S. Army Corps of Engineers, Federal Highway Administration, Federal Aviation Administration, the Arkansas Highway and Transportation Department and the Arkansas Waterways Commission.
7. Continue emphasis on City-wide cleanup and beautification.
8. Continue to lead the committee of citizens planning for the celebration of the 200th anniversary of the founding of Fort Smith.

2017 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.

2016 DISTRICT COURT SERVICE OBJECTIVES AND OUTCOMES

1. **Service Objective:** *Continue cross training of the Court's support personnel.*
Outcome: Cross Training: 8 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. 9 clerks received updates to their certifications in 2016. The Court Clerk is working on a National Certification through the National Center for State Courts (Graduating 8/29/2016).
2. **Service Objective:** *Increase revenue.*
Outcome: On-line & Credit Card Payments Program: Utilization and collection through the court's payment services continues to increase. (Jan-Aug 2016 = \$251,560)
Jail Billing and Jail Population: Continued auditing jail billing on a daily and monthly basis and continued holding additional sessions of prisoner arraignments to help with jail population and to reduce the number of days an inmate stays in jail. Other efforts include reduced jail sentences, court ordered community service in lieu of jail, signature bonds, meritorious good time jail credit and electronic monitoring. Savings from these efforts are

recognized in the Police Department budget (4702-219).

Community Service Program: The Court's program provided 23,940 labor hours to the community (Jan-Aug 2016), which is the equivalent of 12 full time employees.

Collection Efforts: 11% 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%). Collections are not immune to economic conditions and therefore have declined, lack of jail space has also worked against the court's aggressive collection efforts.

Warrants: Jan-Aug 2016 = 68% of the warrants issued have been resolved with 54% of those being handled by the District Court staff without involving law enforcement or the use of the detention center.

Revenue: An increase in fine revenue is expected in 2016, due to the discount for using a seat belt has been repealed. The City and County's share of revenue derived from court collections in 2015 exceeded expenditures by \$1,280,124 for the City and \$813,354 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 late 2016. 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 99% 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 FY15	PROJECTED FY16	ESTIMATED FY17
Traffic Cases			
Workload	20,425	18,250	18,700
Completed	18,117	16,750	17,000
Completion Rate	89%	92%	91%
Criminal Cases			
Workload	16,387	16,620	15,700
Completed	12,658	13,910	12,600
Completion Rate	78%	84%	81%
Civil Cases			
Workload	1,907	2,350	1,900
Completed	1,443	1,760	1,450
Completion Rate	76%	75%	77%

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

	ACTUAL FY14	ACTUAL FY15	ACTUAL YTD16
Assessed	\$5,786,640	\$6,403,890	\$3,189,780
Collected	\$4,159,190	\$5,824,670	\$2,837,200

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 remain consistent. A fluctuation can be attributed to the number of filings, which directly impacts assessments, which directly impacts the amount eligible for collection.

Revenue in Excess of Expenses: 2015 Actual= City \$1,280,124 County \$813,354

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 FY15	PROJECTED FY16	ESTIMATED FY17
Warrants Issued by Court	11,747	12,200	11,600
Warrants Resolved	8,924	9,100	9,000
Warrants Unserved	2,823	3,100	2,600
Warrants Resolved	76%	75%	78%
Warrants left Outstanding	24%	25%	22%
Resolved by the Court	49%	51%	50%
Served by Law Enforcement	51%	49%	50%

CITY PROSECUTOR

2017 Goals:

1. Continue to pro-actively review cases appealed to Circuit Court from District Court for the purpose of disposition prior to setting on trial docket.
2. Continue accessibility to other city agencies for consultation and advice.
3. To continue to provide legal training, advice, and assistance for law enforcement officers.
4. To become able to efficiently apply and operate new technology, particularly the new Case Management System to be set in place through the Courts.

Internal Audit Overview:

The purpose of this program, 4405, is to help the City and its Departments accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. Internal Audit also reviews internal control procedures, operating procedures, and compliance procedures. Additionally, to assist with the annual external audit examination when deemed necessary.

Internal Audit 2017 Service Objectives

1. Assist all city departments with internal processes to help be more effective and efficient.
2. Perform risk assessment with Administration, Department Heads, Audit Committee Members, and Board Directors. The risk assessment is continuous throughout the year.
3. Prepare audit plan and submit to the Audit Committee for approval. The audit plan has been approved. The audits are performed throughout the year.
4. Conduct audits based upon audit plan, special request audits, surprise audits, and any audit deemed necessary during the year.
5. Write Audit Department manual. The Audit Department manual is currently in progress.
6. Continue key performance measures in the internal audit department.

Department 2017 Service Objectives

In support of the City of Fort Smith Mission Statement, 2017 City Wide Goals and the City of Fort Smith Comprehensive Plan the human resources department established the following service objectives for 2017:

1. Maintain and administer a fair and competitive wage & compensation system.
2. Manage the medical insurance benefit program to provide quality health care at an affordable cost.
3. Manage a cost-effective workers' compensation program.
4. Continue customer service & social media training for targeted positions.
5. Review the possible alternatives for implementing an electronic performance appraisal system.
6. Go paperless by imaging all documents.

Key Performance Indicators					
Program	Performance Measure	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
Human Resources 4104	FTE	944.83	944.83	975	975
Human Resources 4104	Applications	3000	3000	4400	4400
Human Resources 4104	Civil Service Tests	4	4	6	4
Human Resources 4104	Civil Service Meetings	2	2	6	4
Human Resources 4104	PSC Processed	1250	1250	1250	1250

City Clerk 2017 Service Objectives

1. Provide educational opportunities to staff to ensure knowledge and skills are increased to benefit both staff and citizens.
2. Provide prompt processing of official documents, legal publications and codification of ordinances.
3. Provide various administrative services to the public, mayor, board of directors, administration and staff. *(Comprehensive Plan PFS-1)*
4. Provide up to date information on the department web page. *(Comprehensive Plan PFS-1)*
5. Ensure quality programming of the Government Access Channel 214, including live telecast and rebroadcast of regular meetings of the Board of Directors. *(Comprehensive Plan PFS-2)*

Key Performance Indicators					
Program	Performance Measure	FY 2015 Actual	FY 2016 Target	FY 2016 Actual *	FY 2017 Target
Program #4105 City Clerk	Board meetings attended (voting sessions) / Sets of Board minutes	29	28	21	28
Program #4105 City Clerk	Agenda's prepared	55	55	32	55
Program #4105 City Clerk	Ordinances & Resolutions adopted	326	300	175	300
Program #4105 City Clerk	Oak Cemetery Interments / Inurnments	74	70	52	70
Program #4105 City Clerk	Oak Cemetery deeds issued	58	65	28	65
Program #4105 City Clerk	Average Government Access Channel advertisements	267	275	267	275

* as of 8/31/2016

Finance Department 2017 Service Objectives

1. Support the City's Technology Plan by driving the Enterprise Resource Planning (ERP) system project planning and implementation. (Comprehensive Plan: Goal CCD-3.1)
2. Analyze and improve budget management process for all departments. (Comprehensive Plan: Goal CCD-3)
3. Enhance Accessibility of Financial Data for all City Management, citizens, vendors, and customers. (Comprehensive Plan: Goal CCD-3.1)
4. Enhance accountability across all departments by refining and communicating financial and administrative policies to all employees. (Comprehensive Plan: Goal CCD-3)

Key Performance Indicators					
Program	Performance Measure	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
Program # 4301 Finance	Number of days to close the year/ month. Target: 10 th day of following month; Feb 5 year end.	98%	100%	83%	100%
Program # 4301 Finance	Bond Rating	A-	A-	A-	A-
Program # 4301 Finance	A/P Days outstanding 30 days or less	94%	95%	90%	95%
Program # 4301 Finance	Quick Ratio (~cash / liabilities) Target: 85% liquidity	Total 381% (Gen – 810%; Street – 1129%; W/S – 556%; San – 1753%)	90%	---	90%

2017 Service Objectives
Department of Information and Technology Services (ITS) - 4401

1. Continue implementation of Strategic Technology Plan and IT Governance Policy. Pursuant to direction from the Board of Directors, ITS will continue in 2017 to audit and evaluate the deployment of software, technology and services throughout each department in an effort to ensure the most efficient and beneficial use of technology and identify potential cost savings. Systems and services to be evaluated may include, but not limited to: consolidation of access and physical security systems for all City facilities, consolidation of fueling systems for City vehicles, feasibility of managed print services, and identification of existing third-party applications/services that may be replicated or performed internally.
2. Continue to provide Project Management leadership for the ongoing ERP project through 2017 and 2018. Q4 of 2016 should see selection of ERP vendor and procurement of multi-year implementation contract. Of significant importance to the success of the project will be the conversion of nearly 30-years of legacy data from the existing financial system to the newly-selected ERP system. ITS will play a critical role in aligning this process to the formatting and loading into new ERP database as well as serving as the principle liaison between the ERP vendor and the various City departments.
3. Continue to work with the Internal Auditor to implement and expand comprehensive asset tracking for technology equipment and perform quarterly and yearly audits throughout each City department.
4. 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.
5. Continue to develop, implement and load data for the City's Open Data Portal (ODP). When fully-implemented, the ODP will leverage information from various City sources, including the ERP, foster transparency and provide direct public access to certain City data.
6. Develop policies, guidelines and electronic communications plan to promote and expand how the City communications via social media and other forms of digital media.
7. Provide technical assistance, leadership and, when requested, project management services to those departments wishing to implement new technologies to enhance their business processes.
8. Continue to work with the Utilities Department and associated contractors to assist with fulfillment of the Wastewater Consent Decree program. This work will include ensuring availability of critical network, web and data storage services, providing access to the City's enterprise GIS, developing and maintaining GIS web services for project management, developing focused

web-based GIS applications, and providing focused end-user support for technology devices and peripherals.

9. ITS will finalize implementation of the Cox Communications Data and Voice services contract. These services include higher capacity and more scalable Wide-Area-Network (WAN), Internet and voice technologies.
10. 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.
11. City ITS and GIS staff will continue to expand utilization of cloud-based services for related applications and data. In 2016, ITS began utilizing the Amazon AWS and Esri ArcGIS Online cloud services for storage of selected datasets and apps. In 2017, ITS will continue to evaluate and, where appropriate, expand this effort.
12. Expand the use of advanced GIS analysis to provide greater insight into business processes and delivery of services. City GIS staff will work with City departments such as Transit, Sanitation, Streets/Operations, and Fire to study and improve vehicle routing through the use of network analytics. GIS staff will also develop and promote tools for identifying spatial patterns or statistical clustering of City services and/or service requests for departments such as Neighborhood Services, Code Enforcement, Police/Fire, etc.
13. 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.
14. 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.

Department 2017 Service Objectives

1. Support the livability of neighborhoods by constructing street overlays/reconstruction projects, street improvement projects, and by alleviating drainage problems, all as identified in the 2017 Capital Improvement Program. (Comprehensive Plan: FLU-1.4, TI-5.1, TI-5.2 and NCR-2.6)
2. Implement special projects which evolve during the year. (Comprehensive Plan: FLU-1.4, TI-5.1, TI-5.2 and NCR-2.6)
3. Implement key performance indicators as outlined below. (Comprehensive Plan: FLU-1.4, TI-5.1, TI-5.2 and NCR-2.6)

Key Performance Indicators					
Program	Performance Measure	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
Program # 4103 Engineering	Prepare annual Street and Drainage Capital Improvement Program and present to the Board of Directors for approval by October 31.	10/20/15	10/31/16	10/18/16	10/31/17
Program # 4103 Engineering	Prepare annual Municipal Separate Storm Sewer System Report and submit to the Arkansas Department of Environmental Quality by June 1.	05/26/15	05/31/16	05/26/16	06/01/17
Program # 4103 Engineering	Manage construction contracts to maintain change orders to within 10 percent of the original contract amount.	100%	100%	100%	100%
Program # 4103 Engineering	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%	100%

**DEVELOPMENT SERVICES DEPARTMENT
2017 SERVICE OBJECTIVES**

1. Continue implementation of the goals identified for the development services department through the Comprehensive Plan update.
2. 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.
3. Improve the quality of place and life by strengthening customer services and communication with citizens. Continue to monitor department performance via electronic customer service surveys.
4. 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 is implementing the Housing Assistance Program which was CDBG funded for \$231,801.00 for PY 2016 and HOME funds in the amount of \$202,485.00 for new affordable housing on infill lots with designs sensitive to the surrounding neighborhoods. The CDBG and HOME budgets were slightly increased for PY 2016. The staff is anticipating that the CDBG and HOME Programs funding will remain level for PY 2017.
5. Collaborate with IT to improve the department's presence online by updating the Development Services website in order to make the experience more user friendly for the customer.

2017 Goals and Objectives for the Fort Smith Police Department

Administration

The Department's Administration Division will support continued economic growth and help to protect the City's neighborhoods through:

- Coordinating efforts of all Police Divisions in the continuation of the implementation of Intelligence-led Policing.
- Coordinating with all Police Divisions in efforts to recruit, train and hire new officers to reduce the significant staffing shortage the Department is currently experiencing.

Support Services

Training Unit: As evidenced by the recent rise of attacks on officers across the country, the need for additional training time on officer safety issues is imperative. By the end of 2017, additional training will have been provided to all officers on officer safety topics. This training will be in addition to the recurring mandatory training already provided.

The goal of increasing diversity within the department will continue in 2017. As more and more organizations and task forces are being assembled to address minority hiring within the city, the FSPD Recruiter will continue to participate in or provide information to those groups in an effort to further our minority hiring efforts. All attempts will be made to partner with these groups to foster a better working relationship with the minority communities.

The goal of completing construction of a small arms firing range on the Fort Smith Sanitation property will continue into 2017. By the end of 2017, pending financial resource availability, the training unit will make all reasonable efforts to have the dirt work for the firing range completed. Total completion of the range will be a multi-year project, primarily due to funding restrictions. Completion of the dirt work alone will provide for better training opportunities, thereby increasing training efficiency and officer safety.

Central Records: Support Services will continue to work toward implementing full electronic entry of police records in support of the Crime Intelligence Analyst as the Department continues towards the Intelligence Led Policing.

The State of Arkansas has moved to the "E-crash" electronic accident reporting system for the reporting of vehicle collisions. Before the end of the first quarter of 2017, Support Services will strive to assist the patrol division with the department wide training and transition to the "E-crash" system.

Network Team: The department needs to replace servers, increase storage capacity, and implement specialized security controls. The FSPD Network Team will research and look at solutions to offset technology security risks to comply with FBI CJIS security policies. Improvements in this area are also required to mitigate the exposure of malware and loss of public safety data. Current technology is reaching end-of-life and has created limitations in pushing out new technology such as desktop virtualization, and in-car video uploads. Department will look to implement speeds up to 40GB bandwidth in portions of the network.

We will also look to design and ascertain cost to building out a new network, and wireless infrastructure to increase performance and the available storage space for virtualization, client/server deployment, and data storage. Virtualization, and continued data growth are placing demands for the improvements. Additionally, the current storage is reaching an end of product life and needs to be replaced.

Key servers and storage in the Digital Forensics Lab have reached nine years of being in service. This equipment is no longer supported by the vendor and poses a significant risk to criminal investigations.

Communications Center: The communications unit will attempt to increase customer service and overall efficiency of the unit to include ensuring an adequate number of telecommunicators are on duty during each shift. To this end, a review of the existing work schedule will occur. This review will attempt to identify ways to reduce overtime usage, increase staffing during critical times, and reduce or eliminate the current shift overlaps to increase efficiency. Three dispatching console positions will be outfitted with an additional monitor to compensate for the addition of L3 Patrol Scout AVL. Day-to-day operations within the communications unit will be streamlined in order to increase efficiency. Quality assurance checks will be work flowed electronically to reduce the use of paper and to increase efficiency. If budgeting allows, we will request that one additional telecommunicator will be added to increase the total number of dispatchers from 24 to 25.

Criminal Investigation Division

The Criminal Investigation Division will increase customer service to our community by restoring a Senior Clerk Position in Narcotics. This will enable citizens to call in a complaint regarding drug activity, graffiti, prostitution, gambling, and other vice related crimes, and be able to speak with a trained individual who will be able to take the complaint, anonymously made or otherwise, and route the information to the most logical source, rather than having to leave information on voice mail. They will also be able to take offense reports over the telephone. This position will also fulfill other duties, ultimately making for a more efficient and safer working environment for our officers.

Patrol

The Patrol Division needs to replace ~~fifteen~~ ~~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 repair costs associated with overuse of aging equipment.

The Patrol Division needs to provide a K-9 handler with K-9 Supervisor training as part of the department's commitment to succession planning.

Radio Communications

The State of Arkansas AWIN System is scheduled for a system level upgrade in early 2017. Radio Maintenance personnel will be involved with the Motorola Support Team to accomplish this upgrade for our system.

In order to maintain technical expertise in the Radio Communications Division we need to obtain training for the Radio Technician position. This will include online classes as well as instructor led classroom training and will involve travel and lodging. The Radio Maintenance Supervisor/Manager will attempt to find and schedule needed training.

Police Department 2017 Service Objectives

1. Deliver high quality services to all stakeholders.
2. Maintain the highest ethics, values, and standards.
3. Monitor cost of police services.
4. Improve the accountability and performance measurement of our budget by including key performance indicators for the Department as outlined below. (Comprehensive Plan: Goal PFS-2)

Key Performance Indicators					
Program	Performance Measure	FY 2015 Actual	FY 2016 Target	FY 2016 Actual*	FY 2017 Target
Police Department Program # 4701 - 4705	Maintain or reduce response times for Priority 1 Calls for Service to 5 minutes or less	4 through July, 2015	5	4.48	5
Police Department Program # 4701 - 4705	Respectful dealing with citizens – number of sustained citizen complaints per sworn officer	2.28%	<= 4%	3.47%	<=4%
Police Department Program # 4701 - 4705	Cost of police services – Dollar cost of police department per person	\$190.27	<=\$376	\$177.74	<=\$376

* - As of August 2016.

Fort Smith Fire Department 2017 Service Objectives

1. Land has been acquired for a future fire station in south Fort Smith to support infrastructure requirements necessary for future growth. (Comprehensive Plan: FLU - 1.3.2; FLU - 1.4.1)
2. Continue to follow the guidelines of the Insurance Services Office (ISO) and National Fire Protection Association (NFPA) service and response requirements for future expansion and growth. (Comprehensive Plan: ED - 4.1)
3. Evaluate all possible design and construction methods to ensure future fire department facilities are cost effective and efficient. (Comprehensive Plan: HN - 1.2)
4. Continue to support housing and neighborhood development through proper application and monitoring of current building and safety codes. (Comprehensive Plan: HN - 2.3.1; HN - 3.2; HN - 4.1; HN - 4.2; HN - 4.3)
5. Protect residential neighborhoods from excessive through traffic by assisting other city departments in monitoring and developing traffic calming techniques. (Comprehensive Plan: TI - 1.4)
6. Promote a business-friendly and citizen friendly government by maintaining fair and transparent fire codes and apply equally to all customers. (Comprehensive Plan: PFS - 1.1; PFS - 1.1.2)
7. Maintain open communication between the City, the business community, and residents through participation in public programs such as Citizens Fire Academy, attending all neighborhood ward meetings, and delivering public safety education sessions to residents, school children, and businesses. (Comprehensive Plan: PFS - 2.2)
8. Maximize taxpayer dollars by seeking opportunities to co-locate future facilities to maximum efficiencies and reduce capital and operating costs by continuing to develop the Fort Smith Fire Department Training Facility located at, and partnership with, the Fort Smith Department of Sanitation. (Comprehensive Plan: PFS - 4)
9. Improve the accountability and performance measurement of our budget by including key performance indicators for the Department as outlined below. (Comprehensive Plan: Goal PFS-2)

Key Performance Indicators					
Program	Performance Measure	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
Program # 4801 Fire Department	To keep casualties and property loss from fire as low as possible through education and inspections	Reached 2766 children and 1910 adults through fire education programs	To educate Children, Senior Citizens, low income, and higher risk occupancies on fire prevention	Thru 8/15/2016 - Reached 1439 children and 854 adults through fire education programs	To educate Children, Senior Citizens, low income, and higher risk occupancies on fire prevention
Program # 4801-4802 Fire Department	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	Public Protection Class 2 or better	Currently receiving an ISO review. Data will should be available by year end.	Public Protection Class 2 or better
Program # 4802 & 4803 Fire Department	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: \$58.90 Million Total Percent Lost: 6.38% Total Percent Saved: 93.62%	To keep property loss to less than 10%	Thru 8/15/2016 - Value of property responded to: \$72.47 Million Total Percent Lost: 2.20% Total Percent Saved: 97.80%	To keep property loss to less than 10%
Program # 4802 & 4803 Fire Department	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	To be on scene in 4 minutes or less after receipt of alarm	Average response time city wide for all call types is 3 minutes 35 seconds	To be on scene in 4 minutes or less after receipt of alarm
Program # 4804 Fire Department	To increase safety and efficiency through training / Achieve 30,066 total training hours for individual and company training	58,284 individual & company training hours completed for the year	Achieve a minimum of 30,066 total training hours for individual and company training	31,092 combined hours of training as of 8/15/2016	Achieve a minimum of 30,066 total training hours for individual and company training

STREETS AND TRAFFIC CONTROL DEPARTMENT 2017 SERVICE OBJECTIVES

1. Continue to respond to citizen's request for service in a timely, effective and efficient manner. (Comprehensive Plan: Goal PFS-1 and 2)
2. Continue to lessen the potential for property damage from flooding by regularly cleaning and clearing debris from ditches, channels and drainage structures. (Comprehensive Plan: Goal HN-1 and CCD-1)
3. Continue to preserve the appearance of public property by mowing detention ponds, levees, City owned right-of-way and drainage easements. (Comprehensive Plan: Goal HN-1 and CCD-1)
4. Continue to improve the safety of the traveling public by repairing and upgrading traffic control devices (signals, signs, striping, pedestrian crosswalks, etc.). (Comprehensive Plan: Goal TI-1, TI-3)
5. Improve the downtown traffic flow, pedestrian and vehicular, by implementing a coordinated plan for the downtown traffic signals. (Comprehensive Plan: Goal TI-1)
6. Further develop a long range plan for sidewalk repair and continue to implement the year to year plan. (Comprehensive Plan: Goal TI-3)

KEY PERFORMANCE INDICATORS

DEPARTMENT	PERFORMANCE MEASURE	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual
Traffic Control (5401 and 5405)	% of traffic light repairs completed within 4 hours	100%	98%	100%	98%	100%	
Street Maintenance (5304)	% of repairs (utility cuts, driveway cuts and sidewalks) within 4 days	100%	90%	100%	94%	100%	
Drainage Department (5303)	Regrade major creeks (12 locations) annually	100%	65%	100%	75%	100%	
Street Construction (5302)	Complete construction of drainage projects and street overlays	100%	85%	100%	90%	100%	
Sidewalk Construction (5305)	Complete 6 miles of sidewalk repair	100%	100%	100%	110%	100%	
Street Maintenance (5304) Street Construction (5302) Drainage Department (5303)	Equip trucks with snow plows. Implement liquid deicing program.	100%	95%	100%	100%	100%	

WATER AND SEWER DEPARTMENT 2017 SERVICE OBJECTIVES

1. Use innovation and develop processes and technology to improve efficient use of resources for serving the community.
 - Continue planning, design and construction practices that assure reliability and lower operations costs.
 - Engage subject matter specialists to enhance basis of knowledge and continuous improvement.
 - Continue the development and integration of strategic management planning and benchmarking.
2. Efficient performance of the Wastewater Management Plan to meet EPA required schedules for wastewater treatment and collection system improvements.
 - Integrate recommendations of the Wastewater Management Plan into wastewater projects and management strategies to reduce sanitary sewer overflows (SSOs).
 - Design, repair, and replace collection system lines with defects identified in the 2015 Sanitary Sewer Assessment (SSA) study.
 - Design, repair, and replace sanitary sewer interceptor lines for improving capacity for the goal of eliminating SSOs that are capacity related and enhancing service reliability.
 - Replace Riverlyn Sewer Pump Station for the goal of eliminating SSOs that are pumping related and enhancing service reliability in the sub-basin service areas.
 - Complete construction of Mill Creek pump station improvements for the goal of eliminating SSOs that are pumping related and enhancing service reliability in the sub-basin service areas.
 - Implement improved Capacity Management, Operations, and Maintenance (CMOM) programs as required by the Consent Decree to improve ongoing management, operation and maintenance of the sanitary sewer collection system.
3. Improve water and wastewater systems to support growth and better serve City customers and the public.
 - Complete construction of Phase 1 and design of Phase 2 of the 48-inch water transmission line from the Lake Fort Smith water treatment plant.
 - Continue to improve water service and upgraded fire protection through water line replacement projects within older residential areas and service areas subject to diminishing water quality or service capabilities.
 - Continue water meter change out program to reduce unaccounted water and improved customer billing accuracy.

**WATER AND SEWER DEPARTMENT
WORKLOAD/DEMAND STATISTICS**

Performance Measure	FY 2015 Actual	FY 2016 Estimated	FY 2017 Target
Water Service Line Installations	241	250	250
Sewer Service Line Installations	35	55	55
Sewer Service Line Replacements	187	190	190
Sewer Line Replacement	728 L.F.	1800 L.F.	1800 L.F.
Sewer Line Cleaning	114,843 L.F.	125,000 L.F.	125,000 L.F.
Sewer Lines TV Inspected	52,939 L.F.	60,000 L.F.	60,000 L.F.
Water Line Leaks Repaired	1152	1000	1000
Locate Tickets Completed	8569	9,000	9,000
Water System Work Orders	22,052	24,000	
Sewer System Work Orders	3243	4200	4200

Parks 2017 Service Objectives

1. Expand the role of parks by developing a healthy living campaign to commence mid year 2018. (Comprehensive Plan: Goal NCR-4)
2. Continue to meet the goals of the Capital Improvement Plan through dedicated funding of the sales and use tax. (Comprehensive Plan: NCR-1)
3. Promote Riverfront development by constructing a soccer complex on the Riverfront Drive property. (Comprehensive Plan: FLU-2.3)
4. Continue to develop a continuous and connective trail system throughout the community. (Comprehensive Plan: FLU-3.2.3)
5. Maintain open communication between the City, the CBID, the Parks Commission, and residents through participation in public programs. (Comprehensive Plan: PFS-2.2)
6. Improve accountability and performance measurement of our budget by including key performance indicators for the Parks Department as outlined below. (Comprehensive Plan: Goal PFS-2)

Key Performance Indicators					
Program	Performance Measure	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
6201 Parks Maintenance	Mow each park on a seven-day turnaround during the mowing season (approx. 24 weeks).	New Indicator	17		17
6202 Oak Cemetery	Mow the cemetery weekly during the mowing season (approx. 24 weeks).	24	24		24
6204 Community Centers	Maintain the same number of hours reserved.	4,496 Hours	5,084 Hours		5,084 Hours
6205 Aquatics	Maintain the same revenue to expense ratio.	33%	45%		45%
6206 Riverfront/Downtown	Increase the number of hours reserved by 3%.	4,228 Hours	3,944 Hours		4,062 Hours
6207 The Park at West End	Maintain the same level of revenue.	21,765	22,575		22,575

Fort Smith Convention Center 2017 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), Meetings Quest, Small Markets 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.
 - Continue to 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.

❖ 2017 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), Collinson Media's Connect Marketplace and Rejuvenate Marketplace, Meetings Quest, Small Markets 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.

2017REVENUE GOALS

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

36	Large Center Programs/Concerts	\$ 129,000.00
14	Exhibits and/or Tradeshows	\$ 97,000.00
9	State Conventions/Meetings/Events	\$ 53,000.00
9	Regional/National/Conventions/Meetings/Events	\$ 44,000.00
75	Local Events	\$ 147,500.00
57	Theater Events	\$ 129,500.00
200	Events	\$ 600,000.00
	Catering/Concessions/Vending/Beverages	\$ 87,000.00
		\$ 687,000.00

Department 2017 Service Objectives

1. Complete a formal Sanitation Rate Study for staffing requirements, equipment replacement schedule, proposed CIP's and rates for collections and gate rates.
2. Upgrade heavy landfill equipment through leasing and/or purchasing.
3. Promote residential, commercial, industrial, and regional sanitary landfill services through various media outlets including television and radio advertisements.(Comprehensive Plan: Goal CCD-3)

Key Performance Indicators					
Program	Performance Measure	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual
6302 Sanitation	Cubic Yards of Residential Recyclables Diverted from the Landfill	20667	21000	21420	
6302 Sanitation	Cubic Yards of Residential Yard Waste Diverted from the Landfill	60667 *unsure where this number was pulled from	23500 *this is an accurate number from the Paradigm data system	30500	
6302 Sanitation	Residential Collections Serviced by the Trouble Shooter Per Day	225	230	237	
6303 Sanitation	Cubic Yards of Commercial Recyclables Diverted from the Landfill	7800	8500	9265	
6302, 6303, 6307 Sanitation	Gallons of Diesel Fuel Consumed per 1,000 Customers (Residential, Commercial, Industrial Collections"	750	695	820	
6302 Sanitation	Residential Accounts	27100	27409	27957	
6302 Sanitation	Requests for Dial-A-Truck	4100	4300	4515	
6302 Sanitation	Tons of Residential Refuse Collected Per Year	28580	24000	29000	
6303 Sanitation	Commercial Tons Collected Per Week	360	380	403	
6303 Sanitation	Commercial Tons Collected Per Year	19610	19800	20000	
6307 Sanitation	Industrial Roll-Off Tons Collected Per Week	927	775	927	
6307 Sanitation	Industrial Roll-Off Tons Collected Per Week	48220	40300	48220	
6305 Sanitation	Landfill Tons of Refuse Disposed of At Landfill Per Year	257550	230000	260000	
6305 Sanitation	Tons of Yard Waste Diverted from Landfill	9100	7000	9500	

Transit Department's 2017 Service Objectives

1. Convert two new replacement buses to bi-fuel (unleaded & CNG) bringing the department's operating fleet to 100% CNG capable, excluding the downtown trolley and 50% of the department's back-up buses will be bi-fuel as well. (Comprehensive Plan: Goal NCR-2.3.1)
2. Work with the Transit Advisory Commission and Fort Smith Bus Coalition to increase awareness about public transportation benefits. (Comprehensive Plan: Goals TI-4.1 and TI-4.2)
3. Enhance passenger amenities by providing additional bus stop shelters along fixed route corridors. (Comprehensive Plan: Goal PFS-4.2 and TI-4.2)
4. Improve the accountability and performance measurement of our budget by including key performance indicators for the Department as outlined below. (Comprehensive Plan: Goal PFS-2)

Key Performance Indicators					
Program	Performance Measure	FY 2015 Actual	FY 2016 Target	FY 2016 Actual Jan-June	FY 2017 Target
6550 - Transit	Total Ridership	194,869	210,000	94,963	210,000
6550 - Transit	Cost Per Passenger	11.03	10.58	10.03	10.25
6550 - Transit	Cost Per Hour	72.64	72.04	66.86	70.00
6550 - Transit	Demand Response on Time Performance - Appointments	99.64	100.00	99.69	100.00
6550 - Transit	Demand Response on Time Performance - Non Appt. (Late only)	96.20	100.0	95.97	100.00

CONVENTION AND VISITORS BUREAU 2017 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 Museum and National Learning Center in Fort Smith. In light of the hiring of a new President/CEO, stay abreast of museum developments in order to update customers as to status with much more confidence. 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. 2017 messages should include the number of newly renovated rooms (new Doubletree brand), and the addition of one hotel (Fairfield Bay) in 2018.
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. Take maximum advantage of newly designed web and mobile sites to deliver our messages.
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, Temple Live 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. Continue to expand our direct sales methods to sell to the sporting events market now that expanded facilities are available.
15. Continue to pursue educational travel groups in anticipation of the US Marshals Service National Museum and National Learning Center.



September 7, 2016

TO: Members of the Board of Directors
Members of the Oak Cemetery Commission

RE: Appointment:

The terms of Mr. Scott Stubblefield, Mr. Joseph S. Irwin and Ms. Pam Weiler of the Oak Cemetery Commission will expire November 30th, 2016. In accordance with Ordinance No. 2926 applications for these prospective vacancies are now being received. Applicants must be residents and registered voters in the City of Fort Smith.

Please submit applications to the city administrator's office no later than the close of business on October 10th, 2016. A list will be compiled for review by the Board of Directors. Applications are available on the City of Fort Smith website. Go to www.fortsmithar.gov and click on boards and commissions.

Sincerely,

A handwritten signature in black ink that reads "Carl E. Geffken". The signature is written in a cursive style with a large, stylized "G" at the end.

Carl Geffken
City Administrator

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