



AGENDA

**FORT SMITH BOARD OF DIRECTORS
STUDY SESSION**

AUGUST 24, 2010 ~ 12:00 NOON

**FORT SMITH PUBLIC LIBRARY
COMMUNITY ROOM
3201 ROGERS AVENUE**

1. Review departmental service objectives for 2011 and their correlation with city-wide goals for 2011
2. Review information and proposed dates for calling a special election in 2011 on the question of a prepared food tax
3. Review funding request for the U.S. Marshals Museum
4. Review preliminary agenda for September 7, 2010 regular meeting



1

MEMORANDUM

August 19, 2010

TO: Mayor, Board, City Administrator

FROM : Kara Bushkuhl, Director of Finance *Kara*

SUBJECT: 2011 Departmental Service Objectives
2010 Service Objectives/Outcomes Update

Forwarded to you Friday afternoon via email, is a PDF file containing 2011 service objectives and an update of 2010 service objectives for all departments.

The main purpose of the discussion during the study session is for the Mayor and Board members to provide feedback regarding the 2011 city-wide service objectives. This will assist the department directors in refining their goals so that there is correlation with the city-wide goals for 2011.

If you have any questions or require further information, please do not hesitate to contact me.



1

MEMORANDUM

August 18, 2010

TO: Dennis Kelly, City Administrator

FROM: Ray Gosack, Deputy City Administrator

SUBJECT: City Services

At a recent Board of Directors meeting, there was a request for a comprehensive listing of all services provided by the City of Fort Smith. Attached are the lists provided by each department.

Ray

Attachments

ADMINISTRATION SERVICES

Provide research, analysis and recommendations to mayor and board of directors

Respond to requests for information from mayor and directors

Follow up on constituent service requests, undertake field investigations, report results

Economic development – meet with prospects, review infrastructure assistance, industrial development revenue bonds, development approval processes, coordinate with chamber of commerce, FCRA, and Arkansas Economic Development Commission

Attend meetings of a variety of organizations: Fort Chaffee Redevelopment Authority, Chamber of Commerce, Regional Intermodal Transportation Authority, WAPDD, Sebastian County criminal justice coordinating committee, Fort Chaffee/188th community council, Bi-State Metropolitan Planning Organization (transportation), parks commission, convention center commission, port authority

Attend and participate in neighborhood problem solving meetings

Provide assistance and guidance to all departments about policy and operational matters

Review board meeting agenda items from departments

Review draft budget with all department heads; work with finance staff to present a balanced budget to the board

Focus on Fort Smith newsletter – identify story ideas, write articles, proof layout

New resident brochure – review for changes, proof layout, print and distribute

Respond to inquiries from media – provide information, conduct interviews, pitch story ideas

Make presentations to a wide variety of civic clubs and other organizations

Assemble and distribute packets for weekly board of directors meetings to board, staff, media, interested citizens

Assemble and distribute packets for port authority meetings

Manage the board/commission/committee appointment process – identify vacancies and expiring terms, post vacancies on the web site, solicit applications, contact previous applicants to determine their interest, background checks, assign interviews, schedule appointments for board meetings. Post monthly calendar of all public meetings on the web site.

Maintain records to ensure that all board/commission/committee members have received and acknowledged the city's code of business conduct

Manage all bond financings

Support sales tax election campaigns

Manage state and federal lobbying activities, prepare applications for federal earmark requests, work with legislators and their staffs

Assist with citizens academies by attending most sessions, answering citizens questions about a wide variety of city affairs

Plan and organize fundraisers for United Way, Employee Benevolent Fund, and other approved causes

Mail to the public applications for sales tax refunds on their electric service bills

Make travel reservations for city directors

Confer with and provide administrative follow-up with city attorney on legal matters (civil suits, EPA consent decree, etc.)

CITY CLERK / ACTION CENTER SERVICES

- ◆ Maintains all official records of the city including minutes of board of directors meetings, ordinances, resolutions, contracts, bond transcripts, property deeds, etc.
- ◆ Attends all meetings of the board of directors and prepares minutes of all regular and special meetings where official action is taken
- ◆ Responds to citizen complaints, requests for service and information
- ◆ Receives candidate and initiative petitions and coordinates city elections
- ◆ Coordinates preparation of the meeting rooms at the school administration facility and public library
- ◆ Maintains 'pending list' of upcoming board meetings (study sessions, regular meetings, etc.) and items scheduled
- ◆ Assemble and distribute packets for weekly board of directors meetings to board, staff, media, interested citizens ~ *this is a joint effort of both administration and city clerk* ~
- ◆ Prepares agendas for the Board of Directors meetings
- ◆ Posts agendas, board packets, meeting summaries, and minutes to the website
- ◆ Provides assistance to departments in researching state and other applicable laws
- ◆ Provides diverse administrative services to support the public, mayor, board of directors, administration, and staff
- ◆ Responsible for codification and publication of city ordinances, publishing public hearing notices, and a variety of other public notices deemed necessary by local ordinance or state law
- ◆ Works directly with the Property Owners Appeal Board to conduct annual appeal hearings
- ◆ Reviews annual tax statements from county tax collector of all city-owned properties ~ *this involves making sure that any taxes due on recently acquired property is paid and then getting the property exempted for future years* ~
- ◆ Operates the city's government access channel which includes televising the two monthly regular meetings of the board of directors
- ◆ Respond to requests for information from mayor, directors, administration

- ◆ Maintains official records of Oak Cemetery which includes issuance of deeds, contracts of sale, and interment information
- ◆ Respond to inquiries from media - provide information, conduct interviews
- ◆ Respond to FOIA requests ~ *with assistance from the city attorney* ~

CONVENTION CENTER SERVICES

Serve as an economic catalyst allowing the local economy to benefit from events hosted at the Center.

Provide guidance to Meeting Planners, Promoters and Event Managers

Meet with prospective clients, if dates and space isn't available offer alternative solutions for the client

Assemble monthly and quarterly calendars and distribute through mass mailings

Provide lists of local catering businesses and licensed catering businesses with Satellite Permit for LAF (Large Attendance Facility) permitted to serve alcohol at the Convention Center

Assisting clients in proper media marketing to specifically reach their target market along with the availability of free advertising on Convention Center website, social media marketing, venue marquee advertisements and onsite monitor displays

Respond to inquiries from the media, public and Chamber of Commerce

Provide internet and telecommunication services to clientele per requests such as digital telephone service, cable services, high speed internet access and wireless access

Assemble and mail information packets on Fort Smith and Surrounding Areas to perspective Conventions, Symposiums and individuals interested in Fort Smith

Offering a range of electrical services from 20 Amp 110 Double Outlet to 600 Amp/3phase disconnect

Assistance with entertainment productions with technical support, additional stage labor, and front of house staffing: technical director, stagehands, ticket takers, ushers, box office and merchandise sales

Provide lists of contract technical support for theater/entertainment productions such as Riggers, Lighting & Sound Companies

Provide tours for potential clients of the facility of rooms, theater and exhibit halls

Offering clients a variety of versatile set ups including Banquet, Theater, Tradeshow and Concert sets; equipment available: chairs, tables, staging, dance floor, risers, piano and carpet

Provides general maintenance and janitorial services of meeting rooms, exhibit halls, performance theater and all common areas of the building by center personnel

Onsite free parking is available on a first come first service basis

Offers onsite kitchen facilities to area catering companies to service individual events kitchen includes ice, water, hot boxes, cold storage, dishwasher and convection ovens

Provide space at no charge for pre/post convention meetings

Provide a list of area pipe and drape, decorations and linen services available for clients

Provide a lost and found service for all clientele

Attend a variety of tradeshow, meetings and functions to acquire new business or continue lasting relationships with existing clients for example: (ASAE) Arkansas Society of Association Executives, (ASAE National) American Society of Association Executives, (NASC) National Association of Sports Councils, (RCMA) Religious Conference Management Association, Rejuvenate Religious Conference, and many others.

Completion of Christmas decorations in November at the request of clients

Provide AED devices for public use

Miscellaneous services available: Scissor lift and fork lift with operator

Respond to inquiries for Fort Smith events

Provide indoor walking facility for daily walkers Monday – Friday 8:00am – 5:00pm

Offers a facility for district court community service offenders to complete service hours

DEVELOPMENT SERVICES
Planning and Zoning Division

Respond to daily requests for information via e-mail, telephone, and office visits. Requests can include zoning information, permitted property uses, or assistance in obtaining other city services. We often assist citizens with information beyond services offered by the city. These may include helping them get in contact with Sebastian County, State of Arkansas, Social Agencies or others to assist them with their requests or needs.

Provide presentations to various groups and organizations regarding the department and city activities. Attend Neighborhood Problem Solving meetings and provide information and presentations when requested.

Respond to written and verbal requests for zoning verifications to confirm existing zoning district, lot regulations, and permitted uses. This includes a review of the zoning map but often includes a research of the zoning files for special conditions and time spent discussing the specifics of the proposed use with the applicant, owner or realtor.

Approve zoning information on business license applications – research zoning code and provide applicant with necessary information and restrictions. Most applications are initiated in the Planning Department. After zoning is confirmed and approved we then coordinate the application review with other City Departments including Fire, Building, Collections and Police Departments.

Respond to zoning and land use complaints relating to a variety of issues such as, illegal businesses, auto salvage lots, and animals. Some of these complaints require coordination with other city departments. The process requires a staff person to investigate, possibly meet with the property owner or tenant, send notices, follow up, and in some cases prepare information and work with the city prosecutor to correct the situation.

Coordinate and provide technical assistance to special committees, such as the Homelessness Task Force. This can require time by numerous staff persons preparing minutes, researching information for meetings, and preparing reports.

Process Planning Commission and Board of Zoning Adjustment applications. These applications include zoning changes, subdivisions, home occupations, conditional use applications, master land use amendments, and other requests. This includes meeting with applicants, researching the zoning code, preparing public notices for the newspaper, sending letters, attending neighborhood meetings, posting signs, preparation of staff reports, researching information relative to the individual applications, coordination with other city departments while reviewing each application, and presenting the information to the Planning Commission or Board of Zoning Adjustment. The meetings are monthly and require the preparation of a packet of each application with supporting information.

Present rezoning and master land use amendments and appeals of other Planning Commission applications to the Board of Directors. This includes preparing materials for the packets.

Aid in the coordination of Good Neighbor's projects – including research, providing volunteers, and coordinating outside suppliers. This involves a coordination with other city departments and outside agencies.

Present development related items and ordinances to the Board of Directors. These items can include a variety of items including annexation, temporary revocable licenses, fee amendments, right of way and easement closings, etc. These require staff persons to prepare maps, investigate the request, meet with the applicants and coordinate with other city departments and franchise utilities and other outside groups.

Create brochures on new ordinances for citizen education.

Review building permit and sign permit applications for compliance to the UDO and other city ordinances.

Provide technical assistance to citizens with development issues. Conduct development review meetings and coordinate with other departments. The review meetings include subdivisions, major developments and proposed businesses and require coordination and liaison with other city departments.

Process Certificates of Appropriateness for the Historic District Commission. This includes meeting with applicants, preparing public notices and staff reports, and presenting the information to the Historic District Commission. The HDC meets monthly with a study session and regular meeting.

Assemble and distribute packets for monthly Historic District Commission meetings to Commissioners and interested citizens. Meet with citizens to develop agenda items and discuss projects in the district for compliance to the design guidelines.

Respond to inquiries from media – provide information and conduct interviews

Maintain the official zoning map for the City of Fort Smith

Assist other city departments with special projects such as repairs to the parking garage, parking lot construction and other construction related projects. This includes contract administration, design coordination and some inspection actions. Also, assist the Downtown Director regarding projects reviewed for compliance to the Downtown Design Guidelines.

Development Services Community Development Division

Provides administrative and regulation guidance and support of the Community Development Block Grant and HOME Investment Partnership Programs.

Provide technical assistance and training to citizens, the Community Development Advisory Committee, the Housing Assistance Board and to various Boards, Commissions and other non-profits, which average about 12 in a funding cycle, that utilize CDBG and HOME federal funds.

Directs the implementation and maintenance of the Housing Rehabilitation Loan and Grant Program(CDBG or HOME), emergency program (CDBG Only), the reconstruction of housing units utilizing CDBG funds and new construction that utilizes HOME funds.

Maintains files and processes applications from public seeking assistance in the Fort Smith Housing Assistance Program. This process includes verifying ownership of the property, verifying applicant income, real estate taxes are current and homeowners insurance.

Administration of the Housing Rehabilitation Program including: Preparation of detailed environmental reviews for housing, work descriptions, change orders, addendums for housing rehabilitation, contracts work out through a bidding process to qualified contractors, makes daily progress field inspections (housing projects), instructs contractors to make changes when work is not performed correctly and performs final inspection in conjunction with the code enforcement department. Provides problem solving for contractors and homeowners.

Provide technical assistance and monitors the work products of the housing authority, non-profits and for profit entities building housing projects in compliance with agreements. This includes but is not limited to Property Acquisition, Environmental Review, Housing Quality Standards and Beneficiary Compliance.

Reviews and monitors special programs including but not limited to the Downpayment Assistance Program and Lease Purchase Programs and other special programs designed to assist low to moderate income families access affordable housing.

Procures services and goods in accordance with procedures established by federal and city requirements.

Maintains the Fair Housing Program for the City which includes monitoring the Fair Housing Hotline, investigating complaints, when complaints are credible we forward the complaints to the Arkansas Fair Housing Commission.

Performs Housing Quality Standards(HQS) inspections for special programs. The Housing Assistance Coordinator inspectors properties for realtors and homebuyers prior to closing when the property is on the downpayment assistance program.

Directs the implementation and maintenance of HUD's Integrated Disbursement and Information System (IDIS). Ensuring that contractors and service providers are paid in a timely manner. Appropriately codes expenditures/program income in transactions and balances account analysis and check registers for CDBG/HOME.

Assist consultant in the preparation of the Five Year Consolidated Plan and the Analysis of Impediments to Fair Housing Choice. This includes public meetings, public notices, surveys, compilation of data, and interviews with the social service agencies.

Preparation of Annual Action Plans, Consolidated Annual Performance and Evaluation Report (CAPER) and reports due during various times of the year in CDBG and HOME Programs, all reports required in order to receive funding which includes public meetings, public notices, surveys, review and comment period, compilation of data, and interviews with the social service agencies.

Reviews and processes the applications of non-profits, subrecipients and CHDO's in each funding cycle to determine completeness and capacity of agency to perform projects.

Prepares agreements for all public services providers including but not limited to emergency food programs, health services and homeless services to benefit low to moderate income individuals and families.

Prepares agreements for all housing, homeless and agency rehabilitation projects.

Monitors all outside agencies using CDBG and / or HOME programs funds at least on an annual basis.

Oversees the preparation of the specifications, contracts, plan development and contract documents whether through a consultant or individually as it relates to public facilities and infrastructure projects that include funding from HUD/CDBG programs. Provides problem solving for contractors and architect/engineers.

Prepares resolutions and pertinent documents for the City Administrator for presentation to the Board of Directors.

Prepare and update City ordinances, resolutions, policies, support materials and reports.

Works with various city departments, federal and state officials on projects.

Prepares a budget for the HUD Program Year (July – June) and an illustrative budget for the City Budget on the calendar year cycle.

Prepares spreadsheets in Excel to charge out time for federal reimbursement and enter time in the City's Enterprise eTime.

Assist federal officials with the monitoring of the programs and the city auditors with the audit of the CDBG and HOME Programs.

Development Services Building Safety Division

General office activities include public contact through email, telephone and walk ins. Responses may include helping the citizens with information related to the department but often we help them with information or directions to other city services. Normal daily contact is with contractors, design professionals and citizens asking for inspections, discussing projects, seeking permits, complaining about allegedly incorrect construction.

Respond to request from Mayor, Administration, Board of Directors and other City Departments. Investigate complaints regarding illegal signs, some drainage problems, construction codes and city ordinance violations. This includes a site investigation, may include contacts with other departments, contact with the owners and may include an enforcement action that involves proper notices and possible court action.

Manage and oversee the building permit review process. This includes accepting applications and construction documents, meeting with owners, developers, contractors and design professionals. Meetings with individuals in the office or at the project site or building to discuss the project in detail before plans are submitted. Additionally, it includes coordination with many other city departments and being the liaison with the permit applications and all city departments for construction plan reviews. The Building Safety staff reviews all construction plans and permits for compliance to the building, plumbing, electrical, mechanical and other codes and ordinances.

Issue Building permits, Demolition permits, sign permits, electrical, plumbing and mechanical permits and permits for other items. This includes a review and analysis by the permit officer. Entry of the data into the permit records system, and calculating the fees.

Review reports from Finance Department and compare with permits issued. The purpose is to be sure all permits have been paid. Permits are issued in the Building Safety office but paid in the Collections Department. Some permits do not get paid so we review the records to be sure they get paid. Also, plumbing, electrical and mechanical contractors are on a payment plan guaranteed by a payment bond. We keep up with their accounts to be sure they do not exceed their permit bond.

Conduct inspections for structural, electrical, plumbing, mechanical and site issues during construction projects which permits have been issued, rewires, and other improvements. Also, conduct inspections for electrical and plumbing approval systems and then contact OG&E, Arkansas Valley Electric, City Water Department and AOG companies to allow the utilities to be turned on. All inspections are logged into our department software program to allow quicker response and information to the contractors and city staff.

House or structural moving permits require a city inspector to escort house movers within the city limits. We also make sure the lot is cleaned and the sewer is properly terminated.

Invoice plumbing, electrical and mechanical contractors for their permit and inspection charges. This requires the inspectors to field verify the work that was done, submit information to the department secretary who then enters the data. The data is coordinated with the Finance Department billing system.

We also keep up with the contractor accounts to be sure they stay current with payments. Keep records regarding payment bonds for permits and inspections for electrical, plumbing, mechanical and demolition contractors. The secretary and permit officer must keep the records current and inspectors and permit officer must watch this information as they issue special permits.

We verify that contractors have their required licenses and registrations. This includes those that are required to be licensed by different State boards such as the Contractors Licensing Board. Also, we issue local registrations for electrical and plumbing tradesman. This requires the inspectors and office staff to maintain a list, issue renewal notices and issue new registrations and renewals.

Issue monthly building permit activity reports to the census bureau, the media and others. This information is collected as the building permit data is entered by the Permit Officer and secretary. Some data is collected as the inspectors enter data from the daily inspections.

Investigate all potentially unsafe structures and when necessary initiate the action on structures to have them condemned. The investigation often is initiated by citizen complaints but we also review a monthly report from the Fire Department of all structural fires. The process includes the investigation, research of property owners, posting the property, issuing notices, preparing board package for the Board of Directors review, further notices to the property owners, contract to have buildings demolished, inspect the demolition, pay invoices, submit billing information to the Finance Department.

Coordinate with the Fire, Planning and Collections departments for most business license applications. The review often includes an investigation to insure compliance with codes and ordinances.

Attend neighborhood meetings, citizens academies, civic club and other organizations meetings as requested.

Enforcement actions on problems that cannot be resolved. This includes investigation of the alleged complaint, investigate for the proper and complete property owner information, meet with city attorney and prosecuting attorney, prepare case documents for court and attend court hearings.

Monitor and maintain the building safety and neighborhood services city web pages.

Manage appeals and requests that are made to the Building, Electrical, Mechanical and Plumbing Appeals Boards. These committees meet on call.

DEVELOPMENT SERVICES

Neighborhood Services Division

General office activities include public contact through email, telephone and walk ins. Responses may include helping the citizens with information related to the department but often we help them with information or directions to other city services.

The clerical staff prepares and mails notices (certified mail and courtesy notices) based on information given them by the inspectors, they conduct research to verify property owner information. Inspection and work activity is entered in to the BuildeRadius software program to keep records of all activity on property.

Properties are inspected for violations that include inoperable vehicles, graffiti, overgrowth, trash/debris, blind corners, indoor furniture, appliances, dead trees and limbs, improper parking in residential neighborhoods, violations of housing code violations, overcrowding of structures, and other property maintenance issues. This includes a site investigation, meetings with the property owners and tenants when possible, and sometimes includes property ownership investigation, and then proper notices to the property owners. At times these investigations will include a coordination with Police, Fire, Planning or other departments.

When a property is determined to be in violation the follow up may include some or all of the following: notices/warnings issued, citations issued, criminal summons, photographs and video taken of the properties for evidence.

Upon final inspection if a property remains in violation a legal search is performed by office staff to notify any possible mortgage companies or lenders involved via certified mail. The property will be abated if action is not taken by the property owner/occupant or within 7 days of notification to the mortgage company. The inspector films the property and estimates the number of hours for clean-up and it is assigned to a contractor for abatement. The contractor abates the property and takes before and after photographs. The contractor's invoice is then turned back into the office staff with photographs and any other receipts if applicable for the work that was done. The inspector re-checks the property and reviews the photographs and documentation to ensure the work was done. Billing is prepared by office staff and signed off by the Building Official and turned over to finance to bill the property owner and notification sent to any lending institution found during the legal search. The property is rechecked every 30 days for the remainder of the calendar year and re-assigned to contractor for abatement if a violation is found.

The enforcement process often includes preparation of court cases and attendance at District Court. The staff works closely with the city prosecutor and district court judges on many cases. Our preparation requires many hours and requires complete and accurate information to present the city's case on violations.

Much like the court cases, annually the Property Owners Appeals Board meets to hear appeals from citizens who have had their property cleaned by one of our contractors. We present our records which include a photographic and video presentation of the properties. The inspectors attend the meetings and present information on any property that is appealed.

Work with citizens that may need special assistance to help them with housing, housing repairs, or property cleanup. The coordination is with CSCDC, CDBG staff, Planning staff or the Fort Smith housing authority.

Prepare information and present cases for variance request about the parking ordinances to the Property Owners Appeals Board.



Date: August 16th, 2010

To: Ray Gosack, Deputy City Administrator

From: Jayne Hughes, Downtown Development Coordinator

RE: Services provided by the department

The Downtown Development office, operated by one person basically serves anyone and anything interested in Downtown Fort Smith. This will in no way mention all of the services provided but will give an idea of the operations of the department. More importantly are the positive results that are obvious in regard to Downtown Fort Smith. For example: More businesses are open, fewer empty buildings, and more citizens enjoying the area. We have used good marketing techniques to educate our citizens and now our downtown area is being used as an example and attraction for larger economic development projects.

Services Provided:

1. Liaison for property owners, business owners in dealing with any issues they have and may request assistance on. For example, assistance with the required paperwork to open a new business.
2. Marketing the business district to attract new investors and visitors to the area.
3. Perform director's responsibilities for the Central Business Improvement District, a board appointed commission of 7 downtown property owners. Answering commissioner's requests, meeting planning, taking minutes, setting projects and goals for the district are some of the responsibilities.
4. Interact and advise special event boards during the planning of and actual events held in downtown.
5. Create new events for the benefit of all age groups.
6. Web site updating. Web site traffic has tripled over two years ago.
7. Creation, updating, printing and delivery of the downtown brochure to businesses and conventions in the district.
8. Work with Arkansas Historic Preservation on all renovations in the Garrison Avenue Historic District.
9. Lobbying for action on downtown improvement legislation in Little Rock and Washington.
10. Assist property owners in applying for historic tax credits.
11. Work with the Arkansas Downtown Network Association and the Main Street Organization in Little Rock to share information on positive ways to improve negative situations in other Downtowns.
12. Work with local media to improve citizen awareness on the improved downtown activities and progress.
13. Answer all citizen requests and inquiries about downtown.
14. Work with the Chamber and other interested organizations with recommendations for improvements to downtown.
15. Build relationships with architects and property owners to improve their understanding of the historic district design guidelines.
16. Revise the design guidelines so that they remain current with the requirements by the Historic Preservation specialists but also to keep current with the changing needs of the downtown district.
17. Work with code enforcement and neighborhood services to maintain properties in downtown.
18. Work with other internal departments such as the parks, streets, sanitation, engineering, IT, planning and customer service to provide specific needs to developers during the renovation, sale, purchase, leasing or new construction of their properties in the downtown district.

19. Work with the police department during all events and activities in downtown to increase the safety of the participants.
20. Update all data regarding the development process. For example, employment numbers, sales increases or declines, residential units available, property available, average rental prices, etc. this information is often requested by citizens.
21. Conduct presentations as part of the citizen education process about current downtown demographics.
22. Respond to inquiries and actions for the Downtown Farmer's Market both with vendors and citizens.
23. Organize meetings with the restaurant and pub owners as well as other business groups.
24. Work with the Fort Smith Housing Authority on offering New Market Tax Credits to potential investors.
25. Budget planning and oversight
26. Develop public private partnerships to create *improvement* projects beneficial to all participants and the citizens. For example: A new parking lot created at North 2nd & B streets.

Economic Development – Services Provided

- Internally consulting with department representatives and assisting with implementation of communication and marketing issues
- Externally consulting with economic and community development partners and assisting with implementation of communication and marketing issues
- Negotiating with media outlets & coordinating placement of city-related programming and partnerships
- Pitching story ideas to media
- Responding to citizen requests for public affairs programming
- Responding to citizens academy alumni requests for organizing an alumni association, assisting in citizen-led initiatives for city employee appreciations, and coordinating extracurricular content (weekend and/or weeknight sessions to various locations)
- Developing 2 citizens academies schedules per year, coordinating staff schedules, arranging for venues, and working with citizen volunteers to arrange for meals
- Developing, refining, and coordinating outside agency funding panel, meeting with citizen panelists, responding to queries from panelists, board members, and administration
- Organizing outside agency funding mandatory workshop
- Preparing annual budget goals and objectives
- Coordinating with downtown development director on preparing departmental budget
- Preparing and delivering presentations about civic engagement to external organizations like Leadership Fort Smith, Fort Smith Public Schools, Arkansas Municipal League, National League of Cities, civic organizations, and professional associations
- Coordinating special projects with external organizations like U.S. Marshals Museum, Fort Smith National Historic Site, 188th Fighter Wing, 188th/Chaffee Community Council, etc.

ENGINEERING DEPARTMENT SERVICES LIST

Review and respond to citizen's concerns/issues and meet onsite for multiple street and drainage issues

Assign, change and verify addresses for all properties in the City

Pull subdivision plats, review with citizens and copy as needed

Administer FEMA floodplain management program. Provide floodplain maps, flood insurance study data and other information to citizens

Review and issue fill and grading permits; inspect fill sites for compliance

Review and issue floodplain development permits and elevation certificates

Manage multiple engineering consultants for street, drainage, streetscape and trolley projects

Oversee appraisals needed for property acquisition on street and drainage projects

Communicate and meet with property owners to obtain necessary right of way or easements related to street and drainage projects

Compile, update and maintain City standard specifications, special conditions and standard detail drawings

Record easements, contracts and documents at the county courthouse

Review residential and commercial subdivisions plans

Provide water, sewer and street inspections on subdivision projects

Communicate with and/or meet with numerous citizens adjacent to street and drainage construction projects

Provide construction inspection for City street, drainage and sidewalk projects

Review and approve subdivision plats of property

Research and answer citizen calls regarding city wide utility location markings (whether city related or not)

Coordinate construction work with Utility Department and Street Department

Administer the Drainage Improvement Participation Program (DRIPP Program) which includes meeting with property owners, answering follow up questions, development of cost estimate and plans, and inspection of the projects

Administer the 50/50 sidewalk program. This includes meeting with property owners, answering follow up questions, development of cost estimate and plans, and inspection of the projects

Oversee the City sidewalk program. Includes determination of projects, development of plans / specifications, bidding of project and construction management/inspection

Prepare engineering and other city department's large exhibits

Attend neighborhood meetings for specific street and drainage projects

Respond to inquiries from media – provide information and conduct interviews

Respond to requests for information from mayor and directors

Manage construction contracts, performance bonds, and engineering services agreements

Prepare legal advertisements and open bids for street, drainage and sidewalk projects

Prepare contract document packages for street, drainage and sidewalk projects

Prepare press releases for street closures, detours and meeting announcements

Prepare and manage department operating budget

Prepare and present to board of directors the annual 5-Year Street, Bridge and Drainage Capital Improvement program

Rate the nearly 500 miles of city streets for prioritization of street resurfacing projects

Assist inter-office departments on various projects

Oversee disposal of surplus city property from street and drainage projects

Provide suggestions / information for Focus on Fort Smith newsletter

Make presentations for citizen's academy and other organizations

Answer citizen questions on Request Partners / website / email

Prepare grant applications for street and drainage projects

Assist with state and federal lobbying activities

Assembly board of director meeting items on a near weekly interval

Develop, update, and manage the City's Stormwater Management Program in order to comply with the ADEQ Municipal Separate Storm Sewer System (MS4) Permit. This includes, but is not limited to, submitting annual stormwater reports to ADEQ, developing Stormwater Pollution Prevention Plans (SWPPPs), site inspections, and coordinating with multiple City departments in order to ensure that regulatory requirements are understood and have been met.

Maintain data for the City's Geodetic Control Network, and provide information to the engineering/surveying community and the public when requested.

Represent the City's interest on the technical committee of the Bi-State Metropolitan Planning Organization.

Coordinate Levee inspections and repairs with Fort Smith Street and Utilities Departments, FEMA, U.S. Army Corps of Engineers, and engineering consultants.

Coordinate street, drainage and traffic signal light projects with AHTD.

Review building permit site plans and planning items such as rezoning, temporary revocable licenses, street closures, variances, conditional use requests, etc.

Support economic development by meeting with companies considering relocation to Fort Smith to discuss a variety of development issues

Provide support for planning commission issues

Conduct neighborhood traffic studies

Review annual traffic accident report to identify possible traffic safety improvement projects

Services Provided by Finance Department

Director of Finance Services

Prepares, manages, and directs the annual budget.

Approves budget adjustments for the operating and capital improvement funds.

Recommends budget adjustments requiring Board of Directors approval throughout the year.

Prepares the comprehensive annual financial report (CAFR), including all narrative and financial sections. Prepares supporting schedules for the external auditors.

Implements and directs government accounting standards board (GASB) pronouncements and applicable requirements for financial reporting.

Reviews and prepares financial reports, revenue status reports, historical trend reports, and projections on a monthly basis and as requested.

Directs and manages the debt issues including investments of proceeds and reserves, compliance with bond covenants, processing payment vouchers, reporting requirements, and journal entries. Prepares and reviews information for official statements.

Contracts for and directs interim and final calculations for arbitrage reports for bond issues; contracts for bond trustee services.

Directs general accounting services, purchasing function, customer service, utility billing, payroll, collections, accounts payable, accounts receivable, parking facilities, grants administration and compliance, and property risk management.

Complies with certified professional education requirements.

Directs and approves investment of funds.

Directs and approves banking services.

Implements and reviews internal control system. Directs and manages consultant review and documentation procedures.

Designs, reviews and procures data processing systems for the financial programs. Directs the integration of service bureau systems with city departmental systems/software.

Directs on-line payment services and reporting.

Prepares ordinances and resolutions related to financial issues.

Reviews and approves journal entries monthly.

Directs and manages 33 positions; prepares and/or reviews employee evaluations.

Assistant Director of Finance Services

Assists the Director in managing Finance; manages the daily flow of operations; train employees; addresses complaints and resolves problems for finance employees as well as other city departments, citizens and vendors as necessary.

Assists in the direct supervision of the Administrative Coordinator, four managers, the Grant Administrator and Financial Analyst; indirectly supervises twenty-four other employees.

Manages and serves as liaison between the city and its third party service provider, Data-Tronics; approves new users and changes in security; coordinates and manages financial systems, including upgrades to existing programs and development of new programs for all systems.

Manages merchant account with credit card company processor; directs activities between the service provider and credit card company processor; reviews updates to ensure compliance; and monitors costs to ensure lowest fees possible.

Serves as liaison for the provider of payment card industry (PCI) data security standard (DSS) security solutions; coordinates communication with the service provider and city ITS to complete requirements for passing certification.

Serves as the administrative contact for the Internet domain registrar and web hosting company between third party service provider and city for domain access approval.

Manages the process for the coverage of checks produced weekly by third party health insurance administrator (two accounts) and the workers' compensation account; monitors balances in bank accounts; prepares work sheets to assist in posting monthly journal entries and ensure covering all checks issued.

Serves as the liaison with bank for the eleven accounts the city maintains; manages and initiates contact for all new users and changes in securities or processes; processes or certifies ACH/Wire requests; transfers monies between funds as needed; reviews bank reconciliations and communicates with several levels of banking personnel concerning other issues of operation.

Reviews and analyzes weekly general ledger transaction registers, file maintenance reports, posting recaps for all subsidiary ledgers, and trial balance; researches any anomalies and communicates findings with proper area.

Reviews monthly: journal entries for accuracy, credit balance report, distribution of budget appropriations, and balance sheet. Balances cash for journal entry postings and coordinates the general ledger closing process.

Coordinates the year end closing process by preparing schedules, journal entries, reports; works with service provider for processing of timely reporting; reviews all journal entries; communicates with departments for needed data; directs and reviews new revenue budgets and appropriations postings; prepares all year end budget adjustments; maintains list of year end encumbrances and reviews posting of same.

Reviews the aging report for Accounts Receivable; works with Accounting Technician and departments on status of accounts; reconciles General Ledger to Accounts Receivable billing register; prepares journal entries as necessary.

Reviews reports and signs documents as needed in connection with grant funds; manages the Grant Administrator responsibilities to ensure compliance with project regulations; serves as backup for the Grant Administrator position.

Reviews and processes budget adjustment requests; submits to Director of Finance; after approval and posting, performs second review to ensure accuracy.

Reviews and approves weekly: travel advance requests, travel reimbursements, credit card RFPs, and other accounts payable documents.

Assists in the preparation of budget; reviews and recalculates department budget requests; reviews historical trends; prepares notes for Director of Finance; proof-reads the initial draft; attends department reviews, as requested; and performs any other related tasks as needed.

Assists with the external audit examination; prepares schedules; completes questionnaires; and answers audit personnel inquiries. Attends Audit Advisory Committee meetings.

Works with the internal auditor and outside consultants, including: preparing or accessing data; reviewing documents; coordinating visits; answering questions; and assisting in other ways as needed.

Performs as backup for Accounting and Purchasing Managers when on vacation or out of the office to ensure that internal audit processes are met.

Researches and prepares reports as requested or needed for all levels, including city administration, department directors, legal staff, employees throughout the city, citizens, vendors or other government bodies.

Prepares annual evaluations for Grant Administrator and Financial Analyst positions.

Accounting Manager Services

Manages and directs activities for General Ledger, Accounts Receivable, Accounts Payable and Payroll areas.

Reviews and verifies journal entries, monthly reports, capital asset postings and other transactions generated for general ledger activities.

Reviews, verifies and approves documents being submitted for payment.

Checks accounts payable backup and meter deposit checks weekly (250-350 checks per week).

Performs internal audit tasks.

Assists staff during year end, quarterly periods, holidays, or any time short staffed to perform the necessary procedures for timely general ledger, payroll, accounts payable and accounts receivable processing.

Reviews annual and quarterly payroll reporting.

Reviews 1099 forms and e-files the 1099 forms to the IRS.

Reviews and checks for accuracy petty cash and RFPs before they are paid.

Reviews and authorizes adjustments to accounts receivable and delinquent accounts.

Reviews and approves the Arkansas Sales and Use Tax Report and tax rebate reports monthly and prepares the journal entry for the Sales tax.

Reviews various billings for grant programs and other government agencies.

Prepares monthly billing of expenses for CDBG.

Communicates with service bureau regarding updates, design and implementation of new systems.

Works with systems analysts to help locate and resolve programming problems.

Prepares audit schedules; prepares employee evaluations; completes surveys and questionnaires for outside agencies; communicates with other departments and agencies regarding relevant issues.

Reviews departmental budget detail.

Prepares charts, graphs and cover for annual budget.

Researches data from accounts payable system and water and sewer capital improvement program in order to update and maintain capital asset system.

Prepares quarterly journal entries for capital assets and quarterly PP&E report for auditors.

Balances monthly vouchers payable accounts.

Maintains and researches unclaimed liability records and reports to the State.

Attends conferences and seminars to keep up to date on new regulations, new legislation and changes in related fields.

Performs wire/ACH transfers for various funds.

Assists with the external audit examination and help with preparation of the CAFR.

Reviews monthly District Court and Health billing.

Attends Audit Advisory Committee meetings.

Directs data analyses reports and recommends updates to accounts payable, payroll, and human resources; documents exceptions.

Responds to inquiries from the public.

Serves as backup for Assistant Director of Finance.

Administrative Coordinator Services

Assists requests for financial information from citizens and other departments and directs to appropriate personnel if necessary.

Coordinates FOIA requests and web email inquiries and responds in a timely manner.

Coordinates and distributes schedules and paperwork for all Finance Division personnel.

Reconciles monthly bank statements for 5 accounts.

Annual budget document preparation: input of financial data, narrative, coordinate printing and distribution of proposed and final budget and supplement documents

to departments, citizens and government entities; and preparation and distribution of budget packets to departments.

Verifies all employee travel reconciliations to ensure policy is followed and correct before forwarding to Assistant Director of Finance for approval.

Prepares correspondence, ordinances, resolutions and board information items for Finance Department.

Manages the Finance Department web site page and makes sure current report information is accessible to departments and citizens.

Prepares payment requests and authorization letters for payments from all bond issues; sends PDF for processing to trustee; scans documentation to system; and assists Utilities with tracking of bond payments that require a 1099 at year end.

Prepares and sends monthly deposit payments for bond issues to trustee for processing.

Maintains ledger of all payment requests processed for bond issues.

Downloads monthly trust statements and maintains archive.

Coordinates annual external audit, maintains PBC documents for auditors, delegates requests, answers questions, and gathers financial information needed.

Attends and takes minutes for Audit Advisory Committee meetings.

Prepares RFPs for Finance Department, Internal Auditor, and Downtown Development Coordinator.

Codes checks that come into Finance and sends to Collections.

Maintains file of monthly Ad Valorem tax receipts, code checks to proper accounts.

Maintains file of monthly Administration of Justice monies from District Court and credits monies to proper account codes; prepares RFP for county and state portion due.

Reviews monthly general legal services bill from Daily & Woods and maintains file of hot button legal expenses; makes copies of billing for utility related expenses.

Maintains/reconciles bad check report and balances to GL; prepares year-end JE.

Handles requests for issue or cancellations of City MasterCard accounts, assists with disputes, requests credit limit increases, and maintains master list of cardholders.

Verifies all credit card RFPs to make sure all charges are applicable and all receipts are documented and attached; forward to Assistant Director of Finance for approval.

Scans all documentation coming into Finance including: financial reports, CAFRs, budgets, receipts, check backups, ordinances, resolutions, interdepartmental reports, investments, trust activity, correspondence, investment reports, oil & gas royalties, bond documents, official statements, franchise fee receipts and reports, and arbitrage reports.

Prepares and distributes Outside Agency application packets; posts meeting updates to website; sends ads to newspaper and Access Channel for applications; prepares agreements for agencies approved for funding; prepares accompanying ordinance; sends approved agreements for signature; scans to system; sends copies to City Clerk; and processes distributions for agencies approved for funding.

Pays utility bills for Fort Smith Museum of History and maintains file to track spending.

Processes payments for sales tax funded outside agencies and makes sure contract terms are met.

Tracks spending and processes payments for agencies funded outside the OSA program; makes sure contract terms are adhered to.

Orders office supplies for department.

Reviews monthly department expenses to ensure on budget.

Maintains PBC file for external audit.

Enters data and distributes monthly Schedule of Pooled Investment report.

Check Positive Pay system daily for rejected items, import AP & Payroll check files to Positive Pay system.

Handles registration and travel arrangements for department personnel traveling for business.

Serves as backup for Purchasing as needed.

Serves as backup for Accounts Receivable as needed.

Distributes annual Travel Rates memo, verifying IRS mileage rate yearly.

Coordinates and prepares confirms for annual external audit.

Distributes payroll checks.

Payroll Services

Manage all payroll functions for payment (such as direct deposit file being sent to the bank and emailing the bank to report file has been sent) and reporting for employees.

Figure final pays for employees retiring or terminating.

Collect data and process payments to state and federal entities (such as the federal tax deposit each pay period) and financial institutions.

Complete W-2 and employee 1099 processing.

File 941 quarterly returns; research tax and other questions for use in preparing tax returns, new benefits programming for employees and other inquiries.

Attend training to stay abreast on current tax laws and payroll related issues.

Manage the 401 loan process for City employees by checking posted 401 loans, and final payments on loans online.

Maintains and remits 457 and 401 pension contributions and LOPFI retirement contributions.

Works with Airport personnel for processing of payroll, billing and coding their checks for receipt.

Communicates with insurance administrator to ensure correct benefits for employees.

Coordinates process for switching of insurance carriers when necessary.

Enters updates to personnel records and deductions.

Reviews time cards and make manual entries to the payroll system, import people, and reset vacation and sick leave accruals.

Processes and checks the payroll edits; distribute check registers, and make copies of certain department for the account receivable clerk; distribute deduction registers, vacation and sick leave reports and other various reports to proper departments.

Prepares requests for pay to cover payroll.

Prepares checklists for non-employee payroll checks; prepares pay period schedules for the year.

Enters holidays to the time and attendance system.

Prepares AFLAC files and submit invoices online.

Performs various month-end reports such as, 945 deposits, state tax payments each month, GL to PR monthly reconciliations, employment statistics surveys, insurance letters to HR and AR regarding unpaid insurance amounts for the month; and prepares reports to reflect federal/state figures. Prepares quarter-end reports such as FICA summaries, performance evaluation records for the Director of Finance, state wages, and advanced payments for state. Performs year-end duties including 945 forms, EVS files to check social security numbers, vacation and sick leave liability records, and workers' compensation reports.

Prepares insurance schedules for the budget and other schedules such as FICA, retirement, car allowance, and longevity; compiles information for auditors, e.g., accrued payroll.

Prepares departmental memos concerning holidays and other payroll issues.

Calculates manual checks; compute overtime rates for employees as needed; adds schedules to time and attendance system.

Mails out A/P checks each week; runs mail machine; distributes mail as needed.

Answers department and employee questions.

Replaces lost W-2's.

Works with task force coordinator at the PD for task force reporting.

Researches statistics for government surveys.

Works with City programmers regarding payroll system and programming updates.

Submits AFCU files each pay period for employee deductions.

Prepares RFP for APERS retirement and remittance. Prepares monthly payment report, earnings and service report, and discrepancy and reconciliation online.

Prepares and establishes garnishment and child support deductions for employees.

Extends vacation drop off date for employees.

Checks master maintenance report each period to ensure all paperwork has been processed correctly.

Establishes deductions, bonus pays, and set up information from PSC's.

Grant Administrator Services

Provides support and financial services to all departments regarding grant related issues

Establishes working relationships with personnel at federal, state, and local funding agencies

Works with the external auditors to resolve any grant related issues.

Prepares the schedules of federal and state awards presented in the CAFR.

Creates and maintains revenue and expenditure schedules for all grants.

Completes reconciliations of awarding agency reports with the general ledger.

Prepares and submits interim reports required by grantor agencies.

Compiles information and prepares annual reports regarding federal and state awards that are sent to grantor agencies for confirmation. Research and resolve any discrepancies.

Reviews monthly operating account bank statement identifying any grant related items and provides General Ledger Accountant with the information to record these deposits.

Completes the on-line annual CCR (Central Contractor Registration) Certification regarding the City's DUNS #s.

Reviews weekly CDBG / HOME RFPs (requests for pay) for accuracy and proper documentation. Works with CDBG/HOME personnel to resolve any issues. Uses the HUD on-line IDIS System to approve the draws for electronic reimbursement of these expenditures.

Reviews monthly payroll reports for CDBG/HOME personnel. Check payroll reports for accuracy and the proper documentation required by HUD guidelines. Prepares allocation of payroll costs to ensure personnel cost is charged to the correct program.

Maintains funds on hand schedules of revenue (including program income) and expenditures. This schedule includes all financial activity regarding the CDBG/HOME programs.

Compare loan payments received in the General Ledger and on applicable banks statements. Ensures that these loan payments are recorded properly regarding

interest and principal allocations. Researches and resolves any discrepancies regarding these loan payments.

Prepares monthly reports that reconcile the funds on hand schedules with the general ledger and to the bank statements. Researches and resolves any reconciling items.

Prepares annual reconciliation of general ledger expenditures and the HUD-IDIS system reports for the external auditors. The City has a calendar year end and HUD-IDIS uses a June 30 year end. As a result of the different accounting periods and problems with the IDIS system, this reconciling process is very time consuming.

The EECBG (energy efficiency and conservation block grant) is funded with stimulus money and requires special reporting requirements. Quarterly reports are completed online in Federal Reporting.Gov as well as the PAGE (performance and accountability for grants in energy) system. Funds are drawn online through the ASAP (automated standard application for payments) system.

Provides financial information and assistance to the police department for the JAG (justice assistance grants) during the grant application process. These grants are shared with Sebastian County as well as the city of Greenwood. Coordinate expenditures and reimbursements with these other grant recipients. Requests grant reimbursements using the PAPRS (phone-activated paperless request system). Reimbursements are received electronically.

Prepares online Quarterly Financial Reports (SF-424) using the Department of Justice GMS -System.

Airport Security – Completes monthly billing as required by TSA (transportation and security administration). Reviews monthly time sheets and prepares payroll reports. Compiles payroll information and completes invoices as required by TSA. Completes SF-272 also required by TSA. All of this is sent to the Airport for submission to TSA. TSA sends reimbursement to the Airport. The Airport then sends the City a check. This is the process that TSA requires.

Asset Forfeiture Funds – Ensures that any funds received are properly recorded. Tracks expenditures and provides information regarding funds available. Compiles information and prepares annual Equitable Sharing Agreement Certification submitted to the Department of Justice.

Task Forces – Provide information and assistance as needed. Reviews payroll reports and records reimbursements to proper accounts.

Provides financial information and assistance to the Fire Department during the grant application process. Compiles and submits information to FEMA as required. Tracks expenditures and requests reimbursements for the grants. Ensures that expenditures are correctly allocated between the federal percentage and the local match requirements. Reimbursement requests are completed on-line through the FEMA grants website. Prepares and submits quarterly performance reports, also done through this website.

Provides financial information and assistance to the Transit Department as needed. Reviews expenditure reports provided by Transit. Requests reimbursements on-line through the TSA – ECHO system. Ensures that all reimbursements are recorded accurately.

Compiles information and prepares annual reconciliations for the external auditors. This requires reconciling reimbursement reports to the General Ledger. Researches and resolves any discrepancies.

FEMA – When a disaster strikes, the recording and reporting requirements are numerous and detailed. The work requires coordinating with federal and state officials as well as any city departments involved. There is a lot of data to be collected and put on the proper forms as required by FEMA. Disaster related expenditures, including personnel cost, must be tracked and on FEMA forms. We are just now finishing up everything for the 2008 storm.

General Ledger Services

Maintains and processes general ledger records.

Posts manual checks, analyzes data and prepares journal entries.

Provides analyses and audits of general ledger account codes.

Produces monthly and quarterly financial reports.

Monitors cash flow and produces report to enable investment of monies.

Maintains investment schedule to track interest earned for investment pool.

Records bad checks.

Maintains historical data.

Assists in review of department budget detail.

Confers with computer service bureau regarding programs and special projects.

Prepares applicable audit schedules for annual external audit.

Assists auditors with annual audit questions regarding general ledger issues.

Researches items affecting monthly bank statements and codes accordingly for reconciliation purposes.

Balances monthly accounts receivable, prepaid travel, and due to/due from accounts.

Assists city departments, including department directors and management personnel with questions/matters relating to general ledger issues.

Maintains daily analysis of on-line bill pay payments received.

Verifies all monies received, i.e. credit card payments, lockbox, sales tax, franchise fees, turnback, etc. through the bank.

Accounts Payable Services

Screens, classifies, balances and verifies all invoice data into the accounts payable system.

Arranges invoices into vendor sequence and reconcile them against the trial balance for checks.

Monitors past-due accounts with the ability to identify and correct billing errors to keep statements current.

Maintains and updates vendor file.

Types all manual checks for all funds.

Establishes new accounts with proper billing data and tax information for 1099 reporting.

Sorts remittances numerically and verify total against vendor groups.

Files and runs mail through postage machine.

Distributes mail daily.

Requests and maintains W-9's for all vendors.

Generates 1099 reporting to the IRS.

Prepares Arkansas Sales and Use Tax reports and tax rebate reports.

Attends conferences and seminars to keep up to date on current Arkansas State Use Tax Laws and 1099 regulations.

Accounts Receivable Services

Posts payments and maintains spreadsheets to balance accounts with collections.

Keys charges, adjustments and master updates for each vendor in the accounts receivable system.

Prepares and mails accounts receivable statements monthly.

Distributes billing reports as needed.

Signs and logs all manual checks issued using the check signer and bursting machine.

Calculates and prepares monthly reimbursement bills for CDBG, Health Department and District Court.

Calculates use tax and submits the pre-pay sales tax by Electronic Funds Transfer.

Verifies returned deposit slips to the daily collections report.

Maintains lot clean-up records and billing.

Files liens and releases on property.

Responds to all customer calls pertaining to accounts receivable billings.

Assists accounts payable staff and administrative coordinator during holidays or any time short staffed to perform the necessary procedures.

Maintains HOME loan program for CDBG and HOME funds.

Calculates quarterly billing statements for Drug Task Force officers and for State Division for reimbursement.

Collections Services

Processes and records all revenue received in the collections system. An average of 344 to 1,479 customer transactions are processed daily.

Prepares deposits for all funds received and allocates the funds to the proper bank accounts.

Secures monies at the end of the day in a time locked vault until delivered to the armored transport personnel the next day.

Enters and receives all walk-in utility payments.

Manages and records the business license registration procedures and requirements.

Addresses public relations with customers seeking to do business with the City associated with the department or with other matters related to the city. Most citizens stop in this office to request assistance for services in the Stephens Building.

Bills, records, and collects the hospitality taxes. Coordinates and works with the legal department and the A&P personnel to collect delinquent taxes.

Manages, records, and collects the private club liquor licenses and related supplemental taxes due the City.

Manages other liquor related licenses and permits for beer, liquor stores, restaurant mixed drink, Hotel / Motel mixed drink, satellite catering mixed drink, large attendance mixed drink, special event liquor, and governed taxes as applicable.

Issues building permits and collects payment for them.

Manages, registers, bills, and collects permits and fees for the Parking Authority.

Manages the parking deck operations including billing, collections, and maintenance.

Processes all sewer and water tap fees for new and old water accounts.

Manages and responds to Freedom of Information requests.

Manages and processes related bankruptcy cases from the Courts.

Reviews new applications and assigns class codes, as applicable, for the ordinances that govern the activities requested by application.

Monitors the operations of flea markets and vendors.

Works closely with the Chaffee Crossing division staff on applications for activity at this site.

Coordinates with the Health Department, Office of Field Audit and Sales Tax, Department of Human Services, Police Department, Fire Marshal's offices regarding various matters.

Complies with certification for CBLO requirements.

Attends seminars and other training opportunities to maintain knowledge of current practices.

Serves as backup management for the utility billing/customer service program.

Utility Billing/Customer Service Services

Establishes and discontinues water service for 33,000 customers.

Inspect customer water meters for high bills, wrong reads, and leaks, perform 150-200 inspections per month.

Makes emergency turn offs due to leaks on customer plumbing.

Averages 7,000 to 8,000 walk-in customers a month for billing assistance and average 100 telephone calls a day for customer assistance pertaining to their billing, transferring service, establishing new service, or for information on their delinquent account.

Turns off about 500 delinquent water accounts a month. The 5 reps (customer service representatives) are responsible for that task. Reps also do re-checks monthly for each of the 5 billing cycle accounts turned off for delinquency when they do not pay to make sure they have not turned the service back on illegally. If the meter is back on, the meter is pulled and recorded as a final account.

The reps will do minor repairs at the meter to try to stop leaks by changing gaskets and tightening expansion wheels.

Delivers Focus magazines for Administration every 3 months to the designated libraries and drop point stations.

Maintains resident brochures in the customer service office for the customer who comes into the office either to pay a bill or set up new service.

Provides after hour call outs to the customer who has a leak on their service after 5pm and before 8am. Turn service off for customers if needed and also provide the service to turn their water back on after hours when off for delinquent if the account is paid. An additional fee is assessed for this service.

Turns off meters or pulls meters for those who do not have service with the City. These are people who have moved into a house and turned the water on themselves without contacting us. This is considered theft of service.

Offers draft payment for customers. They may set up their bank information with us and when their billing goes out it will be marked "paid by draft" and will give them the date that the payment will be drawn from their account.

Operates the PBX for the city that assists the customer with calls who do not know the extension number or do not know who to call for assistance. These calls are directed to the proper department or person.

Provides for payment arrangements for certain customers who qualify if they need a few more days to pay their delinquent bill if it is going to be after the regular scheduled turn off day.

Maintains 6 drop boxes for utility payments throughout the city for customers to place their water payment in to save them from mailing or to save them from driving to the office downtown. Our reps collect the payments from the boxes each morning and bring to the office for processing.

Unlocks water boxes for the customer who needs to make repairs on their plumbing.

Works with the customer either in the office or in the field for as long as it takes to help solve their problem. If they come to the office and the problem is not solved, an appointment is scheduled for a rep to meet them at their house or business to monitor the meter for a possible solution to their problem.

Works return checks weekly. If on a one-month bill, customers are sent a letter designating a date for it to be paid by or the service will be turned off. If paying on a delinquent bill the reps will turn the service off the next day.

Sets approximately 500 new meters for customers each year who do not have a meter at their location when our reps go to turn on the service.

Reps answer to the customer in the field through public relations. They assist customers who are unsure of who to contact about their problem. They will try to solve the customer problem at that time if it relates to our department.

In conjunction with Neighborhood Services, assist with enforcement of customers who do not comply with specifications by pulling water meters.

Responsible for the billing of the water, sewer, and sanitation accounts. Provide the service and follow up on delinquent accounts to ensure that this revenue is collected.

Bills approximately 33,000 water, sewer, and sanitation accounts a month. Receive and respond to e-mail from the public daily with requests regarding their water service.

Offers low income billing for customers whose income falls within the certain range as applicable.

Offers a place for the customer to make a Parks contribution with their utility payment.

Prepares adjustments to accounts due to a misread or a leak.

Reps verify that the fire hoses hooked up to fire hydrant meters are being metered.

Reps verify the meter information on construction accounts to make sure that the contractor has applied for a water tap.

Offers the service of accepting credit card payments over the phone for payment of the customer's water bill.

Payments are processed through a lock box service. The payments that are not processed by the bank are reviewed and identified for proper credit.

Enters service requests for customers when in the office, so that they will be able to get the next available turn on time.

Crosschecks new customers while they are in the office to make sure that they do not have an old bill. This lets them take care of it at that time, instead of receiving the old bill attached to their first new bill.

Crosschecks old accounts before going to the collection agency for active service. If they have active service we can debit the old bill to the active account and this will keep their old bill from going to the collection agency for processing.

Works with other neighboring cities that have one of our past customers or if we have one of their past customers in the aspect of helping each other collect old bills left by the past customer.

Serves as management backup for collections operations.

Purchasing Services

Provides quality services through effective teamwork and communication with all departments and vendors alike

Provides quality services in order to fulfill the purchasing needs of the city in a professional, courteous, responsive, and timely manner.

Issues various bid solicitations and documents in order to acquire goods and services for all city departments.

Ensures that the goods and services required to support the operation of city government are procured in a manner consistent with city ordinances, administrative directives, and state and federal statutes.

Ensures positive financial accountability in the expenditure of city funds.

Provides an efficient means for procurement, storage, and disposal of items that minimize duplication and overstocking. Facilitates the sale and disposition of excess and surplus city property. Manages the annual auction; maintains records of all auctions and donations.

Reviews contracts and purchasing patterns in order to provide continued determination of economic and price trends, products innovations and applications, and continued citywide costs savings.

Acts as the city's agent in purchase negotiations with its vendors and establishes a relationship of mutual confidence between the city and its suppliers. This is to ensure that all is based on fair and equal opportunity to compete for City business within a system with the highest standards of integrity and openness.

Ensures the certification of appropriated funds prior to the expenditure by any City Department.

Promotes, whenever possible and practical, procurement from local vendors within the greater Fort Smith area.

Recommends standards and specifications of equipment, materials, supplies or services to be purchased by the City.

Issues and generates purchase orders in accordance with established policies and procedures. This process calls for the encumbrance of the necessary funds in order to complete the purchasing transactions.

Ensures the proper account codes are used for the disbursement of funds.

Authorizes emergency purchases when there exists a threat to public health, welfare, or safety under emergency conditions.

Acts as a liaison between vendor and City departments in the event of protest and provides resolution opportunities in accordance with the established policies and procedures.

Ensures that both employees and non-employees adhere to ethical standards.

Provides annual training and review with City personnel in purchasing procedures and trends.

Provides resolution of vendor and departmental complaints.

Provides for the use of innovative purchasing techniques by performing market research and contract negotiations.

Provides services that include the management and coordination of all phases of the competitive solicitation process, including vendor research on behalf of departments, pre-bid conferences and meetings with vendors and contractors, assisting departments in developing bid specifications and scope of work, bid document preparation, coordination of required advertising and other statutory requirements, public bid openings, bid tabulation, preparation of award recommendations, issuance of award notices and notices to proceed, contract preparation (including change orders), contract management, and reviews of vendor requests for payment.

Provide oversight of various non-procurement related functions and services in support of other departments. These include the coordination of the licensing and

titling of City-owned vehicles & equipment; assigning and maintaining asset numbers for vehicles and equipment.

Develops and maintains sources of supply such as vendor lists, commodity mailing lists, and catalog library.

Ensures that departments neither solicit nor accept gratuities, favors, or anything of monetary value from any current or potential supplier of goods or services.

Cooperates with departments on standardization objectives and department specific needs.

Responds to requests for information from citizens, media, staff members and directors.

Assist departments with annual budgeting for capital and various purchases.

Prepares board packets for bid items that require board approval.

Attends board meetings to provide administrative support and additional information to those departments that have bids requiring board approval.

Makes presentations to a variety of organizations and to high school students.

Provides and maintains insurance for all city facilities, automobiles and equipment.

Answers general questions regarding safety, security, potential liability, and insurance coverage.

Coordinates assessment of major losses (fire, flood, tornado, hail storm, ice storm, etc.) and liaison with necessary local, state and federal entities and insurance adjusters.

Handles and maintains automobile accidents claims as well as equipment and property claims. Facilitates the resolution of complex claim situations between citizens and employees (authorized drivers), managers, attorneys, insurance and claims adjusters and other involved parties.

Monitors the insurance market, analyzes risk options, and selects options for the city. Purchases and/or contracts for property and liability insurance as necessary.

Participates on task forces, committees, and other groups regarding risk management, and other insurance issues; maintains an awareness of laws and administrative requirements that affect insured areas; conducts related research and special studies as needed; prepares and presents findings/reports in formal and informal meetings.

Maintains monthly citywide cell phone billing and cell phone list of users.

Maintains and supervise janitorial duties, obligations, and maintenance issues in the Stephens Building.

Acts as IT Liaison between the Finance Department and ITS for computer related matters.



FORT SMITH FIRE DEPARTMENT

206 NORTH 11TH STREET
FORT SMITH, ARKANSAS 72601
(479) 851-4007



Mike Richards
Fire Chief

FORT SMITH FIRE DEPARTMENT SERVICES

Respond to and extinguish all types of fires including, but not limited to, structure, vehicle, brush and wildland, trash and rubbish, fuels, etc. We average over 479 fires a year.

Respond to all serious medical calls. We average over 5,144 medical calls a year.

Respond to all types of rescue incidents including, but not limited to, vehicle extrication, high angle, confined space, building collapse, trench, flooding, swift water, river, etc.

Provide hazardous material response for Fort Smith and all of Sebastian County. We average over 307 hazardous materials calls per year.

Provide a hazardous material response team with specialized training and equipment to deal with Weapons of Mass Destruction (WMD) to a six (6) county area in western Arkansas.

The Fort Smith Fire Department Bomb Squad responds to all types of incidents involving explosives, including commercial, military, and improvised devices to all of western Arkansas and eastern Oklahoma when requested by state or federal authorities. They provide dignitary protection to anyone under Secret Service Protection. The Bomb Squad also provides educational training on Improvised Explosive Device (IED) recognition to many agencies, including but not limited to, law enforcement, school faculty, other fire departments, industry, etc.

Provide various types of mutual aid to six (6) different agencies and six (6) counties through Memorandums of Understanding (MOUs).

Provide statewide mutual aid when requested during declared disasters.

Respond to many other types of calls including, but not limited to, animal rescue, assisting the police department and many other agencies, downed power lines, arching electrical equipment, false alarms, smoke scares, lift help, public service calls, etc. We average over 1,654 of these types of calls per year.

Oversee and coordinate emergency management for the City. This is accomplished by working with the Sebastian County Office of Emergency Management, Arkansas Department of Emergency Management, and the Federal Emergency Management Agency (FEMA).

Provide critical services and response during times of national emergency for many disasters. For example, provide emergency support and services to Fort Chaffee for incidents like hurricanes (Katrina, Rita, and Ike).

Prepare and manage a \$10.1 million dollar budget.

Monitor and try to maintain our current Insurance Service Office's (ISO) rating of Class 2 in order to provide better public and firefighter safety and hold down residential and commercial insurance rates.

Develop and monitor Standard Operating Guidelines to ensure more efficient management and safety of the fire department. Continue to move toward national standards to comply with the National Fire Protection Association (NFPA).

Ensure that all training activities are conducted and all training records maintained as required. We are required by ISO to complete a minimum of 33,726 total man hours of training per year.

Develop and write grants. We have successfully applied for and received over \$2.1 million dollars in federal grants since 2001.

Prepare information for and attend City Board meetings and Study Sessions.

Maintain and repair 10 fire stations, 35 vehicles (some with a replacement value of almost \$1 million dollars each), 2 boats, 5 trailers, and hundreds of pieces of equipment.

Ensure that the condition and operation of all fire apparatus and equipment is ready for service on a daily basis.

Maintain a thorough knowledge of fire ground pumping operations.

Investigate fire scenes for origin and cause; investigate fires for indication of arson, properly collect and preserve evidence, and gather information through interviews and work with other agencies during fire scene investigations.

The Fire Marshals along with FSPD Officers and Arkansas State Alcohol Beverage Control Agents conduct investigations into activities of afterhours drinking establishments.

The Fire Marshals assist the State Fire Marshal with matters outside the city limits when requested.

The Fire Marshals assist the Sebastian County Sheriff's Department with investigations into suspicious fires in the county.

Routinely meet with perspective business owners to see if the intended buildings meet the requirements of the Fire Codes and what may be necessary to bring the property up to meet code.

Issue burning, blasting and pyrotechnics permits.

Attend subdivision meetings monthly and insure that fire hydrant locations meet the fire department requirements.

The Fire Marshals, along with police officers, meet with apartment complex owners and managers to insure the safety of their tenants.

Teach Hazardous Materials classes to the Fort Smith Police Dept., Sebastian County Sheriff's Dept. and surrounding volunteer Fire Departments.

Review an average of 254 new and remodel constructions plans per year to ensure they meet current fire codes within the City of Fort Smith.

Inspect an average of 630 commercial buildings per year that have a building permit and sign off on the Business Occupation License if they meet fire codes.

Provide Life Safety Inspections and surveys for all commercial businesses. We have conducted over 4,697 Life Safety Inspections per year in the last five years.

Provide and deliver Fire Prevention and Education programs to all citizens including schools, businesses, and civic groups. We have presented these types of programs to over 11,400 contacts per year for the last five years.

Provide fire extinguisher training and demonstrations to all types of commercial businesses and civic groups.

Inspect, paint, and weed all fire hydrants within the City at least twice a year. We conduct an average of 6,950 inspections per year.

Attend meetings of a variety of organizations: Fort Smith EMS Board, Neighborhood Problem Solving Meetings, LOPFI, Civic Groups, etc.

Participated in and supported the Fort Smith Chamber of Commerce's "Fistful of Dollars" fund raising program.

Monitor pension funds through the Local Police and Fire Pension System. Chief Richards is a member of a joint committee to develop state legislation to help equalize funding for local pension plans.

Provide military style funeral ceremonies for local firefighters through the Fort Smith Fire Department Honor Guard.

Assist all City departments with many types of support when requested.

Make presentations to a wide variety of civic clubs and other organizations.

Participate in the Fort Smith Public School's Partners in Education Program.

Deliver the Citizen's Fire Academy to educate the public about the service the Fort Smith Fire Department provides.

Support and take part in many charitable activities including, but not limited to, raising money for and sponsoring Camp Sunshine, MDA, Boys and Girls Club of Fort Smith, Christmas Shop-With-a-Firefighter Program, Christmas time bicycle give-away, building wheel chair ramps for those in need, and assisting those involved whose homes are burned and need additional assistance. To date, our firefighters have raised and distributed over \$148,000.00 for these charities and given away over 400 bicycles to those who could not afford one.

Supported and made presentations for sales tax election campaigns.

Develop and write fire apparatus specifications.

Design, order, and distribute fire department uniforms for 129 personnel.

Maintain and monitor health records directly related to the fire service (outside of City health plans).

Oversee major fire station repairs for ten (10) locations such as roof work/replacement, HVAC replacement, electrical and plumbing repair, paint, general maintenance, etc.

Maintain and monitor inventory for hundreds of pieces of fire equipment.

Test over 20,000 feet of fire hose annually per NFPA requirements.

Develop, monitor, and adjust ten fire response districts and response guides.

Monitor and follow Arkansas Department of Labor mandates for occupational safety.

Attend outside educational classes to ensure we have considerable knowledge of modern firefighting principles, practices, and procedures.

Do much of our own equipment repair to save money from "farming out" some of our specialized equipment repair.

Conduct our own fire apparatus testing on an annual basis resulting in a savings of thousands of dollars per year.

Constantly refine a "Records Management System (RMS)" of modern and efficient records management.

Monitor and keep up with Arkansas and local Civil Service laws.

Continue to plan, initiate, and carry out long term programs in fire administration.

Seek and maintain certification in the federally mandated National Incident Management System (NIMS).

Inspect and become familiar with fire hydrants, sprinkler systems, standpipe locations, and the physical layouts of buildings throughout the city.

Approve methods and locations for the sale, use, storage, and transportation of explosives and flammable materials.

Assist local industry with their safety mandates by providing onsite training at their facilities.

Assist high school students with career options during Career Fairs and with the "Ride-Along" program.

Human Resources Services

Answer phones.

Assist employees with questions about employment, insurance, and other general information questions pertaining to the city.

Assist citizens with employment and application questions.

Assist citizens with general information questions pertaining to the city.

Process RFP's, budget adjustment forms, etc. and make sure that bills are paid in a timely manner.

Communicate with UMR and send letters regularly to employees regarding status of insurance coverage based on wellness compliancy and student status.

Update add/insurance information on the system.

Notify UMR of when employees retire and monitor their retiree coverage.

Update beneficiaries on the system for life insurance, retirement and LOPFI.

Rate and key evaluations as they come in.

Update employee information on the system (address and phone numbers).

Look up and add job ID numbers to PSC's.

Add new hires to the system in a timely manner.

Update wellness compliancy list with new hires and follow up with UMR to make sure that employees complete the necessary lab work to stay compliant. Remove employees from wellness if necessary.

Update payroll if an employee adds/terminates insurance coverage (or is non-compliant with wellness) so that they can deduct or refund employee premiums as needed.

Order office supplies.

File paperwork as needed (bill copies, employee information, PSC's, insurance papers, etc).

Submit first report of injury to WC to process.

Fill out employment verifications and verify employment over the phone.

Follow up on medical claim questions.

Order new/replacement medical ID cards.

Send out FMLA letters via certified mail.

Mail outgoing letters and distribute incoming mail.

Send applicants to PD with arrest history to be filled out before setting up interview with department; send them out to the department for an interview.

Make new hire packets for orientation with all the appropriate information and forms to be filled out.

Conduct new hire orientations.

Make sure that we have an adequate supply of forms for new hire packets and order more from companies as needed.

Type letters and compile spreadsheets for projects.

Put together Board packets information.

Follow up on any projects/questions that need to be followed up on.

Work closely with UMR regarding employee insurance.

Organize city blood drives.

Organize benefit fair.

Hold employee benefit meetings for health coverage changes each year.

File and monitor worker's comp claims.

Assist employees with health and dental claims issues.

File LTD and life insurance claims.

Drug testing – Random 4x year and DOT.

Monitor wellness program and make sure that everyone is in compliance and following through with the program requirements for a healthy lifestyle.

Provide liaison services to the Civil Service Commission.

Post vacant job positions

Set up interviews for applicants.

Administer 401 (a) retirement and 457 and LOPFI for all employees.

Administer promotional and probationary civil service exams.

Process new hire PSC's.

Provide assistance to department heads and employees concerning policies and benefits.

Maintain job descriptions for all positions in the city.

Respond to salary surveys.

Administer tuition reimbursement for employees attending educational classes.

Conduct annual health fair.

Conduct annual open enrollment for benefits.

Conduct ongoing training related to HR issues.

Manage all benefit related matters.

Consult with departments on all employee related issues.

Prepare EEO4 reporting

Prepare Medicare reporting

COMPREHENSIVE LIST OF SERVICES

Department of Information and Technology Services – 4401

August 18, 2010

DEPARTMENT OBJECTIVE

The Department of Information and Technology Services is dedicated to delivering timely, technology-related services through computer systems, telecommunications systems, and the Internet. The department strives to implement technology to improve the efficiency and quality of services the City provides its citizens.

LIST OF SERVICES

- ❖ Manage and support the City's enterprise computer system including servers, personal computers, laptops and institutional network.
- ❖ Manage and support the City's VOIP-based telecommunication system.
- ❖ Manage and support all portable communication devices including smart phones and related devices.
- ❖ Manage and maintain the City's website, Intranet and related e-government services.
- ❖ Develop and maintain the City's enterprise Geographic Information System (GIS).
- ❖ Develop and maintain the City's GIS website.
- ❖ Foster and maintain relationships with other agencies and organizations in an effort to centralize and facilitate access to technology-related services and information. These organizations include not only other government agencies but also private businesses/corporations.

Internal Audit Services

Prepare annual audit plan and necessary risk assessments.

Perform audits and prepare reports per annual audit plan.

Provide research, analysis and recommendations to mayor, board of directors, administration, and department heads for specific items requested.

Assist departments in developing a framework that is readily usable by management to evaluate and improve risk management.

Assist and educate departments in utilizing tools to increase efficiency throughout the city.

Test internal controls currently in place in city procedures and make recommendations for improvement.

Research and report on any conflicts of interest brought to my attention by directors, mayor, citizens and employees according to the city business code of conduct.

Assist in development and writing of certain policies within the city.

Assist in development and implementation of audit recommendations.

City Liaison to Port Authority including correspondence with Port Operator and prepare minutes of the quarterly meetings.

Provide administrative services for the Port Authority.

Recalculate quarterly payments from Port Authority.

Review annual CAFR and attend all Audit Advisory Committee meetings.

Answer on-line reports of fraud reported via "Request Partners" and any other fraud tips reported.

Attend study sessions, board meetings, and staff meetings to stay abreast of city business.

Educate city employees of internal audit position and their responsibility to report fraud within the city.

Obtain annual requirements to maintain CPA licensure.

Review quarterly financial statements from SRCA, Inc.

Fort Smith Parks and Recreation Department

Budget Functions:

6201 Parks Maintenance

- Maintenance of Parks – Maintenance of turf and landscape; tree planting and maintenance; graffiti removal and vandalism repair; painting facilities; repairs to facilities; trail maintenance; playground equipment installation and repairs; litter and trash pickup/removal; upkeep on equipment and vehicles; and other maintenance of parks and facilities.
 - Community Parks
 - Creekmore Park
 - Carol Ann Cross Park
 - Fort Smith Park
 - Martin Luther King Jr. Park
 - Tilles Park
 - Neighborhood Parks
 - Briarcliff Avenue Park (undeveloped)
 - Fondren Park (undeveloped)
 - Harley A. Wilson Park
 - Hillcrest Park
 - Riley Farm Park
 - Spradling Park
 - Victory Park
 - Woodlawn Park
 - 1100 North 7th Street
 - Specialty Parks
 - Fort Smith Dog Park
 - Kelley Ball Fields
 - Massard Prairie Battlefield
 - Ruth Armstrong Nature Area
- Maintenance of Trails
 - Massard Road Trail
 - Old Railroad Trail
 - Rice Carden Walking Trail
- Maintenance of flowerbeds and irrigation systems in parks
- Maintenance of flowerbeds and irrigation systems in medians
- Maintenance of medians and street right of ways
- Maintenance of Sebastian County Health Department grounds

- Urban forestry
 - Tree care in the parks, streets, medians, and other city facilities
 - Tree City
 - Commemorative tree program
- Operation of the Creekmore Park Trains – steam and diesel engines
- Parks and Recreation Administration Office
 - Manage contracted services
 - Restroom cleaning
 - Downtown/Garrison Avenue streetscape
 - Fianna median, Jenny Lind median, Sebastian Hills median, Health Department, South Ridge Median, and Hunters Point median
 - Massard Road and Chad Colley Boulevard
 - I-540/Rogers Avenue Interchange
 - Manage the Park at West End
 - Manage Aquatics Program
 - Grant writing and management
 - Planning and construction of parks, trails, and facilities
 - Manage the budget, payables, receivables, and personnel
- Recreation Services
 - Movies in the parks
 - Summer concert series
 - Recreation Programming
 - Supervision of Creekmore and Elm Grove Community Centers
 - Supervision of the facility reservations system
 - Supervision of the department's collections and deposits

6202 Oak Cemetery

- Maintenance and operation of Oak Cemetery
 - Maintenance of turf and landscaping
 - Opening and closing burials and cremations
- Tales of the Crypt

6204 Community Centers

- Operation and maintenance of community centers
 - Creekmore Community Center
 - Elm Grove Community Center
- Facility Reservations Services

6205 Aquatics

- Maintenance and operation of aquatic facilities
 - Creekmore Swimming Pool
 - Martin Luther King Jr. Park Splash Pad
 - Tilles Park Wading Pool
 - Woodlawn Park Wading Pool

6206 Riverfront/Downtown Maintenance

- Maintenance and operation of river and downtown facilities, streetscape, landscaping, and other facilities
- River Park
 - River Park Events Building
 - Riverfront Amphitheater
 - Harry E. Kelley Park and Stage
- Riverfront Glass Pavilion
- Anniversary Rose Garden
- Darby Community Center
- Pendergraft Park
- Cisterna Park
- Hope Park
- 700 Garrison Avenue
- 201 Garrison Parking Lot
- Maintenance of downtown streetscape, street right of ways, and street lighting
- Grand Avenue and 10th Street property
- Support for large events
- Facility reservations for many occasions

6207 The Park at West End

- Ferris Wheel
- Carousel
- Maintenance of landscaped areas

Services provided by the Fort Smith Police Department

Administration Division

- Provide administrative resources to citizens for information
- Handle citizen complaints; conduct internal investigations
- Review secondary and off-duty employment requests for policy compliance
- Provide research, analysis and recommendations to mayor and board of directors
- Follow up on constituent service requests, undertake field investigations, report results
- Attend meetings of a variety of organizations
 - Sebastian County Criminal Justice Coordinating Committee
 - Sebastian County 911 Committee
 - Fort Chaffee/188th Community Council
 - Special meetings as needed (homelessness task force; neighborhood problem solving meetings, etc.)
 - Arkansas Association of Chiefs of Police
- Provide assistance and guidance to all units within the department about policy and operational matters
- Respond to selected inquiries from media – provide information, conduct interviews, pitch story ideas
- Make presentations to a wide variety of civic clubs and other organizations
- Assist with citizens academies by answering citizens questions about a wide variety of police department topics
- Develops and enforces the Rules and Regulations of the Department.
- Prepare policy analyses and recommendations for the City Administrator on police service issues, problems and opportunities.
- Make management and operational decisions consistent with applicable laws, rules and regulations, and established practices.
- Provide proactive leadership to the members of the Department.
- Enforce through subordinate officers, all applicable laws, policies, rules and regulations, and codes.
- Direct preparation and analyses of police records and reports in order to ensure efficient operations, meet service demands, and comply with requests for information regarding activities and personnel of the Department.
- Review and analyze methods, equipment used, and employee performance to find ways to increase effectiveness, improve results, or affect economies in departmental operations.
- Attend conferences and other educational meetings and review professional literature to keep abreast of modern police services, law enforcement, crime prevention and training trends and techniques.
- Initiate and provide advice on the development of ordinances, laws, and regulations relating to crime prevention and police protection.
- Evaluate staff and review employee performance.
- Counsel employees on personal and professional matters.
- Review and prepare long range plans, budgets (operating and capital), work programs, technology upgrades and reports.
- Direct and coordinate work of subordinate supervisors.
- Support, control, and administer the budget for the Department.
- Contribute to the City's management team.
- Make decisions regarding personnel selections, promotions and disciplinary matters.
- Assist in the development of solutions to problems concerning individual employees.
- Coordinate activities of the Police Department with those of other City departments and with public and private agencies.
- Interpret Department programs through press releases, speeches, radio addresses, and contacts with public and private community groups.
- Conducts thorough, timely and impartial administrative investigations into allegations of misconduct made against a member of the Fort Smith Police Department.
- Assists persons who come to the Internal Affairs office wishing to pursue a complaint of alleged misconduct

against a member of the Fort Smith Police Department.

- Compiles detailed investigative reports to the Chief of Police in a timely matter, documenting the Internal Affairs investigation.
- Reviews and analyzes all use of force reports, vehicle pursuit reports, officer involved traffic accidents, sick and injury reports, off duty employment requests and supervisor complaint actions for compliance with the relevant and appropriate laws and Fort Smith Police Department Policies and Procedures or Rules and Regulations.
- Maintains and manages all files, reports and forms accumulated during the internal affairs process.
- Administers special programs and duties as assigned to the Internal Affairs office by the Chief of Police.
- Assists Department supervisors with investigations, disciplinary hearings, review boards and other issues pertaining to the internal affairs process.
- Acts as agency liaison for the city's attorney regarding lawsuits against the department.
- Coordinates line and staff inspections as required by policy.
- Conducts periodic and unannounced inspections as required by policy.
- Maintains the off duty records database and ensure policy compliance regarding off duty employment.
- Schedules off duty jobs through the database and ensure fair and impartial opportunities to apply for off duty.

Office of Professional Standards

- Conducts thorough, timely and impartial administrative investigations into allegations of misconduct made against a member of the Fort Smith Police Department.
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- Acts as agency liaison for the city's attorney regarding lawsuits against the department.
- Coordinates line and staff inspections as required by policy.
- Conducts periodic and unannounced inspections as required by policy.
- Maintains the off duty records database and ensure policy compliance regarding off duty employment.
- Schedules off duty jobs through the database and ensure fair and impartial opportunities to apply for off duty.
- Responsible for the management of the Department's CALEA Accreditation process; develops and designs methods of accreditation documentation retrieval to ensure compliance with applicable CALEA standards and appropriate policies and procedures.
- Researches, prepares and develops new policies and procedures as well as update existing policies and procedures, coordinates the dissemination of policies and procedures to members of the Department.
- Conducts training on new policies and procedures as appropriate.
- Conducts training on various steps of the CALEA Accreditation process as required by CALEA standards.

Support Services Division

Support Services Division Commander

- Under the direction of the Chief of Police, is responsible for coordinating the administrative matters of the Police Department and to provide assistance as directed by the Chief of Police.
- Regularly attends staff meetings and presents reports and updates related to projects under the responsibility of Support Services.
- Conducts analysis of policies and procedures, to include process analysis.
- Manages research, preparation and development of new policies and procedures; coordinates the dissemination of policies to members of the Fort Smith Police Department; conducts and coordinates training on new policies and procedures as appropriate.
- Oversees asset inventory management for agency owned property.
- Conducts research and planning toward development of agency short-term and long-term strategies, management, and coordination of Department goals and objectives.
- Conducts research into "special projects" being considered by the Fort Smith Police Department. Gathers relevant information about the products or systems, develops funding sources, facilitates the bidding process of the product, and coordinates its installation.
- Identifies, plans, and coordinates capital improvements for the agency.
- Oversees grant applications for programs deemed to be of interest to the Fort Smith Police Department. Maintains all required progress reports and other documentation as required by the granting authority, gathers statistical data and financial data for the granting authority. Coordinates acceptance and implementation of the grant funds with the City's Department of Finance.
- Coordinates and oversees form development and control.
- Prepares annual budget for the Administration Services Division and assists with the assimilation of each division budget into the master budget proposal for the Police Department to the City's Administration and governing body.
- Plans, coordinates and oversees information management systems and procedures.
- Prepares annual report for the City's Administration and governing body.
- Conducts risk management analysis for the agency.
- Conducts job task analysis and reviews of job descriptions.
- Conducts review of Department organizational charts.
- Plans, directs, and supervises the activities of the various units of the Service and Support Division of the Fort Smith Police Department.
- Confers with subordinate personnel, both sworn and non-sworn regarding administrative and operational matters to promote efficiency and maintenance of discipline throughout the Department.
- Meets with members of the various units to apprise them of new policies and/or procedures and solicit suggestions as to operational changes that may be appropriate.
- Maintains an effective working relationship with local, state, and federal law enforcement agencies, as well as with the courts and the Prosecuting Attorney's office.
- Conducts counseling with subordinate personnel concerning problem solving and disciplinary matters. Sets goals and objectives with subordinate personnel.
- Completes performance evaluations of assigned personnel and discusses these evaluations with the employees.
- Monitors training schedules to ensure that division personnel are afforded the opportunity to gain additional training.

Support Services Captain

- Under the supervision of the Administrative Service Division Commander directs, monitors, and coordinates the activities of the various operational components of the Administrative Service Division as specified by the Administrative Service Commander.
- Reviews activity reports, provides assistance and guidance to assigned personnel as required.
- Oversees maintenance of personnel records for overtime, leave time and sick time of assigned personnel.

- Ensures compliance with laws, regulations, and Departmental policies and procedures by assigned personnel.
- Oversees equipment inspections to ensure proper maintenance is performed.
- Assist Administrative Service Commander with the preparation of the annual budget, authorizes expenditures for equipment repair, replacement or acquisition from existing budgets.
- Evaluate the performance of assigned supervisors and non-sworn personnel.
- Coordinates and facilitates the promotional process, to include scheduling and making announcements regarding written tests, interview boards, and assessment centers.
- Monitor training schedules to ensure that schedules are met and properly recorded.
- Attends staff meetings and coordinate unit activities with supervisors from other divisions and units.
- Manages the Police Department's hiring process; coordinates with Human Resources Department and the Civil Service Commission all written entrance examinations, physical agility test, background investigations, Police Review Board interviews, and Civil Service Commission interviews, conditional offers of employment and physical, psychological and polygraph examinations.
- Reviews, approves and implements recommendations from assigned personnel and Training Committee regarding the training needs of the Police Department.
- Performs other tasks as assigned.

Training Coordinator (Sergeant)

- Directly supervises 4 officers and 2 civilians, including the Recruiting Coordinator, the Background Investigator, the SWAT Team Coordinator, the Video Forensics Analyst, the Building Engineer, and the Maintenance Assistant, performing all tasks routinely required by a supervisor.
- Coordinates and facilitates all training and training programs for all members of the Fort Smith Police Department.
- Arranges for guest instructors and selects training topics for this continuing education effort.
- Serves as the Academy Coordinator, who is responsible for scheduling, supervising, coordinating, and record keeping for the Fort Smith Police Department's Basic Police Academy.
- Serves as the TASER Coordinator, who is responsible for training and certification of employees authorized to use TASER brand products and is also responsible for maintaining an accurate inventory of TASER equipment.
- Maintains accurate and complete training records for all members of the Fort Smith Police Department.
- Serves as "Site Coordinator" for the Criminal Justice Institute in Little Rock, Arkansas, coordinating specialized training at the Fort Smith Police Department for not only Department personnel, but officers from other law enforcement agencies in the region. This coordination includes notification of classes, preparing rosters and coordinating meals and lodging for teaching staff and students.
- Maintains an accurate firearms and ammunition inventory.
- Serves as the primary liaison between state certified law enforcement training academies and the Fort Smith Police Department. Coordinates orientation for new officers to include enrollment in a state approved academy.
- Serves on the Fort Smith Police Department's Deadly Force Review Committee pursuant to departmental policies and procedures.
- Meets with the Training Committee, Division Commanders and supervisors to assess training needs.
- Prepares lesson plans for training courses.
- Prepares presentations for training courses.
- Performs general building maintenance at the Training Center, including sweeping, mopping, vacuuming, gathering and taking out trash and recyclables, dusting, organizing and cleaning classrooms and stocking cleaning supplies, and toiletries.
- Maintains the Rhino UTV off-road vehicle.
- Maintains the Operations Trailer.
- Maintains all departmental firearms and TASERs in a properly functioning state of readiness.
- Attends necessary training to maintain a proficient level of knowledge and expertise, to maintain needed skills as an officer and to provide training to others.

- Coordinates needed training with surrounding agencies, for attendance by our employees and outside agencies, both at our Training Center and other agency's facilities.
- Assists subordinates with their job requirements and trains their replacements as transfers occur.
- Prepares and provides CALEA proofs and static displays as needed.
- Performs duties of Patrol Division officers as needed, including filling in as a supervisor, answering calls for service, and working special assignments, such as air shows.
- Coordinates with other city departments to further the function of the Training Unit.
- Performs the duties of other Service Division supervisors as needed.

Recruiting Coordinator

- Answer phone calls regarding hiring for all positions within the Fort Smith Police Department
- Answer emails regarding hiring for all positions within the Fort Smith Police Department
- Work with the Human Resource Department of the City of Fort Smith regarding hiring for all Fort Smith Police Employees
- Coordinating the testing process for Police Office Candidate:
- Maintaining a recruiting contact database with all potential police applicants
- Maintaining a recruiting contact database with all potential 911 applicants
- Work with H.R. to schedule an open and closing date for applications
- Notify all potential applicants of application process
- Collect applications at closing date
- Organize applications and notify of testing date
- Conduct mock written test and physical agility test
- Locate and staff written test and physical agility test
- Securing testing area
- Need equipment for testing
- Transportation to and from location
- Arrange for on site medical
- Notify applicants of pass or failure for each phase of testing
- Compile necessary paperwork for testing process
- Assign background files to investigators
- Schedule Police oral review boards
- Notify applicants of pass/fail on oral board
- Schedule Civil service board and arrange for facility and food
- Assist in the Fort Smith Police Training Academy
- Teach traffic law
- Teach Standardize Field Sobriety Testing (SFST)
- Teach Rule 3.1
- Teach Shoplifting
- Teach Animal Cruelty laws
- Work with Sebastian County Prosecuting Victim / Witness Coordinator during academy
- Work with Sebastian County Deputy Prosecuting Attorney in teaching at academy (Search and Seizure law)
- Assist in the physical training at the academy
- Assist with teaching Taser training
- Coordinate training with the Crisis Intervention Center

- Covers shifts in dispatch during manpower shortages.
- Assist the public with security surveys
- Attends recruiting events at colleges, fairs, and other organizations to recruit for police department jobs.
- Gather Proofs for CALEA
- Attend in service training
- Work with officers on the TI Training Simulator
- Work with the Field Training Coordinator
- Administrator for APCO Evaluation Software
- Administrator for Criticall Evaluation Software
- Assist in Neighborhood Problem Solving Meetings
- Assist in Neighborhood Watch Organizations
- Assist employees with G.I. Bill benefits
- Assist in cleaning the Fort Smith Police Regional Training Center
- Purchasing cleaning and office supplies for the Regional Training Center
- Assist in the Youth Police Academy
- Assist in the Citizens Police Academy
- Assist Training Unit during Range week
- Clean or repair Glock Pistols
- Up load Taser files
- Assist in Evidence vault if needed
- Assist with Special Events in the City of Fort Smith
- Assist with Mass events if needed
- Assist Property managers who used to be in the Crime Free Multi Housing Program that occasional call asking for police assistance

Background Investigator

- Works with HR Department for hiring of civilian employees
- Works with HR department and Civil Service for testing/hiring of uniform employees
- Assist with printing paperwork and file building of civilian and uniform employee applicants
- Obtain photograph and fingerprint cards on applicants for ASP/FBI criminal record checks
- Notarize waivers signed by applicants
- Assist the Recruiter at recruiting events at colleges, job fairs, local fair
- Speak with numerous people about employment with the city, benefits, requirements and the hiring process
- Assist with the physical agility testing of uniform employee applicants
- Assist with the civil service testing process of uniform employee applicants
- Conduct background investigations on civilian and uniform employee applicants
- Contact current and past personal, employment and school references on civilian and uniform employee applicants
- Travel to other cities and states during background investigations
- Conduct various computer checks (ACIC, NCIC, JusticeXChange, ODCR, OSCN) on civilian and uniform employee applicants
- Conduct a lengthy (integrity) interview with civilian and uniform employee applicants
- Conduct checks with local law enforcement, as well as agencies in and around other cities that the applicant has lived

- Document all contacts and checks made on civilian and uniform employee applicants
- Brief the applicant review board on all relevant information obtained during the background process
- Sit in on the review board during their interviews with civilian and uniform employee applicants
- At times, I will assist with Conditional Job Offers to civilian and uniform employee applicants
- Print and build training manuals
- Design/make power point presentations for training uses in both, community/business settings, as well as for law enforcement training
- Provide training to academy students on Death Investigations
- Provide training to academy students on Hostage Negotiations and Barricaded Subjects
- Provide training to academy students on Crowd Control
- Provide training to academy students on Traffic Control
- Provide training to academy students on Burglary Investigations
- Assist with the instruction of academy students on O/C Spray
- Assist with the instruction of academy students on Building Searches, Subject Stops and Officer Safety
- Provide a 8 hour Fundamentals of Crisis Negotiations class to FSPD officers and officers from outside agencies
- Provide a 40 hour Basic Crisis Negotiations class to FSPD officers and officers from outside agencies
- Provide a 16 hour Crisis Negotiations for Police Dispatchers class for FSPD dispatchers and dispatchers from outside agencies
- Coordinate with FBI Negotiators and FBI Legal Counsel to schedule specialized blocks of training for Crisis Negotiations
- Provide training to officers with the T.I. Simulator
- Write up specific lesson plans for upcoming training and submitting those lesson plans to be certified for credit through standards
- Notarize training records to be submitted to standards
- Negotiations Coordinator
- Schedule monthly training for Crisis Negotiators
- Schedule and plan at least 2 joint SWAT/CNU training scenarios each year
- Conduct monthly checks on Negotiator Equipment and the Incident Response Vehicle
- Conduct/obtain any repairs needed on negotiator equipment or the Incident Response Vehicle
- Clean and prep the Incident Response Vehicle for special use such as during a parade, Mayor's 4th of July event, etc.
- Submit budget request for any specific Negotiator training or Equipment
- Conduct yearly interview process for applicants for the Crisis Negotiation Unit
- Conduct daily/weekly cleaning (sweep, mop, trash removal) at the training center
- Prepare classrooms for upcoming training (sweep, table/desk placement, audio video hookup)
- Assist in any special assignments as needed, such as Mayor's 4th of July event, Air show, evidence removal, etc
- Assist with call taking in dispatch as needed
- Assist with various training for the CPA / Youth CPA (application, hiring, & training process / SWAT/CNU night)
- Former president / current board member of the Arkansas Crisis Negotiators Association

Video Forensics Analyst

- Coordinate and instruct various courses to police officers and dispatchers
- Provide training for public on law enforcement related topics
- Provide training for University of Arkansas-Fort Smith Criminal Justice Students

- Instruct Arkansas Criminal Justice Institute sponsored courses throughout the state as needed
- Research, prepare, and plan new police training courses
- Create training aides and slides for courses
- Create lesson plans and outlines for courses
- Submit new courses for certification with Arkansas Commission on Law Enforcement Standards and Training
- Review older curriculum and update accordingly
- Assist other instructors with planning and presentation of classes
- Assist training unit staff with coordination and presentation of basic police academy
- Assist Training Coordinator with maintenance of officer training files
- Perform varied training center building maintenance duties
- Attend various courses to maintain certifications, further law enforcement education, and obtain further certifications as needed for training purposes
- Assist Police Recruiter with new hires
- Assist with testing of new police applicants
- Attends recruiting events at colleges, fairs, and other organizations to assist Police Recruiter
- Perform background investigations as needed to assist Background Investigator
- Take photographs as needed for FSPD public relations, press releases, training, and other needs
- Record and edit video for purposes of training, recruiting, and public relations
- Assist Criminal Investigations with video forensic analysis and enhancement of surveillance video and photos
- Edit and Create FSPD recruiting material for recruiting events
- Performs public information officer duties in the absence of Public Information Coordinator
- Performs dispatcher duties as needed to assist Communications Center
- Respond and investigate fatality or serious injury collisions as well as ensure accurate completion of all reports related to the collision
- Meet with City and County Prosecuting Attorneys to discuss charges relating to fatality accidents
- Maintain Collision Diagramming equipment and ensure that all related equipment and computer software are current and up to date
- Coordinate with Arkansas Criminal Justice Institute to maintain certification and training for all department Drug Recognition Experts
- Assist Patrol with investigating DWI cases by performing duties as a Drug Recognition Expert
- Respond to SWAT callouts in the capacity of Crisis Negotiator
- Conduct, as well as attend, monthly training for Crisis Negotiators
- Perform regular maintenance on Incident Response Vehicle and all equipment used by Crisis Negotiators

SWAT Coordinator

- Assists the Team Leader with the operation of the SWAT Team, while ensuring compliance with standard operating procedures and department rules and regulations.
- Assists the Team Leader with the activities of the various components of the SWAT Team.
- With approval of Commander, locates and purchases equipment, and maintains and repairs equipment.
- Maintains control of all unassigned team equipment and vehicles.
- Keeps all unassigned equipment and vehicles in a constant state of readiness and good repair.
- Maintains all weapons in a constant state of readiness and good repair.
- Plans, prepares, coordinates, and executes training for all team members and assisting personnel.
- Maintain records for training, equipment, inventory, and tactical response for the team.

- Provide specialized training to any other members of the Police Department, as directed.
- Provide Tactical Operation Assistance to all other Divisions within the Police Department, as well as other agencies.
- Coordinate and plan team efforts to assist all other Divisions and Units within the Police Department, as well as other agencies.
- Assists the Training Coordinator with coordination, planning, implementing, and/or documenting training for sworn and civilian personnel.
- Assists Training Center staff with building maintenance of the Training Center, including cleaning and stocking of supplies.

Building Engineer

- Perform repairs on building structures and installed equipment in a timely manner, making emergency repairs on any vital equipment that includes but is not limited to the Uninterrupted Power Supply systems, the emergency generators, cooling towers, elevators, electrical systems and heating/air conditioning systems.
- Designs and implements routine/preventive maintenance procedures and protocols for all equipment and systems installed in the Police Department facility. Monitors performance of the various heating and cooling systems daily, replacing filters and other components as needed.
- Maintains exterior of facility to include mowing, trims shrubbery, removes weeds from beds and planters. Daily checks exterior for trash and rubbish, disposing of it as appropriate. Replaces non operating light bulbs as needed.
- Logs complaints about malfunctioning equipment and takes action necessary to repair the equipment.
- Prepares operating budget as it applies to the maintenance function, secures competitive bidding for needed equipment or supplies, orders needed equipment or supplies as appropriate. Monitors expenses and orders custodial supplies.
- Maintains performance logs on generators and back up power supplies. Maintains the Department's file containing manufacturer's safety data sheets (MSDS's) for all chemicals on the premises.
- Oversees department maintenance/custodial worker and all outside maintenance and service contracts, accompanies company representatives while on premises performing contract work.
- Operates equipment necessary to perform essential job functions including automotive, lawn maintenance, custodial and other small equipment as required.
- Communicates maintenance and other problem areas to the Administrative Services Division Commander or his designee.
- Performs custodian duties as assigned.
- Other duties as assigned.

Maintenance Assistant

- Perform general maintenance or minor repairs on building structures and installed essential facility equipment to include HVACR, boilers, cooling tower, makeup air unit, etc. in a timely manner.
- Perform general maintenance or minor repairs on building structures and installed equipment such as such as replacing light bulbs, air filters, ceiling tiles, etc.
- Perform minor plumbing or electrical repairs as needed.
- Perform minor construction or remodeling such as interior/exterior painting.
- Operates equipment necessary to perform essential job functions including automotive, lawn maintenance, custodial and other small equipment as required.
- Vacuum/Shampoo all carpeted areas. Moving and replacing light furniture as needed. (Spot clean as necessary)
- Clean furniture upholstery as needed.
- Clean up spills and spot clean soil and finger marks from painted and washable surfaces.
- Maintains exterior of facility to include mowing, trims shrubbery, removes weeds from beds and planters. Daily checks exterior for trash and rubbish, disposing of it as appropriate.
- Assist Lead Building Engineer in performing building maintenance duties as required.

- Perform all other duties as assigned

Communications Center

- The Communications Unit acts as a 24 hour a day, 7 day a week point of contact for the Fort Smith Police Department and the Fort Smith Fire Department. The unit answers 911 and non-emergency phone lines/calls from citizens in need of police, fire, and medical assistance or in need of information. In the 2nd quarter of 2010, the Communications Unit answered approximately 90,057 phone calls both emergency lines and non-emergency lines. These calls were either dispatched as a police call, animal warden call, fire call, transferred to EMS if a medical call, transferred to the appropriate outside agency if needed, transferred to the appropriate section or department within the police department if necessary.
- When Property is stolen and reported within the city, the communications center will enter those items provided they have a serial number or VIN into the ACIC/NCIC system. Once entered into these databases, they will show up as stolen if ran by a law enforcement officer. This can lead to the recovery of stolen property, the identification of potential suspect and the arrest and prosecution of suspects.
- When a person has either been reported as run away (a juvenile under 18 years of age), as an endangered missing person within the city of Fort Smith, the Communications Unit will enter that person into the ACIC/NCIC data base. This will cause the person entered to show as a runaway or missing person if contacted and ran through the system by a law enforcement officer. This can lead to the identification, location and possible safe return of the person entered.
- When a Fort Smith Police Officer comes into contact with a person or persons while out on patrol, he or she will utilize the Communications Center to assist them in running warrant checks, criminal history checks or contacting other agencies such as parole and probation for information about the status of the person detained. This service can lead to the information needed to arrest the person on outstanding warrants, parole violations, etc. Thus, help keeping the citizens of Fort Smith safe.
- Police Officers in the field will often come across hazards that are beyond their ability to fix. In those cases the officers will often notify the Communications Unit and ask that they locate a representative person qualified to address the hazard. This could be anything from a stop sign that has been knocked over, to an electric line that has fallen during a storm, to large pothole that is need of repair.
- The Communications Unit is staffed by Telecommunicators who operate appropriate radio channels. Answer emergency and non-emergency phone lines. Operate various computer applications. Monitor the status of police and fire personnel. Respond to a variety of requests from personnel.
- Specialized assignments inside the Communications Center include Lead Telecommunicators and Communications Training Operators (CTO). Lead Telecommunicators assist the Communications Supervisor by assisting in the scheduling and training functions, assisting in maintenance testing and quality assurance checks, and acting as a point of contact between telecommunicators and the Communications Supervisor. The CTO's are trained and qualified to train newly hired Telecommunicators and provide additional training for all Telecommunicators as needed throughout the year, as well as completing daily observation reports and other documentation on the training of Operators in Training.

Communications Supervisor

- The Communications Center is supervised by a Communications Supervisor, who is a sergeant. This supervisor oversees and supervises the day to day operations and acts as a liaison between all other areas of the FSPD.
- He supervises personnel assigned to the unit, prepares work schedules, vacation schedules, and coordinates staffing levels.
- The Communications supervisor is also responsible for conducting quality assurance reviews on employees, as well as conducting the monthly backup test for emergency radio operations.
- He maintains Computer Aided Dispatch System, maintains digital telephone recording system, diagnosing problems that may occur and correcting or arranging for technicians to repair the problem.
- Helps develop and maintain Communications Center policies.
- Assists with interviewing and hiring new communications personnel.
- Prepares summaries and reports of the activities of the Communications Center as directed.
- Assist division commanders by providing statistical information to aid in staff and resource allocation decisions.
- He completes annual evaluations on his employees.

- He also reviews reports submitted by Communications Training Officers on newly hired employees who are in training.
- He makes sure that policies and procedures are being followed in the center. He takes appropriate disciplinary actions when needed.

Public Affairs Sergeant and Staff

- Supervises daily work activities of assigned personnel; Records Technician, Data Entry Clerks, Accounting Technician, Accident Desk Clerk, Traffic Citation Clerk, and Evidence Custodian, providing assistance as needed.
- Review daily work activities of assigned personnel, approves and schedules leave for assigned personnel.
- Conducts pre-employment interviews for applicants seeking appointment to non-sworn positions in the Administrative Services Division.
- Investigates and responds to complaints lodged against assigned personnel taking documented disciplinary action where appropriate.
- Supervise the preparation and the maintaining of federal grant applications and coordinates the grant process for the Police Department.
- Attends staff meetings and coordinate unit activities with supervisors from other divisions and units.
- Maintain personnel records for overtime, vacation and sick leave of assigned personnel.
- Supervise the coordination and review of annual evaluations for assigned personnel.
- Conducts appropriate research into matters of media interest that involve the Fort Smith Police Department.
- Review all offense, arrest, and incident reports on a daily basis, making note of cases that possibly will be of media or public interest.
- Meets with representatives of different news media organizations to discuss topical stories and Departmental items of interest.
- Reviews offense, incident and arrest reports to make corrections in technical errors and content which affect Departmental guidelines as they relate to Uniform Crime Reporting and National Incident Based Reporting System information. Routes incorrect reports to appropriate supervisors for correction and later resubmits corrected reports for entry into the computer systems.
- Performs public speaking to various groups and civic organizations. Responds to requests from the news media to appear on television and radio shows as a representative of the Fort Smith Police Department. Prepares and promulgates press releases.
- Facilitate general information request from the public received through email and phone calls
- Facilitate and comply with Freedom of Information - Arkansas requests for reports and information maintained by the department
- Complete triennial reports from citizen surveys submitted to the department
- Select and supervise departmental award committees (Yearly and as needed)
- Give instructional portion of Media Relations for Citizens Police Academy's
- Supervise the general storage of police reports, case files, fingerprints maintained in Central Records
- Perform monthly inspections for the condition of the evidence vault and alarm system
- Conduct research into legal issues surrounding new or newly proposed changes to ordinances, legal research as directed by the Chief of Police
- Directs, coordinates, and disseminates all documents submitted to the data entry clerks for entry into the ICIS system.
- Oversees the collection, retention, and submission of criminal statistics and information to the Arkansas Crime Information Center.
- Performance of records checks for appropriate governmental agencies and the public.
- Entry of various reports into the ICIS Records Management System.
- Transcription of taped statements.
- Assisting citizens whether on the phone or in person.
- Locate and photocopy reports as needed by court personnel, media, the general public, etc.

- Maintaining payroll information for all members of the Police Department.
- Processing payroll information to include creating weekly payroll records, forward these records to the City's Finance Department and processing payroll checks or direct deposit slips.
- Acting as point of contact for payroll related questions.
- Preparing and maintaining annual budget for the payroll.
- Coordinating all paperwork related to payroll for new employees, changes in personnel status, retiring employees and resignations or terminations.
- Maintain department inventory of office supplies.
- Process and file all fingerprint card generated by the Police Department.
- Prepares accident reports (State Form and Private Property) for distribution and internet access.
- Balancing Photostats for Information Desk.
- Data entry in ICIS System.
- Making corrections and updates to accident reports.
- Answering telephones and correspondence regarding accidents.
- Preparing monthly reports consisting of accident statistics
- Preparing monthly report for fees submitted for copies of accident reports
- Answering phones in Central Records.
- Count monies collected by Meter Personnel and keep records of these transactions on a daily basis. Prepare monthly report of all transactions.
- Enter paid parking tickets into the computer tracking system.
- Have license information obtained of unpaid parking tickets and a send letters requesting payment of these tickets.
- Maintenance of a secure supply of citation books for distribution to officers through the Information Desk.
- Copying of forms and distributing them to the proper areas as well as keeping records of the ordering of books, forms, and reports used by the department.
- Filing forms, entering and filing citations, and warning tickets.
- Prepare a complete Citation Ledger Report tracking all issued citations. The report is used for auditing purposes for citations submitted to District Court.
- Answering phones in Central Records.
- Logs in all seized property and evidence, classifies the property as to its type, and then stores the property in appropriate storage bins for later retrieval.
- Documents the release from custody of items to officers for court purposes, or released property to its rightful owner.
- Maintains status checks of all property in custody, determining disposition to allow for disposal.
- Retrieves and prepares all evidence for review by prosecuting attorney's office prior to court.
- Prepares evidence for destruction when appropriate, and depending on the type and nature of the evidence, causes its destruction.
- Conducts inventories of evidence lockers and individual storage bins to ensure that all items of evidence that have been processed into the evidence storage vault at still in custody.
- Coordinates forfeiture process of seized cash with Prosecuting Attorney and appropriate courts of law.
- Maintains and cleans work areas in and around the evidence storage area and evidence submission area.
- Ensures that maximum security of the evidence storage area is maintained as directed by Department policies and procedures.

Admin. Support Officer

- Process Employee Evaluations
- Grant Research
- Grant Writing

- Grant Monitoring
- Grant Reporting
- Compile information for Annual Report
- Publish Annual Report
- Gather Crime Stats for Dashboard on FSPD Website
- Ensure Crime Stats for Dashboard are published
- Gather Crime Stats or reports for other agencies (Law Enforcement, Hospitals etc.)
- Maintain Laptop/projector/screen for Neighborhood Meetings
- Attend Neighborhood Meetings as needed
- Train Officers to use Laptop/projector/screen/CrimeReports.com for neighborhood meetings
- Field phone calls and questions from public for CrimeReports.com
- Conduct research on various issues for department/private citizens/businesses/other LE agencies
- Create/Review FSPD forms as needed
- Conduct Research for Resolutions/Ordinances/Board of Director Info items
- Write Resolutions/Ordinances/Info items
- Write Memos for Board of Directors Packets/Info items
- Prepare Packets of items going before the Board of Directors
- Statistical Crime Analysis
- Public Information Officer Duties – As needed
- Evidence Custodian – As needed

Criminal Investigation Division

- Conduct investigations into alleged crimes of illegal narcotics, crimes against persons, property crimes, computer-related crimes, and juvenile crimes.
- Conduct interviews and interrogations.
- Prepare cases for prosecution.
- Testify in court proceedings.
- Prepare detailed written reports of investigations and their outcomes.
- Execute search warrants, gather evidence against suspects at the scene and appropriately place evidence for storage or seizure.
- Work with surrounding local, state, and federal agencies in reference to joint investigations.
- Work closely with outside agencies that provide services to victims and citizens such as the Crisis Center, Hamilton House, Arkansas Crime Victims Reparations Board, etc.
- Instruct cadets of the Arkansas Law Enforcement Training Academy sponsored by Fort Smith Police Department.
- Instruct Citizens Police Academy students, adult and youth programs.
- Respond to after hour callouts, 24/7.
- Obtain and serve arrest warrants when appropriate.
- Attend training and receive continuing education in our areas of expertise.
- Various presentations to the public (schools, civic groups, churches, etc.), to include Internet Safety, Citizens and Youth Police Academies, Career Days, Youth Job Shadowing, and training for Court Appointed Special Advocates (CASA) volunteers.
- Provide training for members of the Fort Smith Police Department and other agencies.
- Conduct surveillance
- Serve arrest warrants.

- Respond to calls for service.

Narcotics / Street Crimes

- Conduct clandestine laboratory investigations.
- Provide drug take-back programs.
- Provide undercover support for various assignments.
- Alcohol permit applications.
- Alcohol permit compliance.
- Sexually Oriented Business applications.
- Sexually Oriented Business compliance.
- Maintain criminal intelligence file.
- Monitor and investigate gang activity.
- Investigate cases involving: gambling, pornography, gambling, graffiti, etc.
- Undercover details involving illegal sexual activity.
- Maintain confidential informant files.
- Conduct background investigations on certain business registration applications.
- Develop and Manage confidential informants.
- Conduct chemical analysis of suspected illegal drugs seized by members of the department.
- Investigate "Quality of Life" complaints arising from citizen meetings, anonymous complaints, etc...

Identification

- Process crime scenes for evidence.
- Perform fingerprint comparisons.
- Collect, package, and preserve physical evidence.
- Dry physical evidence for DNA testing.
- Estimate the time of death in Death Investigations.
- Process latent fingerprints.
- Collect shoe and footwear impressions.
- Collect trace evidence.
- Photograph / video crime scenes.
- Arkansas Automatic Fingerprint Identification System (AFIS) entries and comparisons.
- FSPD AFIX system – Palm and Fingerprint Identification System entries and comparisons.
- Blood stain spatter analysis.
- Presumptive drug testing and blood testing.
- Chart crime scene diagrams for courtroom presentations.
- Chart fingerprints for courtroom presentations.
- Chart crime scene photographs for courtroom presentations.
- Provide expert testimony on latent prints and blood stain spatter.
- Community Service (Ident-A-Child Program)
- Participate in mentoring, job shadowing and career day programs for the Fort Smith Public Schools and surrounding schools.
- Participate in instruction mentoring of University of Arkansas Fort Smith students in the Criminal Justice Program.

- Instruct all law enforcement agency officers (Arkansas and Oklahoma) Latent Fingerprint Examiner Training.
- Conduct Latent Fingerprint Verifications (ACE-V) for other Latent Fingerprint Examiners.
- Collect inked impressions (ten print cards and major case prints) from citizens for employment background checks.
- Issue Taxi Cab Drivers License for the City of Fort Smith.
- Members of the Arkansas Division of the International Association for Identification.
- Members of the International Association for Identification.

Special Investigations

- Investigations of crimes committed against and by juveniles.
- Sex Offender registration.
- Sex Offender Notifications.
- Participate in the Sebastian/Crawford Co. Multidisciplinary Task Force for Child Abuse.
- Provide a liaison between the US Marshal's Office and FSPD.
- Participate in and oversee the US Marshal's violent/sex offender fugitive Task Force.
- Conduct juvenile forensic interviews.
- Ensure NCIC entry and deletion of all runaways and juvenile missing persons.
- Perform monthly ACIC validations and audits of active records.
- Make victim referrals for counseling, medical examinations, and treatment.
- Refer families to Comprehensive Juvenile Services or Juvenile Intake for Family In Need of Services (FINS) petitions.
- File FINS petitions directly.
- Provide computer forensics and analysis in support of Immigrations and Customs Enforcement, US Marshal's Service, US Secret Service, Drug Enforcement Administration, Greenwood PD, Crawford Co. SO, Sebastian Co. SO, Van Buren PD, Probation and Parole, and FBI.
- Proactive investigations of online child solicitation and enticement.
- Provide public advice and support in response to numerous reports of online scams.
- Provide public advice relating to problems with malware.
- Maintain state-of-the-art computer forensics lab in support of FSPD and other area law enforcement agencies.
- Provide cell phone forensics and analysis for FSPD and other agencies.
- Serve on the boards of directors for CASA, Ft. Smith Girls' Shelter, Children's Emergency Shelter, and Ft. Smith Boys' Shelter.
- Organize and oversee "Cops and Kids at Christmas" for underprivileged youth.
- Provide Spanish-language interpreting and translation.

Crimes Against Property

- Investigate cases involving commercial and residential burglary, vehicle theft, fraud, breaking or entering, theft, arson, criminal mischief, forgery, etc.
- Assist Insurance agencies with investigations.
- Participate in the Internal Revenue Service (IRS) Task Force.
- Work with various banks to solve and prevent financial crimes.
- Recover stolen property and return to rightful owners.
- Track Pawnshop transactions using Leads online.

- Track jewelry and gold sales.

Crimes Against Persons

- Investigate cases involving homicide, robbery, assault, battery, rape, domestic violence, harassment, missing persons, etc.
- Conduct voice stress examinations.
- Conduct polygraph examinations.
- Serve on the Board for Computer Voice Stress Examiners.
- Provide assistance to victims of criminal offenses, aid and arrange for the services of support agencies that may be available to a victim.

Supervisors

- Assign cases for investigation.
- Review and approve reports.
- Supervise detectives
- Conduct case reviews.
- Counsel, criticize, commend detectives.
- Prepare budgets.
- Approve expenditures.
- Conduct audits.
- Ensure compliance with department rules, regulations, and policies.
- Complete performance evaluations.
- Maintain and audit confidential buy money.
- Recommend and coordinate training of detectives and assigned personnel.
- Provide input into departmental goals and policy information.
- Allocates manpower and equipment as appropriate.
- Assist in the selection, promotion and disciplinary activities.
- Develops and implements strategic plans.
- Provide on-scene supervision at crime scenes.
- Inspect equipment.
- Facilitate exchange of information with other units within the department and outside agencies as well.
- Review and approve use of leave time.
- Manage the Crime Stoppers Program
- Attend Crime Stoppers Meetings
- Prepare Crime Stoppers Reports

Senior Clerk

- Answer phones
- Take information from citizens.
- Maintain narcotics filing system.
- Maintain NCIC validations.

- Maintain daily personnel records.
- Enter field interviews.
- Conduct records checks for public housing and HUD officials.
- Process reports.
- Transcribe statements.

Patrol Division

Information Desk

- 24 hour informational services to public
- Fingerprinting for non-police related issues
- VIN inspections for used car buyers
- Daily access for media to offense/arrest/accident reports
- 24 hour access to offense/arrest/accident reports
- 24 hour child custody exchange location
- Delayed accident reporting
- 24 hour bond fee collection
- 24 hour reporting of crimes/incidents
- Provide daily paperwork for city/county prosecutor
- 24 hour background checks
- 24 warrants check for citizens

Patrol

- Enforce criminal and traffic laws
- Standby for civil matters
- Neighborhood problem solving meetings
- 24 hour response to animal control calls when warden not available
- 24 hour roadside assistance to motorists
- 24 hour response to private property accidents
- Large civic events where police presence is needed (Air Show/Pub Crawl)
- Citizens Request for Service (extra patrols, house closings, vacation checks, etc.)
- Tactical Patrol (crime analysis driven problem solving patrol operations)
- Assist outside agencies (Fire, EMS, law enforcement local, state & federal)
- Victim Assistance (provide follow-up information for prosecution, restitution & services)
- Providing legal information in criminal cases
- Report public utility emergencies and necessary repairs to street lights, roadways & hazards
- Incident Command for natural disasters and large scale situations involving police response
- Weather spotting for real-time weather reporting at citizen request
- Crisis Center assistance, 24 hour victim assistance & information
- Salvation Army / Rescue Mission assistance, 24 hour victim assistance & referrals
- Death notifications
- 24 hour media information and assistance
- Provide traffic assistance to public utilities
- Courtroom attendance & testimony (district, state & federal)

- Provide 24 hour criminal justice information
- Sex Offender notifications to media and designated neighborhoods
- Provide manpower to police Communications Center (dispatch)
- Transport medical needs prisoners for Sebastian County Sheriff's Office Detention Center

Patrol Operations

- Evaluate special event applications to determine permit issuance
- Prepare contingency plans for operation of special events
- Prepare contingency plans for response to disasters or large scale issues
- Evaluating, testing and monitoring the tornado/warning sirens
- Enforce local and state laws
- Coordinate police involvement in special events, city functions, etc.
- Attend meetings ranging from disaster preparedness to planned city functions
- Complete and submit timely police reports concerning incidents or criminal activity
- Field complaints, questions, concerns about traffic issues or neighborhood problems
- Observe traffic for violations
- Cite drivers and pedestrians for violations
- Arrest criminal offenders
- Transport arrested offenders to jail
- Provide assistance to any and all who make contact with police for assistance
- Provide information concerning criminal laws, traffic laws, city ordinances, courts, etc.
- Investigate crimes
- Investigate traffic accidents (Public right of way and Private Property)
- Traffic Control
- Report traffic issues; parking issues, other potentially dangerous issues to proper authority
- Provide security sweeps for citizens, homes or businesses

Bicycle Unit Program

- Develop and present Public School Safety Patrol program
- Develop and present community information concerning bicycle safety
- Refer citizens/victims to proper help agencies
- Develop and present community information concerning drug use/abuse
- Develop and present community information concerning Internet Safety/I.D. theft issues
- Develop and present community information concerning bullying
- Develop and present community information concerning gangs and gang activity
- Develop working relationships with community members
- Facilitate and attend neighborhood problem solving meetings
- Identify crime problems and issues and work to develop solutions
- Develop and present community information concerning crime/quality of life issues
- Answer calls for service

School Resource Officer Program

- Attend Public School functions and events
- Develop and present appropriate lectures and lessons to Public School students and faculty

- Provide counseling and police services to Ft. Smith Public Schools

Crime Prevention

- Assist with and host Girl and Boy Scout meetings
- Develop and present Citizen's Police Academies (2 adult and 2 youth per year, reduced to 1 annually)
- Develop and present Alcohol Awareness programs (Youth and Adult)(Fatal Vision, golf cart)
- Provide P.D. Building tours for various groups, organizations, schools
- Provide information, surveys, safety checks, concerning Crime Prevention Through Environmental Design
- Child I.D. fingerprinting program
- Assist in developing Neighborhood Watch Programs
- Develop and present Personal Safety classes to elderly (Area Agency on Aging)
- Oversee Explorer (Scouting) Program
- Develop and present Information classes to community

Traffic Officer

- Follow up investigations on Hit & Run accidents
- Fielding complaints against wrecker companies that regularly tow for FSPD
- Conduct wrecker inspections to maintain compliance with current laws/regulations
- Perform numerous traffic assignments based on citizen complaints of violations or problems
- Investigate complaints of abandoned/improperly parked vehicles on city rights of way
- Provide traffic assistance to companies moving large structures via city roadways
- Investigate complaints of speeding as requested
- Traffic control (Power outage, roadway obstructions, dead traffic signals, street department, etc.

Animal Wardens

- Contact owners of impounded animals(when possible)
- Checking the welfare of animals and/or investigating animal cruelty
- Place traps for residents to trap wild or problem animals for relocation
- Pick up loose dogs for relocation to animal shelter
- Pick up dangerous animals for relocation
- Impound vicious dogs during attack or bite investigations
- Pick up dead animals from public rights of way for proper disposal
- Respond to and report on vicious animals, dog bites, etc.
- Enforce laws pertaining to the keeping of animals within the city
- Develop and distribute information on issues concerning wild and/or dangerous animals within the city

Crime Free Multi Housing (Program Eliminated due to lack of participation)

- Provide program training to property owners and managers (8 hrs)
- Provide continuous relevant crime prevention info. to property Owners and Managers
- Background Investigations (applicants, tenants)
- Inform property managers on monthly basis of calls to complexes, continual problems, etc.
- Liaison to property managers for additional help agencies
- Provide community awareness training to tenants

- Provide information, surveys, safety checks, concerning Crime Prevention Through Environmental Design

Warrant Officer

- Transfer funds (Bond Fees, Bonds, etc) to Dist. Court or collections
- Paperwork transfer (receipts, warrants, copies, etc.) to and from Dist. Court
- Process self surrenders on warrants
- Make and provide copies of police reports to court officials
- Assist with fingerprint requests
- Assist front desk employees, citizens requests at PD when needed.

Parking Enforcement

- Monitor parking meters for overtime violations
- Issue parking citations
- Collect parking meter funds
- Maintenance of parking meters
- Transfer Department wide mail to and from city offices
- Transfer collected parking funds (coin) to bank for counting, then to city offices (collections)
- Provide data entry assistance during inclement weather
- Provide information to citizens concerning parking issues, directions, etc.

Airport Security

- Provide visible deterrent to criminal activity on and around airport property
- Monitor parking issues on McKennon Blvd. in front of the airport (cite as needed)
- Credential and record all officers flying while armed
- Confiscate and submit evidence of criminal activity
- Assist airport travelers with safety concerns, parking issues and questions
- Provide timely response to issues TSA may have no authority to govern or correct
- Detain and arrest criminal violators
- Complete and submit timely police reports concerning incidents or criminal activity
- Answer calls for service
- Patrol Airport property and buildings for security and/or crime issues

CITY PROSECUTOR

Prosecute most arrests made by Fort Smith Police Department, Arkansas State Police, and UAFS Police within city limits.

Prosecute most misdemeanors including, but not limited to, theft of property (primarily, but not exclusively, shoplifting), battery and assaults, possession of marijuana and possession of drug paraphernalia, disorderly conduct, public intoxication, obstructing governmental operations, criminal mischief, criminal trespass, and other criminal violations.

Prosecute traffic offenses, including driving while intoxicated, no liability insurance, reckless driving, careless driving, failure to yield, speeding, and other traffic violations.

Prosecute in environmental court, including neighborhood services, zoning, improper parking of commercial vehicles, improper recreational vehicle parking, and other violations.

Represent the City in Fort Smith District Court and Sebastian County Circuit Court. At least sixty (60) cases are set for trial each week in District Court. This requires review of all files and trial preparation for each case, which includes preparation of subpoenas and submission of plea offers to defense attorneys. Appeal dockets, with twenty to twenty-five (20- 25) cases are sent from Circuit Court bi-monthly. Represent City at jury trials and other proceedings in Circuit Court.

Advise officers from Fort Smith Police Department, Arkansas State Police, and UAFS Police when legal questions are raised. Available for any training requested departmentally or individually.

Assist private citizens in either the sending of warning letters or filing of criminal charges when complaints are made.

Respectfully submitted,

John Settle
City Prosecutor

Department of Sanitation Services

Administration

- Provide customer service for our residential, commercial, and industrial collections customers.
- Operate the landfill scale house and provide customer service for our landfill customers.
- Monitor and implement cash handling and other financial controls.
- Work with city auditor to ensure all cash handling and financial controls comply with city, state, and federal guidelines.
- Coordinate interviews of potential new employees.
- Coordinate all DOS meetings; both internal and external.
- Attend various meetings (e.g. staff, Board, Sebastian County Regional Solid Waste Management District, etc.).
- Prepare public service announcements and provide interviews for local media.
- Manage all contractual agreements.
- Manage the Operation GO (Green Office) recycling program for our commercial/industrial customers and all city departments.
- Provide recycling/waste diversion services to city sponsored events and programs.
- Lead marketing efforts as outlined in our marketing plan.
- Maintains the department website.
- Serve as liaisons between the DOS and other solid waste companies, other city departments, contractors, and vendors.
- Prepare the annual DOS budget.
- Provide administrative and dispatch services for all DOS divisions.
- Maintain all files (personnel, regulatory, etc) for the DOS.
- Prepare payment documents for DOS purchases.
- Prepare human resources documents and payroll for employees.
- Prepare regulatory reports.
- Coordinate training and travel.
- Prepare correspondence with the Board of Directors.
- Provide tours and presentations to over 1,000 people annually.
- Provide vehicle barriers to “enclose” the tail of all city permitted parades.
- Provide “enhanced waste disposal service” and “logistical waste collection” for military housing at Fort Chaffee in the event of state or national large-scale evacuations due to natural disasters (e.g. 12,000 hurricane Katrina evacuees) and large-scale military training.

Residential Collections

- Provide solid waste collection services (trash, recyclables, yard wastes, bulky items, storm debris) for over 25,000 households (~23,000 tons/yr).
- Collect roadside trash along a three-mile section of state highway 45 south between Zero Street and Commerce Road (landfill entrance) and maintain (e.g. litter, mowing) a quarter of a mile of city roadway frontage (Commerce Rd).

- Assist police department in obtaining discarded trash samples for investigation purposes.
- Provide trouble-shooting services to all residents.

Commercial Collections

- Collect solid wastes (trash, recyclables, and bulky items) for over 1,600 commercial establishments in Fort Smith (~23,250 tons/yr).
- Compete for sales of waste disposal services with the private sector.
- Deliver and maintain commercial stationary container (dumpsters) for customers.
- Provide DOS subsidized solid waste collection services to many non-profit and “for-profit” organizations throughout the city and all other city departments.
- Provide, maintain, and service solid waste disposal containers on Garrison Avenue.
- Inspect/monitor city streets for safety during inclement weather.
- Conduct site surveys for solid waste disposal enclosure locations.
- Conduct solid waste audits to assist customers with recycling goals.
- Provide on-site customer service to our customers.
- Identify and ensure compliance to city’s franchise agreement regulation.
- Identify and work to ensure city “flow-control” compliance is adhered to by private waste haulers.

Fleet and Grounds Maintenance

- Prepare specifications for all vehicles and equipment for the city’s purchasing department to prepare bids for adoption by the Board of Directors and purchased by the DOS.
- Repair/maintain all buildings, vehicles, and equipment (multiple field technicians).
- Maintain two equipment and vehicle repair shops including tools and parts, and inventories for each.
- Maintain DOS wash rack used by other departments such as parks and recreation, streets, utilities and the city of Barling’s sanitation department.
- Manage non-landfill construction projects to DOS facilities and grounds.
- Maintain roads (e.g. sweeping, speed bumps, and winterization).
- Obtain rental equipment during landfill heavy-equipment repair and citywide storm debris collection by our residential collection division.
- Maintain grounds (e.g. mowing, landscaping, etc.)
- Facilitate special events (e.g. Citizens Academy, Leadership Fort Smith, SWANA training)
- Maintain/monitor facility security for trespassing.
- Maintain/build drainage.
- Coordinate with and provide supervision for Sebastian County District Court community service workers program and temporary staffing.
- Maintain storage facility for the police department’s impound area.
- Track assets from purchase to auction.
- Respond to and clean up spills associated with equipment failure (e.g. hydraulic, oil, and antifreeze spills).
- Maintain power line rights-of-way for OG&E and Arkansas Valley Electric.

Landfill

- Manage and operate the largest solid waste disposal facility, by permitted acreage, in Arkansas and provide solid waste disposal services for a seven (7) county regional area, including two (2) counties in the state of Oklahoma (260,000+ tons/yr).
- Accept solid wastes and operate the landfill 6 days each week.
- Construct and maintain the internal landfill road network.
- Maintain landfill perimeter against intrusion from illegal hunting and other trespassers for the entire 1,012 acres.
- Maintain security for an aviation radar facility, National Weather Service Doppler Radar, and area Emergency First Responders radio tower located on landfill grounds.
- Provide supervision to temporary service workers and the Sebastian County District Court's community service workers program.
- Schedule and host regional Arkansas Department of Environmental Quality (ADEQ) and the Solid Waste Association of North America (SWANA) solid waste courses.
- Attend required ADEQ solid waste licensing and household hazardous waste (HHW) training.
- Construct ditches, berms, down shoots, etc. to control runoff water as required by ADEQ state regulations and landfill permit.
- Test, treat, and release collected runoff water as required by ADEQ state regulations and landfill permit.
- Apply sod to landfill slopes for erosion control as required by ADEQ state regulations and landfill permit.
- Brush hog fields and maintain fence lines in line with ADEQ state regulations, and landfill permit.
- Coordinate with the ADEQ and environmental engineers to maintain compliance with state and federal regulations.
- Coordinate with environmental engineers and construction companies during landfill construction.
- Occasionally open landfill after hours for emergency removal of perishable and/or refrigerated wastes deposited roadside from transport trucks involved in wrecks along state highways, interstates, or local roadways.
- Excavate stone for the Parks Department.
- Inspect trash loads daily for hazardous wastes.
- Operate compost operation including public sales.
- Operate citizen's convenience center where HHW, trash, computers, and white goods are accepted.
- Operate an HHW and e-waste drop off site for the Sebastian County Regional Solid Waste Management District (SCRSWMD).
- Collect, sort, package, and prepare hazardous wastes for disposal by a contractor for the SCRSWMD.
- Coordinate with large construction projects (e.g. Fort Chaffee Trust) for their disposal needs.
- Coordinate with Cambrian Energy and South-Tex Renewables on construction of methane gas wells and pipelines.

- Coordinate with the Environmental Protection Agency on local hazardous waste cleanup sites.
- Maintain wetlands on landfill property as required by the U.S. Army Corps of Engineers.
- Operate 39 different types of machinery.
- Maintain two (2) state certified truck scales.
- Provide “special waste handling services” (e.g. asbestos and contaminated soil from brownfields).

Industrial Collections

- Collect solid wastes (trash and recyclables) for over 200 industrial and construction entities in the Fort Smith area (~42,000 tons/yr).
- Compete for sales with the private sector.
- Obtain, construct, maintain, and monitor customer agreements.
- Provide free solid waste collection services to many non-profit organizations and all city departments.
- Inspect/monitor city streets for safety during inclement weather.
- Conduct site surveys for compactor and roll-off container locations.
- Conduct solid waste audits to assist customers with recycling goals.
- Provide on-site customer service to our customers.
- Provide roll-off containers for the bi-annual citywide cleanup.

Streets and Traffic Control Services

Perform minor street construction projects (overlays, curbs and gutters)

Patch Potholes, seal cracks in streets

Maintain City's drainage system (including road ditches, retention ponds, inlets, creeks and streams)

Maintain and upgrade all traffic control devices (146 signalization intersections)

Provide and install street signage, pedestrian signage/crosswalks, including new subdivisions

Respond to emergency and hazardous situations (winter storms, flooding, removing trees from street rights-of-way, etc.)

Mow and weed control street rights-of-way and major drainage easements

Supervise A-Team seven (7) days a week (picking up road side litter, cut and clear drainage easements, etc.)

On call 24/7.

Analyze all traffic accident reports and recommend traffic safety improvements

Spray for mosquitoes

Maintain alleyways

Administer sight, sign and sidewalk obstruction policy

Convey street light outages to appropriate company and review requests for new street lights

Remove dead and/or hazardous trees from street rights-of-way

Sidewalk repairs to eliminate tripping hazards

Traffic counts

Maintain departmental fleet of 104 vehicles and equipment

Assist other Departments w/paving projects

Respond to approximately 5,000 service calls per year.

Transit Services

Provide safe and affordable transportation for the citizens of Fort Smith by operating five (5) fixed routes and up to four (4) demand response buses six (6) days a week for 15,000 passenger trips per month.

Prepare, implement and perform twenty-three (23) separate program activities to maintain Certifications and Assurance requirements necessary to qualify for receiving federal operating and capital grants.

Prepare, monitor and maintain multiple reports for AHTD, FTA and the National Transit Database for the purposes of program compliance.

Process American's with Disabilities applications for local residents to determine eligibility for the paratransit service.

Process reduced fare applications to identify qualified applicants entitled to half fare for the fixed routes.

Make presentations to civic organizations to promote public transportation.

Present informational displays and department information at various civic functions.

Coordinate transportation activities with the Bi-State Metropolitan Planning Organization.

Respond to charter requests from administration, non-profit organizations and the general public.

Respond to requests, concerns, and/or incidents received by the department and follow-up with investigations, and procedural or policy changes as necessary.

Prepare proposed route changes, policy recommendations and operational updates to the Transit Advisory Commission.

Prepare the department's annual budget and uphold policy and procedural activities with regard to spending and monitoring expenses.

Maintain inventory controls on property, equipment and tools acquired by the department.

Perform routine maintenance and cleaning on equipment and facilities belonging to the department.

Maintain a fleet of fourteen (14) buses and two (2) trolleys.

Perform ticket sales to the general public by way of monthly pass, bulk and individual ticket sales.

Coordinate transportation services with the Department of Human Services and the University of Arkansas Fort Smith.

Provide free transportation vouchers for local non-profit organizations as a function of the Transportation Assistance Program.

Maintain the transit passenger bench advertising program with Creative Outdoor Advertising of America.

Market the exterior bus mobile advertising program to generate transit revenues.

Perform introductory, progressive and annual training to employees to maintain certifications and a professional workforce.

Sustain four (4) CPR and First Aid instructors on staff.

Continue a substance abuse testing, awareness and prevention program for pre-employment, random, post accident and reasonable suspicion.

Manage a Title VI, Equal Employment Opportunity program.

Maintain a Safety and Security program plan.

Maintain a Best Management Practices environmental protection plan.

Coordinate training activities with the Arkansas Transit Association, Southwest Transit Association, Community Transit Association of America and the American Public Transit Association.

Coordinate transportation with local emergency services personnel to prepare and respond to emergency situations or events of notational significance.

Coordinate with all city departments, Chamber of Commerce, downtown and economic development as necessary to meet the objectives of local significance.

Operate a fueling station used by multiple departments.

Provide life sustaining transportation for local residents undergoing dialysis treatments.

Utility Department Work Task Listing

- Identify and prioritize needed capital improvement projects
- Prepare project descriptions and request for proposals for each project
- Select consultants and negotiate engineering design contracts
- Manage project throughout design, bidding and construction phases
- Review monthly invoices and payment applications and track expenditures
- Review all change order requests
- Prepare Board resolutions, memorandums and supporting documentation
- Provide engineering support for all utility department divisions
- Respond to requests for information from city Administration, Mayor and Board
- Responsible for long range master planning for water and wastewater systems
- Owner's representative for construction projects
- Make presentations to organizations and civic groups
- Interacts with regulatory agencies for compliance and enforcement issues
- Prepares monthly water production and treatment reporting for submission to the Arkansas Department of Health.
- Maintain records and prepare reporting related to the Federal Energy Regulatory Commission license
- Prepares monthly wastewater treatment data for reporting to the Environmental Protection Agency and the Arkansas Department of Environmental Quality.
- Prepare wastewater biosolids production information for submission to the Environmental Protection Agency.
- Prepare annual water usage information to the Arkansas Natural Resources Commission.
- Reviews plans and specifications for water and wastewater plant improvements. Attends any required monthly meetings during construction activities.
- Provides daily direction to program supervisors
- Reviews and updates the yearly chemical bid information
- Provides treatment expertise and recommendations on operation to plant personnel as necessary.
- Plans, organizes, directs and participates in the work of the line maintenance division.
- Establishes policies, procedures and schedules for the systems operation and maintenance.
- Processes purchases for supplies and equipment.
- Attends project preconstruction and progress meetings.
- Prepares operational budget worksheets.
- Maintains operational budget controls.

- Reports water system shutdowns and service restoration to state agency when warranted.
- Recommends and participates in water and wastewater system improvements and expansions.
- Review all dry weather overflow reports and completes the correspondence to regulatory agencies within specific time frame.
- Reviews all sewer backup/water damage claims and corresponds with affected residents.
- Compiles division data for regulatory reports.
- Reviews and signs all Arkansas Highway and Transportation Department permits for work in AHTD right of ways.
- Coordinates work with other utility companies and outside agencies as needed.
- Receives and stores Data-Tronics download file as backup to primary file download, along with other employees.
- Renames and transfers download file to meter reading personnel, if needed.
- Follows up on customer issues and questions as needed.
- Processes all purchase orders, request for payments, purchase requests and personnel status changes.
- Reviews employee work performance.
- Prepares employee disciplinary actions.
- Reviews and processes employee injury reports.
- Maintains the utility department Blackboard Connect employee database.
- Maintains the department's primary and backup emergency response plan notification database.
- Coordinates employee random, pre-employment and post accident CDL, Drug and Alcohol screenings
- Reviews division payroll.
- Manage property appraisals for land and easement acquisitions
- Assists city attorney's office on eminent domain actions
- Coordinates with state and federal agencies on matters related to project permits and licenses
- Develop and manage vegetation control programs for water supply and easement maintenance
- Manage residential and agricultural lease properties
- Perform property ownership title research
- Oversees rural properties on matters related to adverse encroachments and initiates enforcement actions
- Manages maintenance and repairs for Lee Creek reservoir recreational use areas as required by FERC license.
- Monitor severe weather safety procedures for compliance
- Monitor boat use procedures for compliance
- Monitor parking utility vehicles and trailers policy for compliance

- Personal protective equipment program - continuous monitoring and annual training
- Respiratory protection program - train annually
- Coordinate safety related training and maintain training records and apply for training credit toward license renewal
- Chemical right to know - train annually
- Work zone & flagger training
- Underground utility locate damage
- CPR/AED training
- Electrical safety
- Forklift operations - train bi-annually
- Manage defensive driving training - annual
- Contractor orientation for job site hazardous chemicals - start of project
- Manage rigging safety training
- Manage autocrane use training
- Manage boom lift and hoisting training
- Schedule miscellaneous equipment training for cutoff saw, pneumatic plug, gas monitors, fire extinguisher
- Visit job sites to check on safety compliance - continuous
- Meet with regulatory representatives when visiting for safety inspection or audits
- Representing the city of Fort Smith on Arkansas Department of Labor public sector safety committee
- Sponsor annual Fort Smith public safety seminar for surrounding community
- Establish job site analysis for hiring best qualified employee for a position
- Investigate accident reports and recommend remedies
- Coordinate safety committee monthly meetings
- Coordinate chlorine emergency team
- Coordinate respiratory evaluations
- Coordinate respiratory fit testing
- Conduct various training for the team during chlorine deliveries
- Maintain inspection records
- Crane/hoist inspections (monthly/annually)
- Vehicle inspections (quarterly)
- Fire extinguisher (monthly and annually)
- SCBA inspection (monthly)
- Eye wash station inspection (weekly)
- Portable gas monitor inspection (monthly)
- Carries out supervisory responsibilities in accordance with the city's policies directing work; addressing complaints and resolving problems.
- Develop department objectives and activities required to achieve success.
- Acts as liaison or assists other departments and agencies as directed in relation to department objectives;

- Directs or leads subordinate personnel in field investigations of hazardous spills
- Trains personnel and assists in the enforcing compliance with federal, state, and local environmental requirements;
- Advises and assists subordinates and renders decisions on complex and unusual problems and matters.
- Schedules and assigns technical sampling and flow rate investigations;
- Prepares Annual Water Quality Report
- Prepares Monthly & Quarterly Backwash Lagoon Reports
- Prepares Annual Pretreatment Compliance Report
- Prepares Annual Biosolids Report
- Prepares Monthly Sanitary Landfill NDPES DMR reports
- Performs technical calculations and lab analysis duties as required.
- Perform data entry as required and maintain databases, spreadsheets & information systems.
- Develops documentation in accordance with local, state and federal requirements.
- Calculates industrial user charges for monthly billing;
- Maintain Utility department website for dispersal of Utility information.
- Prepares, issues, renews, and changes industrial user wastewater discharge permits;
- Reviews engineering plans for new and existing stormwater and sanitary pretreatment systems;
- Reviews compliance requirements and operational effectiveness of industrial pretreatment systems;
- Notifies and initiates enforcement actions for reporting and discharge violations by industrial users;
- Enforce the Pretreatment Program by applying sampling and other information to violation letters which require corrective action.
- Follow up enforcement letters with action if necessary in the form of meetings, hearings, legal actions and/or additional correspondence.
- Interact with inspectors and other officials from State and Federal Agencies.
- Procure equipment and materials as needed.
- Make budgetary recommendations to superintendent for capital outlay & personnel each budget cycle.
- Oversees operation and maintenance of vehicles, construction equipment, service trucks and all assigned small equipment
- Document annual performance evaluations.
- Maintain employee time exceptions to work schedule.
- Provide disciplinary and motivational counseling.
- Control workload and assign personnel and equipment.
- Create and review all work orders for accuracy and completion.

- Responds to all customer calls regarding problems and requests with the water distribution system (45,160 work orders/year)
- Schedule and prepare major water distribution system shutdowns. (75 shutdowns/year)
- Attend preconstruction meetings on capital improvement water distribution system projects.
- Respond to water mains flooding houses, assess damage and make written reports.
- Document personnel injury and vehicle accident reports.
- Review proposed improvements to water distribution system and forward comments on operational concerns
- Evaluate, research and recommend equipment replacement for annual budget.
- Perform post construction inspections of water line replacements projects.
- Respond to requests for information from Utility Administration.
- Interview and recommend applicants for job vacancies.
- Provide assistance and support to other programs, with equipment and personnel.
- Counsel and train employees on job safety, work zone safety, standards and specifications of the water distribution system.
- Maintain state required operator licensing
- Maintain time exceptions to work schedule.
- Coordinate the maintenance and repairs of all assigned vehicles.
- Provide disciplinary and motivational counseling/coaching.
- Control daily workload and production assigning available personnel to cover all functions.
- Review all work orders for accuracy and significant comments on what took place.
- Respond to plumber and citizen complaints.
- Respond to back-ups into buildings, assess damage and make reports.
- Perform periodic training progression and performance counseling.
- Document incident reports on sewer system problems and vehicle mishaps.
- Interact with other work centers covering for other supervisors in their absence.
- Maintain production data and generate reports monthly.
- Research data bases to determine which sewer mains are priority for contractor replacement.
- Work special projects from engineers focusing on select sewer basins with history of surcharging or stoppages
- Research and procure equipment.
- On call 24/7 for emergencies.
- Evaluate equipment and resources, justify replacements or new items, and provide input for annual budgets

- Attend pre-construction meetings on sewer infrastructure improvements.
- Perform post construction inspection of sewer improvements with engineers.
- Maintain listing of sewer mains that require quarterly cleaning.
- Provide wet and dry weather overflow reports.
- Insure immediate response to sewer overflows, evaluate short term response and determine options to resolve problem
- Attend meetings for water line and water service projects for land development and water transmission line projects.
- Investigate and write reports regarding damage to underground facilities and private property and employee injuries.
- Check work completed by crews for quality of work and site restoration.
- Research and recommend computer equipment and software, install and configure specialized software, and support computer users.
- Research, design, write and implement internal business processes, programs, plans and procedures in coordination with other departments and data service providers.
- Work with billing system designers on billing system enhancements.
- Make at presentations for water and wastewater operator licensing meetings.
- Make presentations at Citizen's Academy and UA - Fort Smith Basketball Night events.
- Request Arkansas Highway and Transportation permits for work in right-of-way.
- Write customer and public notices and press releases.
- Research and write specifications for vehicles and equipment.
- Interview and write recommendations for hiring and promoting employees.
- Design contracted jobs and hire contractors.
- Develop individualized steps for employee performance improvement and meet with employees to review improvement process.
- Assign and schedule daily work for crews and in coordination with customers, contractors, and other departments.
- Conducts Interviews, Performs Employee Evaluations, Provides Employee Training
- Schedules repairs and preventative maintenance for all building systems
- Manages transaction recording, receiving, cycle counts and year-end inventory for 1200 plus items
- Determines best pricing, supplier lead times, and economic order quantities
- Determines adequate stock levels according calculated standards and forecasts
- Reviews and approves invoices for payment
- Performs all duties of Warehouse Maintenance Person to cover employee absences
- Maintains door entry control software and after-hours building security for 78 Users at Kelley Highway maintenance facility

- Perform system upgrades and schedule planned maintenance on electronic systems.
- Maintain digital voice telephone recording system for system control operations system
- Monitor radio transmissions and research digital records as requested
- Instruct system control operators on radio protocol
- Prepare user guides and standard operations manuals for water SCADA system
- Review Emergency Action Plans and provide orientation for new employees
- Maintain operational passwords for water SCADA system to provide backup system operations capabilities
- Program and maintain water system work order software modules for parts Inventory, Water and sewer work orders, and security
- Administer work order user permissions, define categories, and determine system policy
- Provide interoffice support and serve as department liaison for new work order software installations and service pack upgrades
- Provide timely and accurate cost accounting information on all aspects of fleet operations
- Implement and maintain uniform policies and procedures for vehicle services
- Procure tools and equipment, monitor and maintain vehicle preventative maintenance standards
- Monitor operational standards to reduce fleet maintenance costs
- Maintain fueling system full asset listing and secure key code transactions for 53 Fleets and 500 plus Assets
- Order gasoline and diesel fuel supplies to maintaining 10 day supply for emergency operations
- Add, modify, block, and delete assets and users within fuel management system as requested.
- Coordinate fueling system asset modifications with Purchasing Department
- Record purchase transactions and weekly inventory levels
- Prepare fuel system monthly usage report for 53 Fleets
- Primary fueling system contact for users requesting technical support
- Prepare fueling system compliance reports for regulatory agencies
- Maintain fuel system spill containment supplies in accordance with stormwater regulations
- Maintain secure connection capabilities for fueling system from off-site locations to provide remote assistance anytime as needed
- Escort employee to random and post accident CDL Drug and Alcohol screenings.
- Processes employee injury reports.
- Prepare employee disciplinary actions.
- Prepare Board and weekly staff meeting packets

- Accounts payable for department's construction projects (currently 82 active projects)
- Prepare Resolutions for Board agenda items
- Daily and monthly filing for current and completed Projects
- Data entry for accounts payable
- Scan accounts payable documents for all projects
- Prepare contract manuals for projects
- Review contractor's licensure with Arkansas State Licensing Board
- Review contractor's registration with Arkansas Secretary of State for business approval
- Review contractor's insurance certificates for underwriter's registration with State of Arkansas licensing for Insurance approval
- Record performance and payment bonds with county clerk's office
- prepare correspondence
- Assign project numbers to project engineers for upcoming projects
- Prepare budget adjustments to establish projects within finance department's account payable
- Balance water & sewer capital improvement projects funds with reports from finance and bond bank
- Track accounts payable for each project to verify construction cost does not exceed approved contract amount
- Track spend down requirements for all bond issuances
- Track account payments and close out projects and bond issues
- Process purchase orders
- Review invoices for details and accuracy
- Manage the routing of invoices to consulting engineers, contractors, city clerk and project files
- Prepare monthly construction project reports for Census Bureau.
- Review bond bank statement holdings on a daily basis to balance with the bond payments
- Review resolutions approved by the Board to insure that all required follow up is completed and returned to city clerk
- Track W-9 forms from contractors
- Issue 1099 reporting to finance for year end tax statements
- Prepare payment and financial status reporting for department's director and engineers
- Prepare personnel forms for department's administrative program
- Assist the director on daily office operations
- Assist department's four project engineers on correspondence, filing, mail outs, etc. on a daily basis
- Assist companies requesting project information and construction bid tabs for upcoming projects and plan holders list

- Prepare contract documents for execution by contractor, city attorney and mayor following the award of bid
- Re-organize current project payment files as part of database maintenance
- Help design and implement new office procedures
- Help research and implement new scan system to better interface with new database
- Assist property manager with questions for request for payments on project easements , W-9's, copies, etc.
- Field incoming calls from citizens, contractors and vendors
- Invoice and process payments for lease property each monthly.
- Prepare and process purchase orders, request for payments and invoices for materials and supplies and verify statements
- Distribution of daily mail
- Scan documents and enter data into database on a daily basis.
- Maintain adequate office and janitorial supplies
- Timekeeper for electronic payroll system - daily.
- Balance department's operating accounts with statements from finance department
- Manage office equipment maintenance and coordinate repair services
- Daily telephone communications with vendors and contractors and routing calls to proper department personnel
- Collect data from Sebastian, Crawford and Madison Counties for city property tax, fire department dues and property insurance
- Process mail, determine postage and request courier service mail pickups.
- Make deliveries to downtown office and consultant offices - daily
- Prepare weekly information and reporting items for board package
- Manage information related to printer cartridge recycling program
- Prepare mail outs, process payments and maintain attendance sheets for joint department-neighboring utility systems yearly safety seminars.
- Maintain documentation for scrap metal sales
- Maintain petty cash fund and processing reimbursements
- Prepare personnel status change forms and documentation required by the human resources department
- Track vehicle and equipment asset maintenance
- Maintain current list for commercial drivers licensing
- Verify documentation, payment discounts and correct tax calculation for purchase orders - 100 monthly.
- Prepare purchase requests checking for accuracy and rules governing purchasing
- Prepare payments for utility payments for treatment plants and sewer lift stations
- Process monthly chemical open purchase orders

- Prepare final documents for discharge monitoring reports for wastewater treatment plants and wet weather sewer system overflows
- Prepare exhibit drawings for board items.
- Review record drawings to assure all required location dimensioning is complete
- Update the water and sewer atlas maps to correspond with record drawings.
- Retrieve record drawings for department staff.
- Prepare construction drawings for in-house designs used by water and sewer crews
- Collect and download GPS data in the field as needed.
- Add record drawings into database, file hard copies and scan documents for electronic retrieval and viewing.
- Assist with hydrant fire flow testing
- Prepare electronic records as requested by consulting engineers for design of capital improvement projects
- Respond to telephone calls and e-mail from design professionals, developers, and contractors.
- Assist department office and field staff as needed.
- On-site surveys for all 4,500 commercial and industrial water user accounts as required by the Arkansas Department of Health
- Review all commercial and industrial building plans submitted to building safety division to identify hazards in accordance with the cross-connection control program
- Conduct cross-connection control inspections
- Prepare and issue follow-up inspection reports
- Require all medium and high hazard cross-connections to be eliminated or require installation of a backflow prevention assembly to protect the public water supply
- Review all installation plans for approval of backflow prevention assemblies
- Issue construction permits for all backflow prevention assembly installations
- Perform final inspections of backflow prevention assembly installations
- Issue final inspection approval letter requiring the backflow prevention assembly to be tested by testing technician licensed by the Arkansas Department of Health within 10 days
- Review test reports and either issue final acceptance letter or require repair and retesting
- Issue assembly permits for the use of the assembly for backflow prevention
- Send notices for annual renewal permit applications and backflow prevention assembly tests
- Review annual test reports, log information into database, and if assembly fails initial test require repair and retest

- Maintain a database of all commercial and industrial water users, all installed backflow prevention assemblies, and a list of certified assembly testing technicians
- Maintain all records and files relating to the cross-connection control program for a minimum of 10 years according to Arkansas Health Department regulations
- Re-survey all commercial and industrial water users with high hazard cross connections on a three-year rotation
- Re-survey all commercial and industrial water users with low and medium hazard cross-connections on a five-year rotation
- Prepare building permit, site plan, utility record maps to issued new water and sewer tap orders
- Record, file and make utility tap record per construction mark up documents
- Assisted with customer, contractor, plumber and field personnel to locate and record utility information
- Prepare and apply for highway permits for utility work within highway right of way
- Log and all record drawings and filed plats for department's records database
- Assist coworkers by making copies of maps and drawings and assist with field surveys
- Calculate utility tap fee charges for billing information
- Review, research and provide written comments for subdivision plats, construction plans and post construction documents
- Review, research and provide written comments for planning actions related to rezonings, variances, easement closings, special use permits, street and alley closings
- Review, research and provide written comments for commercial building permits and sign permits
- Review, research and provide written comments for engineering department's capital improvement projects
- Attend pre-design development meeting, utility coordinating meetings, and preconstruction meetings.
- Conduct fire flow testing and respond to request for fire flow information.
- Respond to telephone calls and e-mail from design professionals, developers, and contractors.
- Provide utility location information.
- Assist with writing agreements, easements, temporary revocable licenses and pre-annexation documents
- Operates biological treatment units including blowers and diffusion equipment
- Operates wet-weather high rate clarification system at both plant and off-site locations
- Operates valves, switches, bar screens, gates, pumps, etc. as required
- Utilizes and monitors SCADA system for both plant and collection system control

- Collects influent and effluent samples 12 times daily as required by NPDES permit
- Collects and analyzes each of the following samples daily: pH, temperature, chlorine residual, solids percentage
- Collect mixed liquor and return sludge 3 times daily to perform settleometer, centrifuge, and SVI tests
- Operates and maintains sludge de-watering and pasteurization equipment
- Operates and maintains odor scrubbing equipment of the following types: chemical, biological, and charcoal
- Performs preventive maintenance on all equipment at wastewater treatment plants on a weekly, bi-weekly, and monthly basis
- Operates multi-stage treatment systems while managing proper flow to multiple treatment trains
- Operates and maintains disinfection systems including both chlorine and UV radiation
- Measures sludge volumes of each clarifier 3 times daily
- Operates and maintains testing instruments used both in the laboratory and in the field
- Operates and maintains chemicals feed systems and chemical inventories used at wastewater treatment plants
- Enters tanks, basin and other confined spaces for cleaning and maintenance
- Hauls processed biosolids to landfill for disposal
- Participates in emergency chlorine response program in conjunction with water and wastewater treatment plants
- Collect and maintains data for reporting requirements of regulatory agencies
- Conducts in-house training program for wastewater licensing requirements
- Maintains plant grounds and buildings
- Maintains mowing equipment and tractors
- Manage the day to day plant operations to ensure compliance with the Arkansas Department of Health and the AEDQ
- Manage personnel work schedule, required preventive maintenance and calibration tasks.
- Provide operations personnel with proper tools and equipment to preformed required tasks safely and effectively.
- Maintain proper plant operations data for reporting and process control.
- Work with chemical suppliers to ensure the chemicals used at the plant are efficient and cost effective.
- Calibrate chemical feed equipment and maintain records for chemical dosaging.
- Review and generate monthly plant operation reports to the Arkansas Department of Health.
- Set up control monitor alarms to alert operators in plant process monitoring.
- Generating weekly piezometer report to monitor the dam.

- Communicate with superintendent concerning plant status.
- Generate and maintain work order history.
- Maintain plant filter turbidity data for process control and reporting
- Work with engineers, contractors, suppliers and state agencies in connection with plant issues.
- Assist superintendent in plant capital improvement needs
- Direct supervised plant operators on daily operations, on call 24/7.
- Ensure daily plant operators perform plant routine duties as well as preventative maintenance tasks.
- Conduct and collect plant data for process control and reporting.
- Work with maintenance personnel to resolve any problems which arise.
- Monitor and record plant personnel training hours.
- Collect water samples and tests designated times defined by the Arkansas Department of Health
- Continually monitors process control through the SCADA system to ensure the water quality is within compliance according to the Arkansas Department of Health
- Monitor the reservoir, intake structure, dam and facility grounds for security purpose.
- Monitor the intake structure and dam for structural integrity and stay current with the Emergency Action Plan procedures
- Inspect the reservoir, intake and collecting pool level data for reporting.
- Performs preventive maintenance on plant equipment.
- Maintain the physical appearance of the facility through mowing, trimming, painting, cleaning, washing, dusting, sweeping and other custodial work
- Maintain the operational integrity of chemical feeders through calibration and maintenance.
- Maintains the operational integrity of lab and field instrumentation tools through calibration and maintenance.
- Provides maintenance crews with work orders on malfunctioning equipment.
- Assist maintenance personnel in the repairs of malfunctioning equipment.
- Compile water quality data for monthly report to the Arkansas Department of Health
- Work with the System Control Operators and companion water treatment facility to meet water demand in distribution system.
- Receive and review all chemicals (hazardous and non-hazardous) used in the treatment process
- Backwash media filters and clarifiers to ensure the highest quality of water.
- Monitor the waste lagoons for proper storage and disposal of the sludge wastes associated with the treatment process
- Maintain records of all operational, chemical, mechanical and electrical changes (electronically and hard copies)

- Maintain current license through training sessions and keep up to date regulations in water treatment .
- Maintain storage chemicals, parts and equipment for proper stock and ensuring continual operation of the facility.
- Maintain and collect water sale and water station at plant site.
- Continually monitor the reservoir, intake structure, dam, tailwater and facility grounds for security purposes
- Inspect water supply reservoir and monitor recreational facilities for cleanliness
- Open and close the reservoir and tailwater boat launching ramps and parks daily
- Maintain the physical appearance of water treatment through mowing, trimming, painting, cleaning and other maintenance work
- Operate the turbine generator
- Coordinate with the environmental manager, biologists and laboratory personnel to maintain ideal water quality conditions
- Maintain environmental sampling program through the scheduling and sample collection at approximately 40 industrial users, wastewater treatment facilities & stormwater sites for the purpose of sampling discharges in order to determine compliance.
- Schedules and performs environmental monitoring inspections of industrial facilities. (552 events/year)
- Collect various environmental samples while maintaining proper "Chain of Custody".
- Conduct and document on site sewer user facility inspections and surveillance visits of approximately 40 Industrial Users and write inspection reports. (40 events/year)
- Responds to and investigates discharges and spills of chemicals and hazardous materials
- Foster a safe and productive work environment by engaging in effective work practices and procedures.
- Analyze samples both in field and in the City's laboratory for parameters such as; pH, Biochemical Oxygen Demand, Chemical Oxygen Demand, Total Suspended Solids, and Oil and Grease.
- Properly use and maintain all analytical and sampling equipment.
- Maintain good Quality Assurance practices to insure validity of analytical results.
- Manage sewer user monitoring database, including data input of self monitoring and utility monitoring results.
- Maintain electronic and paper pretreatment program files, including sewer user database, permits, inspection reports, sampling results, and correspondence.

- Maintain data as required by State & Federal agencies through the use of computer database.
- Enforce Pretreatment Program via Sewer Use Ordinance and Enforcement Response Plan.
- Review and prepare notices of all violations by Industrial Users of their permit limitations.
- Prepare and submit pretreatment reports and correspondence to the US Environmental Protection Agency and the Arkansas Department of Environmental Quality.
- Respond to request for information from Industrial Users and other governmental agencies.
- Maintains extensive contact with low and mid to upper level industrial representatives as required for inspections, enforcement actions and to promote a good working relationship.
- Reviews compliance requirements and operational effectiveness of industrial pretreatment systems;
- Collects water samples for compliance with the Federal Total Coliform Rule (minimum of 960/year).
- Collects water samples for compliance with the Federal Lead & Copper Rule (240/year).
- Collects water samples for continued water quality and treatment optimization (minimum of 250/year).
- Collects water samples for customer complaints within the City.
- Transports samples from the wastewater plants.
- Performs demand analyses for Wastewater, Pretreatment, Landfill, and Watershed Management (3,675/year)
- Performs nutrient analyses for Wastewater, Pretreatment, and Watershed Management (2,160/year)
- Performs solids analyses for Wastewater, Pretreatment, Landfill, Water Treatment, Distribution System, and Watershed Management (7,625/year)
- Performs microbiological analyses for Wastewater, Contractors, Emergency Boil Orders, Water Treatment, Distribution System, and Watershed Management (2,280/year)
- Performs metals preparation and analysis for Wastewater, Pretreatment, Landfill, Water Treatment, Distribution System, and Watershed Management (13,310/year)
- Performs water quality analysis for Water Treatment, Distribution System, and Watershed Management (785/year)
- Performs inorganic chemical analysis for Wastewater, Pretreatment, Water Treatment, Distribution System, and Watershed Management (700/year)
- Performs ion selective analysis for Pretreatment, Water Treatment and Distribution System (1,130/year)

- Performs hazardous determination analyses for Wastewater, Pretreatment, Water Treatment, Distribution System, and Watershed Management (270/year)
- Performs spectrometric analyses for Wastewater, Pretreatment, Water Treatment, Distribution System, and Watershed Management (3,235/year)
- Performs disinfection residual analysis for Water Treatment and Distribution System (1,260/year)
- Serves as back-up laboratory to the Arkansas Department of Health for analyzing bacteriological samples for other water systems around the state in times of emergency.
- Prepares apparatus and reagents for sample analysis and determines appropriate procedures, methods, and scheduling of analysis.
- Analyzes proficiency samples as part of the ongoing QA/QC program and to maintain Federal and State certification.
- Writes and reviews Standard Operating Procedures (SOPs) for Laboratory and other divisions of Fort Smith Utility.
- Develops and performs training for other divisions of the Fort Smith Utility for process improvement.
- Maintains Quality Assurance (QA) and Quality Control (QC) Manuals.
- Maintains good Quality Assurance practices to insure validity of analytical results.
- Maintains all paperwork needed to maintain the City's certification for microbiological analysis that is granted by ADH.
- Completes corrective action reports (CAR) for quality control failures.
- Compiles results into reports and logs results into a computer database.
- Correlates and interprets results directly utilized in the daily operation of the 2 water treatment plants, 2 wastewater treatment plants, pretreatment program, and maintenance of the water quality in the distribution system.
- Reviews work for accuracy, precision, comparability, and completeness.
- Statistically evaluates QC data and generates SPC plots.
- Prepares and presents oral and written reports and technical materials for management review.
- Performs public education through such events as Citizen's Academy, UAFS Night, Earth day Celebrations at local schools, Science Fair judging, laboratory tours, etc.
- Interacts with the public by providing information and answering questions about water quality issues.
- Perform equipment and instrument calibrations at laboratory, water & wastewater facilities
- Perform equipment and instrument maintenance.
- Operates, cleans, laboratory equipment, instruments, glassware and work area.

- Keeps running inventory on supplies needed for normal daily operation of the laboratory.
- Performs janitorial duties in the laboratory building such as dusting, mopping, taking out the trash, etc.
- Collect samples for watershed stream hydrology monitoring at six (6) sites.
- Watershed stream monitoring site maintenance.
- Collect Arkansas River samples for TMDL analysis at four (4) sites.
- Monitor watershed streams for gas well effects at six (6) sites.
- Collect water plant backwash lagoon samples at two (2) sites.
- Conduct reservoir water quality profiles at 13 sites.
- Collect/identify reservoir algae samples at two (2) sites.
- Collect reservoir nutrient samples at 13 sites.
- Collect/ analyze stream macroinvertebrate samples at seven (7) sites.
- Conduct nighttime trap net sampling at nine (9) sites
- Conduct nighttime gill net sampling at four (4) sites
- Conduct larval fish sampling at three (3) sites.
- Conduct shoreline seine at three (3) sites.
- Conduct reservoir electro-shocking at 28 sites.
- Conduct stream electro-shocking at eight (8) sites.
- Boat Maintenance
- Net maintenance
- Equipment maintenance
- Providing boat services for other departments and City contractors
- Laboratory equipment calibration & maintenance
- Laboratory analyses (pH, Turbidity, color, conductivity, etc.)
- Toxicity Analyses
- Data entry and analysis
- Technical report generation
- Literature research
- Public relation events (citizens academy, tours, science fairs)
- Maintain and repair 27 buildings associated with wastewater treatment facilities and wastewater lift stations
- Maintain and repair two wastewater treatment facilities having in excess of 80 pumps, motors and gearboxes
- Maintain and repair two sludge drying process facilities with 3 belt filter presses, 14 conveyors, numerous motors and gearboxes
- Service and repair 24 wastewater lift stations having 75 pump and motors, check valves, blowers and assisting electrical maintenance as needed.
- Conduct performance testing and supply results to assist design of current and future projects.
- Service and repair two flood pumping stations having nine pumps, motors and gearboxes

- Use SCADA system to monitor wastewater lift stations performance to predict maintenance issues and avoid collection system overflows
- Service and repair air scrubbing units at two wastewater treatment facilities and three wastewater lift stations.
- Maintain inventory of spare parts needed for repairs
- Operate boom truck in daily maintenance functions and to assist other departments in repairs of equipment, piping or setting trench boxes for safety.
- Mow grounds of 2 flood stations, 24 lift stations, 18 water storage tanks or valve sites, Shepherd Springs cemetery, Lee Creek transmission line right of way, property line and animal habitat around Lee Creek Reservoir in accordance with FERC license requirements
- Assist property manager in upkeep of rental property
- Prepare and provide preventive maintenance schedules using maintenance manuals.
- Works closely with the treatment plant personnel on resolution of maintenance issues
- Maintain appropriate record database on equipment and repairs
- Monitor and set operating parameters of wastewater collection pumping systems
- Assist other city departments by operation of the pumping system to facilitate wastewater collection system repairs
- Install water service lines two inch and smaller (425 work orders/year)
- Maintain 634 miles of two through 48-inch diameter water mains.
- Maintain all water service lines
- Respond to all customer calls regarding problems with the water distribution system (38,256 work orders/year)
- Provides field locations of all the water distribution system as required by the Underground Facilities Damage Prevention law (6,900 work orders/year)
- Repair water main leaks (850 work orders/year)
- Maintain and repair fire hydrants (120 work orders/year).
- Replace damaged fire hydrants (15 work orders/year)
- Restore job sites to the original condition, laying sod, seeding, replacing landscaping and fences. (1,370 work orders/year)
- Provide utility location assistance to outside engineering consultants designing capital improvements projects.
- Neighborhood water line improvement projects, (2,700 feet/year)
- Maintain pipe yard stock and insures area is clean and in order
- Maintain small equipment and stock inventory on line trucks.
- Coordinate and assist in repair of sidewalks, highways, streets and drainage system removed for water system maintenance work
- Perform stand-by duties for after hours and weekend water distribution system and meter troubleshooting and repairs

- Remove and replace custom rock work and decorative walls to facilitate water main and service repairs.
- Reconstruct drainage ditches and creeks at water main crossings.
- Remove debris and maintain drainage ditches and culverts at water treatment plants
- Request Arkansas Highway and Transportation permits for work in state highway right of way
- Install new 4-inch sewer service lines (84 requests/year)
- Repair/replace 4-inch sewer service lines (350 work orders/year)
- Rod trucks respond to all customer calls regarding problems with the sewer collection system (1,240 requests/year)
- Provides field locations of the sewer collection system as required by the Underground Facilities Damage (44,520/year)
- Cleaning sewer mains (301,572 feet/year)
- Internally TV inspection of sewer mains (81,400 feet/year)
- Repair sewer collection system failures (7,150 feet/year)
- Repair and replace manholes (20/year)
- Installs new manholes (12/year)
- Generate work orders for all type work (3,640 work orders/year)
- Maintains the rear yard stock levels and insures area is clean and uncluttered.
- Maintain stock levels and equipment on line trucks.
- Coordinates with Street Operations on the repair of streets and drainage systems.
- Perform standby duties for after hours and week end stoppage calls.
- Acquire CDL driver's license for operation of jet trucks and dump trucks.
- Perform smoke test to verify customers are on sewer, locate inflow/infiltration and to detect unauthorized connections
- Restore job sites to prework condition laying sod, seeding, resetting fences, etc.
- Take down chain link and privacy fencing to allow main repairs.
- Relocate storage/shop buildings from easements.
- Remove custom rock work and walls to facilitate main replacement.
- Clear easements of trees & brush.
- Create road ways along easements in non-accessible locations.
- Provide utility location assistance to outside engineering consultants on special projects.
- Maintain sewer force mains and air release valves/vaults.
- Assist city contractors with projects by providing jet truck assistance when needed.
- Utilize TV inspection van to assist design consultants determine condition and level of repair needed.

- Jet trucks clean services, water sod and wash off streets after construction repairs.
- Jet trucks clean and vacuum out pits/vaults at various city facilities.
- Utilize TV inspection van for inspection of sewer mains that are in new projects to prevent disturbing new improvements with sewer main replacements at a later date
- Provide TV inspection data of sewer mains and manholes to city engineers for contractor replacement projects.
- Assist water department with leak repairs as needed.
- Assist water and meter department with special projects and water transmission line repairs, as needed.
- Reconstruct drainage ditches and creeks with rip-rap and concrete at sewer main crossings.
- Remove trees and debris from drainage ditches and creeks on the upstream side of sewer main crossings.
- Perform wet and dry weather inspection/documentation of surcharging from sewer collection system
- Routinely inspect and read water meters and timely and accurately record readings in billing system each month (34,580 work orders/month)
- Inspect and investigate meters and meter facilities problems each month reported by customers and City personnel and take corrective action as needed (2,840 work orders/month).
- Perform accuracy tests on new water meters and used water meters monthly for initial installation, reuse, water loss, and customer requests (440 work orders/month)
- Specify, purchase, record, and add to billing system new meters monthly (190 work orders/month)
- Assign and record meters to addresses monthly (210 work orders/month)
- Repair or replace water meters monthly to assure accurate water sales (330 work orders/month)
- Patrol, maintain and repair 51 miles of 18-inch through 48-inch water transmission lines.
- Research and review water meters and meter devices for outside engineering consultants.
- Repair water service lines and metering facilities.
- Mow, weed eat and trim brush around water meter and valve facilities, and along water line and sanitary sewer line easements.
- Maintain water transmission line access roads.
- Provide consultations on water usage history to customers and engineers.
- Report leaks to the Customer Service Department, so customers can quickly receive the proper credit to their accounts when plumbing leaks are fixed.
- Test each newly installed water service line.
- Issue and maintain fire hydrant meters for temporary water accounts.

- Test, maintain, and repair fire hydrant meter backflow preventers.
- Provide field locations for 46 miles of water transmission lines located outside of City as required by the Underground Facilities Damage Prevention Law (600 requests/year)
- Provide meter location and sizing information assistance to outside engineering consultants designing CIP projects.
- Maintain service vehicles, vans, construction equipment, and specialized equipment.
- Review and document performance of 21 employees.
- Inspect and drill 3-inch and larger taps for contractors.
- Answer phone calls from customers and create work orders as necessary.
- Meet customers, engineers, and contractors to resolve problems and protect the water distribution system.
- Prepare water services, document shutdown, notify customers and other departments, assure work complies with Arkansas Health Department regulations, and collect water samples for approximately 3 major water distribution system shutdowns monthly, and, if needed, coordinate issuing and repealing boil water notices
- Inspect contracted jobs for completion and monitor work to protect water transmission lines from damage.
- Maintain meter inventory records and take periodic physical inventory.
- Turn on water and turn off water at customer request and for new customer accounts.
- Assist engineering in surveying water transmission lines.
- Authorize purchases and assist with the development and implementation of operations and capital budget expense budgets.
- Provide on the job training for safety; customer service, reading meters; installing, operating, maintaining, and repairing water meters, metering facilities, water services liens, water mains, and water transmission lines; operating excavation equipment, pipe drilling machines, and tapping machines; and operating computers and software applications.
- Operate computerized meter readings system, data transmission system, and billing-meter system.
- Meet business owners to provide consultation on water service problems and water conservation efforts.
- Restore job sites to the original condition.
- System control operations staffed 24hrs/day - 7 days per week
- Answers telephones and redirects customer and contractor inquiries to appropriate personnel
- Dispatches utility crews to scheduled and emergency assignments
- Retrieves tap records, files and reviews address information after hours
- Maintains Grade IV water distribution license

- Operates water SCADA system and records changes and events in daily logbook
- Prepares weekly emergency standby power generator operation reports
- Constantly monitors SCADA System for alarm conditions and dispatches personnel as needed
- Coordinates water transmission system delivery and water storage reservoirs control with water treatment plants
- Monitors wastewater SCADA System for alarm conditions
- Receives and coordinates all the Underground Damage Prevention Law work orders and maintains database
- Provides after-hours support and dispatching for several other Departments
- Provide data entry & work order management for the line maintenance division (38,704 work orders/year)
- Installs temporary barricades, traffic signage and caution devices to alert vehicle and pedestrian traffic of utility work in progress
- Maintains a variety of traffic safety devices and lighted sign machines
- Maintains written records and coordinates placement of traffic safety devices with crews and supervisors
- Coordinates with highway department personnel and supervisors on State Highway lane closures
- Mows the lawn and maintains lawn care equipment
- Assists with building maintenance projects as needed
- Maintains safe operable vehicles in compliance with established standards and requirements
- Performs vehicle modifications and administers vehicle warranty programs
- Performs purchasing and inventorying of parts, filters, chemicals, oil, and grease
- Operates and maintains a current database that displays the scheduled service intervals for the entire fleet
- Maintains stock of replacement parts, supplies, and equipment for standard repairs
- Repairs fuel system, hoses, pumps and accessories
- Repairs and maintains car wash
- Provides welding service repairs as needed
- Maintains inventory, organizes parts warehouse, operates forklift, loads and unloads truck shipments
- Procures, receives, delivers, ships, and returns parts, materials and supplies

- Stocks and maintains Janitorial supply closets
- Prepares daily stock reports and performs cycle counts
- Records daily parts requisitions as requested by utility field crews
- Records daily parts requisitions as requested for loan to contractors

- Cleans employee break room every morning and afternoon and performs other custodial duties as needed
- Change light bulbs, HVAC filters, and damaged suspended ceiling tiles
- Removes trash and recyclables, other maintenance as required
- Maintains building grounds and coordinates activities with custodial service
- Program and maintain 6 SCADA systems(two water treatment plants, two wastewater treatment plants, one water distribution system, and one wastewater system)
- Install, maintain and repair all electronic and electrical equipment at 4 treatment plants and 53 pump stations.
- Install, maintain and repair fiber optic systems at 4 Treatment Plants and at Kelley Highway.
- Operate test equipment to troubleshoot electronic equipment.
- All radio equipment stays within FCC guidelines and regulations.
- Provide assistance to outside engineering consultants designing treatment plants and pump station.
- Make presentations to a citizen and other organizations.
- Responds to customer calls regarding problems with the water distribution system.
- Serve on stand-by call every 4 weeks.
- Provide assistance to outside contractors with the installation of new equipment at 4 Treatment Plants and 53 Pump Stations.
- Install, maintain and repair 12 pressure reducing stations
- Install, maintain and repair pumps, valves, check valves, and air relief valves.
- Maintain, repair and paint Pump Station Buildings.
- Provides technical assistance and oversees the operation of the Supervisory Control and Data Acquisition (SCADA) system.
- Provide in house and in the field welding and fabrication activities.
- Installs, maintains and repairs all electrical and electronic switchgear at 4 Treatment Plants and 53 Pump Stations.
- Perform extensive preventive maintenance and documentation on all electrical and electronic equipment at 4 Treatment Plants and 53 Pump Stations.
- Repair leaks at 2 Water Treatment Plants and 26 Pump Stations.
- Install, repair, and maintain 14 standby electrical power generators
- Provides field locations of all the water pump station piping.
- Perform concrete work as needed.
- Install, maintain and repair 70 magnetic flow meters throughout water and wastewater systems
- Purchase equipment and material as needed.
- Install, maintain, and repair variable frequency drives controlling water and wastewater pumps

- Preventive maintenance, repair, and documentation of 1.5 megawatt turbine generator at Lee Creek water treatment facility
- Maintain a Grade 4 Water Distribution and Water Treatment Operator License.
- Maintain a Wastewater Treatment License.
- Maintain Backflow Tester and Repairman License.
- Maintain Electrical License.
- Maintain CDL License.
- Maintain Forklift License.
- Maintain, repair and install air compressors.
- Maintenance and repair to Kelley Highway Facility.
- Install, maintain and repair Entry Card Reader system at 4 Plants, 26 Pump Stations and Kelley Highway.
- Maintain and repair vehicle automatic entry gate systems at 4 treatment plants and Kelley Highway.
- Inspect, Maintain, and repair sensors to the dam and spillway
- Review department payroll
- Escort employee to random, and post accident CDL, Drug and Alcohol screenings.
- Processes employee injury reports.
- Processes employee disciplinary actions.



MEMORANDUM

August 19, 2010

TO: Dennis Kelly, City Administrator

FROM: Ray Gosack, Deputy City Administrator

SUBJECT: Convention Center Funding

The Board of Directors has previously discussed the use of a prepared food tax to help fund convention center operations and to possibly use for other initiatives. The convention center ad hoc committee recommended a prepared food tax as the best option for funding convention center operations.

BACKGROUND

The need for a new source of convention center revenue results from the end of state turnback revenue for this purpose. Over the 10 years of state turnback funding, the city has received \$17.7 million for convention center uses. The state offered the turnback funds as an incentive for communities to enlarge their convention capabilities. The state realized the economic benefits that conventions bring to a region and to the state.

The turnback funds were first used to help pay the sales tax bonds which were issued in 1997 to fund the convention center expansion. After those bonds were retired, the turnback funds were used for convention center operations and for capital projects at the center. The state turnback funds expired on June 30th of this year.

The convention center's annual operating costs are \$1.6 million while the income from user charges is \$650,000. This leaves a gap of \$950,000. The center's economic benefit to the community is significantly greater than this gap (see attached impact reports for 2008 and 2009 which were prepared by the convention center staff).

BOARD DISCUSSIONS

The board of directors discussed the convention center ad hoc committee's report in July. The board discussed whether a ½% or 1% prepared food tax should be pursued, and the timing of an election. The board leaned toward a spring, 2011 election date. The issue of a sunset provision was also considered. If a prepared food tax is used, there would need to be an agreement with the Advertising and Promotion Commission for operation of the convention center and for uses of the tax revenue. A discussion of each of these follows.

Rate of Tax. If the board desires, it may present both a ½% and a 1% prepared food tax for the voters to decide. The city attorney advises that ballot questions can be worded so that the ½% tax would be null and void if the 1% tax passes. A list of proposed uses for both scenarios is attached. A ½% tax will fund only the operating costs of the convention center, and provides no revenue for capital replacement needs (e.g., carpeting, HVAC systems, re-roofing, painting, etc.) at the convention center or for any other uses.

Election Date. A list of possible election dates in 2011 is attached. Having an established election date will put preparation of a voter education effort into motion.

Sunset Provision. The board should also determine if a sunset provision is desirable. Voters have given support when they know a tax will automatically expire (as with sales tax bonds) or will be brought back to them for renewal (as with the street sales tax and the county-wide sales tax). A 20-year sunset gives sufficient time to produce meaningful results. It also provides the voters with a comfort level that the tax won't continue without their approval.

Agreement with A & P Commission. The board has previously stated its desire to transfer operation of the convention center to the A & P Commission. The ad hoc committee also made this recommendation. An agreement with the A & P Commission gives assurance that the prepared food tax revenues will be spent as intended. Attached is a draft agreement. The agreement is being reviewed by the staff of the A & P Commission. The board may find it desirable to have such an agreement in place before the election so that voters have assurance of how the funds will be spent.

KEY DECISIONS

The board will need to decide the following items so that the issue of funding the convention center moves to a conclusion.

- ▶ The tax rate to be presented to voters. This may be either a $\frac{1}{2}$ % tax rate, a 1% tax rate, or an option which lets the voters decide the tax rate.
- ▶ Set an election date. Adequate time should be allowed for a citizens committee to organize, raise funds, and conduct a thorough voter education effort.
- ▶ Whether or not to include a sunset provision in the enabling ordinance.

Once the board has provided direction on these points, the staff will work with the city attorney to draft the election ordinance and finalize preparation of the agreement with the A & P Commission. Please feel free to contact me if there's any questions or a need for more information.

Ray

Attachments

Economic Impact Social Impact (Local Events)

Total Attendance	2008 FSCC Total Revenue Social/Local	Social/Local Economic Impact Total
37417	\$ 248,334.60	\$8,966,495.60

The Center hosts a wide range of events attended primarily by the local population. Although these events did not generate the level of economic activity as a private meeting or convention, we have utilized a figure of \$40 of expense per day per attendee for those attending "Local/Social Events" and not spending the night in a Fort Smith hotel.

Economic Impact Non Local Events (Groups with Sleeping Rooms)

Total Attendance	2008 FSCC Total Revenue Non-Local Events	Non-Local Events Economic Impact Total
67820	\$338,975.10	\$16,141,035.10

Study indicates a per day spending level of \$233 for event attendees for a state/local events. This figure utilized in calculating the direct economic impact for Fort Smith events, based on hotel room night reports for events listed as "Non-Local Events" as provided by the Center. Since it is at times difficult to calculate actual hotel room night generations from events utilizing multiple hotels, we have based the economic impact formula for multiple hotel/Non Local Events on the number of attendees as opposed to room night generation.

2008 Total Attendance	2008 Total FSCC Revenue	2008 Total Economic Impact
119,523	\$587,309.70	\$25,107,530.70

**There are exclusions of groups in final totals due to some individual groups have no direct economic impact other than on the Centers Revenue Totals.*

Economic Impact Social Impact (Local Events)

Total Attendance	2009 FSCC Total Revenue Social/Local	Social/Local Economic Impact Total
38361	\$176,344.77	\$1,710,784.77

The Center hosts a wide range of events attended primarily by the local population. Although these events did not generate the level of economic activity as a private meeting or convention, we have utilized a figure of \$40 of expense per day per attendee for those attending "Local/Social Events" and not spending the night in a Fort Smith hotel.

Economic Impact Non Local Events (Groups with Sleeping Rooms)

Total Attendance	2009 FSCC Total Revenue Non-Local Events	Non-Local Events Economic Impact Total
43,324	\$212,670.50	\$10,307,162.50

Study indicates a per day spending level of \$233 for event attendees for a state/local events. This figure utilized in calculating the direct economic impact for Fort Smith events, based on hotel room night reports for events listed as "Non-Local Events" as provided by the Center. Since it is at times difficult to calculate actual hotel room night generations from events utilizing multiple hotels, we have based the economic impact formula for multiple hotel/Non Local Events on the number of attendees as opposed to room night generation.

2009 Total Attendance	2009 Total FSCC Revenue	2009 Total Economic Impact
81,685	\$389,015.27	\$12,017,947.27

**There are exclusions of groups in final totals due to some individual groups have no direct economic impact other than on the Centers Revenue Totals.*

USE OF PREPARED FOOD TAX REVENUES

½% Prepared Food Tax

\$900,000 for convention center operating costs

1% Prepared Food Tax

\$1,000,000 for convention center operating costs
240,000 for convention center capital replacement costs
250,000 for Marshals Museum operating costs
100,000 for Fort Smith Classic golf tournament
60,000 for various festivals (Blues, Juneteenth, Vietnamese New
Year, Cinco de Mayo)
50,000 for Bass Reeves monument (2012 & 2013)
50,000 for arts community (beginning in 2014)

MEMORANDUM
August 17, 2010

TO: Dennis Kelly, City Administrator

FROM: Cindy Remler, City Clerk

RE: Special Election - Prepared Food Tax

As requested, the following information is provided regarding a special election on the question of a prepared food tax if such is held during the first six months of 2011:

- There are no scheduled elections (school board, etc.) in 2011, so, the calendar is pretty much open for the directors to consider a special election. The election must be held on the second Tuesday of the month, and shall be held not less than 50 days following the date that my office files with the county clerk the ordinance calling the election.
- Listed below are the election dates, and the deadline for the board to adopt ordinance calling the election.

Election Date

January 11
February 8
March 8
April 12
May 10
June 14

Deadline for Board Action

November 16 regular meeting
December 14 regular meeting
January 11 special meeting
February 15 regular meeting
March 15 regular meeting
April 19 regular meeting

- The cost of a special election is estimated at \$25,000

Please let me know if you have any further questions at this time.

PREPARED FOOD TAX OUTLINE

Arkansas Code 26-75-601 et. seq.

Levy of Prepared Food Tax

Prepared food tax may be levied up to 3% by the board of directors. An election isn't required. The board may have an advisory referendum if it desires. An election is required for bonds that are repaid with prepared food tax revenue.

Disposition of Prepared Food Tax Revenues

The revenues are collected by and deposited with the Advertising and Promotion Commission. Expenditure of the funds is under the control of the A & P Commission.

To assure the funds are spent as desired, the city could enter into an agreement with the A & P Commission in advance of enactment of the tax to contract for the expenditure of the funds. If the spending plan wasn't followed, the board would have ultimate control through its power to rescind the ordinance levying the prepared food tax.

Allowed Uses of Prepared Food Tax Revenue

- Advertising and promoting of the city
- Construction, equipment, maintenance and operation of a convention center
- Operation of tourist promotion facilities
- Bond payments (an election is required to issue bonds)
- Funding of the arts
- Theme parks or other family entertainment facilities
- Constructing, maintaining and operating public recreation facilities including parks
- Promoting and encouraging tourism and conventions (may include concerts, festivals, and other entertainment events)

Revenue Estimate

Tax Rate	1 Year of Revenue	3 Years of Revenue	5 Years of Revenue
½%	\$900,000	\$2,727,000	\$4,591,000
1%	\$1,800,000	\$5,454,000	\$9,182,000
2%	\$3,600,000	\$10,908,000	\$18,364,000
3%	\$5,400,000	\$16,362,000	\$27,546,000

Assumes a 1% Annual Growth Rate

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**GOVERNMENTAL OPERATIONS AGREEMENT BETWEEN
THE CITY OF FORT SMITH, ARKANSAS AND THE FORT
SMITH ADVERTISING & PROMOTION COMMISSION**

This Agreement entered into effective the ___ day of _____, 2010, by and between the City of Fort Smith, Arkansas, a municipal corporation created and existing under the laws of the State of Arkansas, hereinafter referred to as the "City," and the Fort Smith Advertising & Promotion Commission, a commission existing pursuant to state law and created by Fort Smith Ordinance No. 79-89, hereinafter referred to as the "Commission."

WHEREAS, the City is the owner of the Fort Smith Convention Center which provides convention, promotion of tourism and other services in the City of Fort Smith, which ownership includes control over the Fort Smith Convention Center operating budget with an anticipated budget balance of approximately \$_____ as of December 31, 2010; and,

WHEREAS, the Commission currently receives the tax proceeds from the three (3) percent sales and use tax on the gross proceeds from the renting, leasing or otherwise furnishing of hotel or motel accommodations within the City of Fort Smith pursuant to Fort Smith Ordinance No. 47-01, and the Commission is charged with the determination of the use of said tax proceeds deposited in the Fort Smith Advertising and Promotion Fund for the promotion of tourism in the City of Fort Smith; and,

WHEREAS, the City and the Commission desire to consolidate in the Commission the convention, advertising and tourism promotion activities of Fort Smith as currently funded by the three percent (3%) sales and use tax on the gross proceeds from hotel and motel accommodations as well as the anticipated tax revenues derived from a proposed one percent (1%) sales and use tax on the gross proceeds from the sale of prepared foods and beverages in

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the City of Fort Smith.

NOW, THEREFORE, in exchange of mutual covenants and agreements set forth herein, the City and the Commission agree as follows:

1. In manners consistent with requirements of law, the City and Commission agree to encourage and support the submission to and the adoption by the voters of the City of Fort Smith of a one percent (1%) sales and use tax on the gross receipts or gross proceeds received by restaurants, cafes, cafeterias, delicatessens, drive-in restaurants, carry-out restaurants, concession stands, convenience stores, grocery store-restaurants, or similar businesses from the sale of prepared food and beverages for on-premises or off-premises consumption pursuant to legislation codified as A.C.A. § 26-75-602 (Supp. 2009) in the City of Fort Smith at an election to be held during the year 201_. In the event that the proposed tax is approved by the voters of the City of Fort Smith so that collections of the tax commence on or before _____ 1, 2011, the further provisions of this Agreement shall be in full force and effect as of _____ 1, 2011. If the proposed tax is not approved by the voters of the City of Fort Smith or if the tax is repealed subsequently, this Agreement shall then terminate.

2. Subject to the terms and provisions set forth in this Agreement and including the adoption of the tax discussed in paragraph 1 above, and effective _____ 1, 2011, the City shall:

a. Retain ownership of but deliver, let and lease possession and control of the Fort Smith Convention Center, and associated real and personal properties, to the Commission for operation and promotion of convention and tourism activities pursuant to the terms of this Agreement; and,

DRAFT

b. Deliver to the Fort Smith Advertising and Promotion Fund created by Ordinance No. 79-89 any then existing balance in the Fort Smith Convention Center Operating Fund (Fort Smith Budget Fund _____), which budget fund balance is anticipated to be approximately \$ _____. The Commission agrees to use the transferred funds solely for the operation of the Fort Smith Convention Center and for capital projects at the Fort Smith Convention Center.

3. Throughout the term of this Agreement, the Commission agrees:

a. To operate in a reasonable and efficient manner, subject to the terms and provisions of this Agreement, the Fort Smith Convention Center for the purpose of conducting convention and tourism promotion activities in Fort Smith. The Commission agrees to be responsible for all operation, maintenance, repair and capital improvement expenses of the Fort Smith Convention Center throughout the term of this Agreement. All contracts by which the City is obligated with reference to the Fort Smith Convention Center shall be honored and executed by the Commission throughout the legally enforceable term of the contracts. The maintenance agreements in effect at the commencement of this Agreement, even if not legally enforceable, shall be honored and executed by the Commission through December 31, 2011;

b. All salaries of employees serving the Fort Smith Convention Center shall not be increased in any amount greater than the salaries in existence at the commencement of this Agreement plus Consumer Price Index increase through December 31, 2011. City encourages the Commission to retain the services of all employees of the Fort Smith Convention Center following commencement of this Agreement;

(NOTE: In the event the board of directors determines to proceed with a ½ % prepared food tax,

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paragraphs c, d, and e following would be deleted.)

c. To expend or restrict for subsequent expenditure not less than \$240,000.00 annually for Fort Smith Convention Center capital replacement and enhancement purposes such as, but not limited to, carpeting replacement, HVAC replacement, remodeling, re-painting, and new construction;

d. Beginning in the year 2011, and continuing each year thereafter during the term of this Agreement, enter into a contract providing for public services to be provided by the operating entity of the United States Marshal's Museum in exchange for an annual payment of \$250,000.00 by the Commission for the operational expenses of the Marshal's Museum, providing that no more than 40% of the contracted payments by the Commission shall be utilized for administrative salaries by the entity operating the Marshal's Museum; and,

e. Beginning with the year 2012, and continuing each year thereafter except as indicated below, pursuant to contracts for public services with the non-profit entities identified below, provide the identified payments for said contracted services to the entities operating the following tourism promotion activities if, but only if, the indicated activities are actually conducted :

1. Fort Smith Classic golf tournament – \$100,000.00 per year;
2. Juneteenth Festival, Blues Festival, Vietnamese New Year, and Cinco de Mayo – \$60,000.00 per year, to be allocated by the Commission. In order for an organization to receive these funds, they must use a publicly-owned facility for the event;
3. Bass Reeves Monument Construction – \$50,000.00 per year in the

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years 2012 and 2013; and

4. Arts Contributions – \$50,000.00 per year commencing in the year 2014 to Fort Smith non-profit entity or entities, provided at least ten percent of the contributions shall be for scholarships to Fort Smith residents attending college to study the visual or performing arts. The Commission has the discretion to allocate these funds.

If any of the funds allocated to items 1-4 above are not expended, the Commission shall have the discretion to expend these unallocated funds for any purposes allowed by law.

4. This Agreement shall have a term of approximately twenty (20) years, which term shall end on December 31, 2031, unless the parties by written agreement extend the term hereof.

5. In the event that the tax collections from the approved one percent (1%) sales and use tax on prepared food (“food sales tax”) produces in any annual period a sum less than \$1.8 million, the amounts provided for in Section 3d and e above shall be proportionately reduced. In any such situation, the share of the subject year’s tax income to be paid pursuant to contracts for public services to the entities named in the identified sub-sections shall be the sum resulting from multiplying a sum equal to the year’s gross tax receipts from the food sales tax less the sum of \$1.34 million by a fraction the numerator of which is the annual sum set forth in the identified sub-sections and the denominator of which is \$460,000.

6. During the term of this Agreement, the Commission agrees:

- a. That it shall annually cause the Fort Smith Advertising and Promotion Fund and the Commission’s operations pursuant to this Agreement to be audited by a certified public accountant and to provide a copy of the audit report to the City;

DRAFT

b. That it will annually establish goals, benchmarks, and performance measures for the operation of the Convention Center, and shall report on same annually to the City's board of directors.

c. In cooperation with the Director of Human Resources of the City, apply all Fort Smith employee rules and regulations to Commission employees (except for business travel reimbursement expense procedures);

d. To follow state law and Fort Smith ordinances regarding the acquisition of supplies, materials and services for the Commission and for the disposition of any assets of the Commission; and,

e. Regarding insurance for property protection from fire, storm, wind or other casualty and for insurance for premises operation/liability purposes for the Fort Smith Convention Center, Fort Smith shall initially acquire the coverages and the cost for the insurance shall be reimbursed to the City by the Commission from the Fort Smith Advertising and Promotion Fund.

7. If during the term of this Agreement the Commission contracts with a third party for (or by assignment transfers) operating responsibilities at the Fort Smith Convention Center in any manner, any such contract or assignment shall expressly provide that any event organizer utilizing the Fort Smith Convention Center shall have the right to select and contract for food and beverage service independent of the operator of the Fort Smith Convention Center. The Commission may require that food and beverage caterers be on a list approved by the Commission or its Executive Director.

8. In the event either the City or the Commission believes that the other has defaulted

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any provision of this Agreement, written notice of that belief of default shall be provided to the party believed to be in default. The party receiving such notice shall respond in writing within ten (10) days of the date of receipt of the belief of default. In the event the notice and response do not resolve the situation, the chief executive officials of the City and the Commission shall meet within ten (10) calendar days of the date of the response in any attempt to resolve the situation. In the event the parties are not able to reach an agreement which resolves the dispute, both parties reserve the right to exercise any and all lawful remedies. Any litigation resulting between the parties shall be commenced in the Fort Smith District of the Sebastian County Circuit Court.

9. This Agreement embodies the entire agreement between the City and Commission and this Agreement supercedes all prior representations, warranties, promises or covenants other than those expressed in this Agreement.

10. All notices and other instruments required to be made or given under this Agreement shall be in writing and shall be validly given when mailed by pre-paid registered or certified mail or if personally delivered.

If to City:

City Administrator
623 Garrison Avenue
Fort Smith, AR 72901

If to Commission:

11. The City and Commission may from time to time specify any address in the City of Fort Smith as its address for the purpose of this Agreement by giving fifteen (15) days written notice to the other party.

12. If any provision of this Agreement, or the application of any provision of this

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Agreement to any person or circumstance, specifically including the obligations of the Commission as stated in paragraph 3, shall be determined to be invalid or unenforceable by final judicial decision made by the Courts of the State of Arkansas, the remaining provisions of this Agreement shall likewise be considered invalid and unenforceable. In any such circumstance, the parties agree to reasonably and as expeditiously as possible:

- a. Return the custody of the Fort Smith Convention Center to the City;
- b. Deliver to the City any unexpended funds budgeted or otherwise set aside for the operation of the Fort Smith Convention Center;
- c. Deliver to the City any unexpended funds budgeted or otherwise set aside for capital improvements of the Fort Smith Convention Center pursuant to paragraph 3c of the Agreement; and,
- d. The City and Commission agree to enter into a contract for public services whereby the Fort Smith Convention Center is made available for convention and promotion purposes by the City and the Commission provides compensation in the sum of \$1.34 million per year from the food sales tax to be expended solely for the operational expenses of the Fort Smith Convention Center.

IN WITNESS WHEREOF, this Agreement is executed by the Mayor and City Clerk of the City of Fort Smith pursuant to Resolution No. _____ of the Board of Directors of the City of Fort Smith and is executed by the Executive Director of the Commission pursuant to the resolution of the Commission adopted on the ___ day of _____, 2010.

CITY OF FORT SMITH, ARKANSAS:

DRAFT

By: _____
Mayor

Attest:

City Clerk

FORT SMITH ADVERTISING & PROMOTION COMMISSION:

By: _____
Executive Director

Attest:

Secretary to Commission



3

MEMORANDUM

August 18, 2010

TO: Dennis Kelly, City Administrator

FROM: Ray Gosack, Deputy City Administrator

SUBJECT: Funding Request - U.S. Marshals Museum

The U.S. Marshals Museum is making a request for \$100,000 in cash support for 2011. Its request is attached. In 2007, the city provided \$100,000 and Sebastian County provided \$115,071. The county has recently approved providing an additional \$115,071 for the U.S. Marshals Museum. The city has secured a \$250,000 federal earmark for the museum. Those funds may not be used for operating costs, and will likely be used to develop one or more exhibits for the museum. There's also been discussion about providing up to \$250,000 in annual museum support from the proceeds of a prepared food tax, should that tax be enacted.

Please contact me if there's any questions or a need for more information.

Ray

Attachment

cc: Jim Dunn, U.S. Marshals Museum



July 21, 2010

Mr. Dennis Kelly
City Administrator
P.O. Box 1908
Fort Smith, AR 72902

Re: U. S. Marshals Museum appropriation request

Dear Mr. Kelly:

On behalf of the Board of Directors, thank you for your past support of the U. S. Marshals Museum. We are asking the City of Fort Smith to consider an appropriation of \$100,000 from the 2011 city budget. The City generously provided an appropriation of \$100,000 in October, 2007. In April, 2010, the USMM asked the Quorum Court to duplicate its 2007 gift of \$115,071, and such an appropriation was approved in May. These funds will support ongoing operations as the staff of 5, including a full time volunteer, supports a \$50,000,000 capital campaign to build a 50,000 sq. ft. national museum honoring the United States Marshals. The City's support is crucial to the success of this project.

The U. S. Marshal Museum will provide a great economic boost to this region. Please consider:

- o The Museum's business plan projects a direct payroll of over \$930,000; as with almost all businesses in Fort Smith, it will provide jobs for those living in Fort Smith and surrounding areas.
- o Visitors to the Museum in the first year of operation are estimated to be 115,000; the economic impact on Sebastian County and surrounding areas is expected to exceed \$5 million with the creation of 60 new jobs.
- o Construction of the 50,000 sq. ft., \$50,000,000 museum will create substantial economic activity in the region.
- o Increased tourism will spur downtown and riverfront development, increasing sales tax and rising property values, resulting in increased tax revenue to the city and county.
- o The U.S. Marshals Museum project enjoys wide popular support and is deeply intertwined with the history of Sebastian County and Western Arkansas.
- o The U. S. Marshals were first appointed by President George Washington in 1789, making them the oldest law enforcement agency in the country; the Museum will seek to honor President's Washington's vision of the U. S. Marshals.

We look forward to the continuing partnership with Fort Smith in making this Museum a reality.

Very Truly Yours,



James M. Dunn, Executive Director

cc: Barbara Harvel

Attachments:
Budget, 2010-2011
Frequently Asked Questions
Description of Services

U.S. Marshals Museum, Inc.
Annual Operating Budget FY2010-11

Revenue and Support

43400	Direct Public Support		
43600	Governmental	\$	-
43610	County	\$	115,000.00
43620	City	\$	-
43630	State	\$	-
43640	Federal	\$	-
	Total	\$	<u>115,000.00</u>

43500	In Kind Donations		
43510	Donated Accounting Fees	\$	4,000.00
	Total	\$	<u>4,000.00</u>

44400	Grants and Sponsorships		
44410	Grants	\$	-
44440	Sponsorships Educational Programs	\$	-
	Total	\$	<u>-</u>

45000	Investment Income		
45030	Interest Income	\$	14,000.00
45040	Gain (loss) on investments	\$	-
	Total	\$	<u>14,000.00</u>

46400	Special Fundraisers		
46425	Calendar Income	\$	7,500.00
46426	Calendar Expense	\$	(8,000.00)
46440	Watch Income	\$	39,800.00
46441	Watch Expense	\$	(25,750.00)
	Total	\$	<u>13,550.00</u>

Total Revenue and Support		\$	<u>146,550.00</u>
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Expenses

60600	Regular Board		
60610	Meeting Expenses	\$	500.00
60615	Orientation and Meals	\$	1,000.00
60620	D& O Insurance	\$	900.00
	Total	\$	<u>2,400.00</u>

60900	Business Expenses		
60920	Business Registration Fees	\$	-
60925	Commercial General Liability Pkg.	\$	900.00
60928	Worker's Comp	\$	675.00
	Total	\$	<u>1,575.00</u>

U.S. Marshals Museum, Inc.
Annual Operating Budget FY2010-11

62100 Contract-Profess. Services		
62110 Donated Accounting Fees	\$	4,000.00
62142 Accounting Fees	\$	9,000.00
62155 Technology Expenses	\$	3,000.00
62160 Edu. Visitor Services Consultant	\$	-
62170 Website Expense	\$	35,000.00
62140 Legal Fees	\$	5,000.00
Total	\$	56,000.00
62200 Fundraising Expenses		
62210 Donor Cultivation	\$	2,000.00
62215 Campaign Consultant expenses	\$	20,000.00
62219 Campaign Consultant	\$	120,000.00
62220 Printing	\$	6,500.00
62230 Special Events	\$	-
62231 Event Catering	\$	14,000.00
62232 Decorations	\$	900.00
62233 Photography	\$	400.00
62234 Postage/Shipping	\$	350.00
62235 Invitations/Programs	\$	3,000.00
62240 Recognition	\$	1,650.00
62250 Graphic Production	\$	3,000.00
62280 Travel	\$	-
62281 Lodging	\$	11,500.00
62282 Registration fees	\$	500.00
62283 Meals	\$	4,000.00
62284 Airfare	\$	21,000.00
62285 Other	\$	1,000.00
62286 Mileage	\$	6,250.00
62290 Foundation Board Expenses	\$	-
62291 Meeting Meals	\$	750.00
62295 Supplies	\$	1,000.00
62297 Software	\$	500.00
62298 Miscellaneous	\$	2,000.00
Total	\$	220,300.00
62600 Continuing Education		
62610 Books & Materials	\$	500.00
62620 Professional Dues	\$	500.00
62630 Memberships	\$	-
Total Continuing Education	\$	1,000.00
62800 Facilities and Equipment		
62810 Depreciation and Amortization	\$	-
62840 Equipment/Purchases	\$	3,500.00
62845 Furnishings	\$	-
62850 Janitorial	\$	1,850.00
62890 Rent	\$	16,608.00
62895 Renovation	\$	-
Total	\$	21,958.00
62900 Marketing and Advertising		
62910 Printed Materials	\$	1,000.00
62920 Advertising	\$	500.00
62950 Public Relations	\$	500.00
Total	\$	2,000.00

U.S. Marshals Museum, Inc.
Annual Operating Budget FY2010-11

63100	Educational Programming		
63110	Safe Kids Program		
	Sponsorship	\$	(9,500.00)
	Expense	\$	14,000.00
63140	AHC Toolkits Income	\$	(9,890.00)
	AHC Toolkits Expense	\$	9,890.00
needs #	Civil Rights Program-Spring 2011 Income	\$	(25,000.00)
	Civil Rights Program-Spring 2011 Expense	\$	<u>25,000.00</u>
	Total	\$	4,500.00

65000	Office Expenses		
65020	Postage, Mailing Service	\$	1,000.00
65030	Printing & Copying	\$	1,500.00
65045	Office Supplies	\$	4,500.00
65050	Telephone-Telecommunications	\$	5,000.00
65060	Software	\$	<u>7,000.00</u>
	Total	\$	19,000.00

65100	Other		
65150	Memberships and Dues	\$	600.00
65160	Other Costs	\$	<u>500.00</u>
	Total	\$	1,100.00

65200	Staff Expenses		
65225	Payroll Taxes	\$	20,000.00
65230	Salaries	\$	207,500.00
65270	Staff Development	\$	-
65280	Travel		
65281	Lodging	\$	4,000.00
65282	Registration fees	\$	500.00
65283	Meals	\$	1,500.00
65284	Airfare	\$	5,000.00
65285	Other	\$	1,000.00
65286	Mileage	\$	<u>3,500.00</u>
	Total	\$	243,000.00

TOTAL EXPENSES	\$ 572,833.00
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Excess, Operation Expenses Over Income \$ (426,283.00)

U.S. MARSHALS MUSEUM, INC.

FINANCIAL STATEMENTS

FOR THE YEARS ENDED JUNE 30, 2009 AND 2008

LAWRENCE, SCHLUTERMAN & SCHWARTZ, LTD.

Certified Public Accountants

U.S. MARSHALS MUSEUM, INC.

JUNE 30, 2009 AND 2008

TABLE OF CONTENTS

	Page
INDEPENDENT AUDITORS' REPORT	1
FINANCIAL STATEMENTS	
Statements of Financial Position.....	2
Statements of Activities.....	3
Statements of Cash Flows	5
Notes to Financial Statements	6

LAWRENCE, SCHLUTERMAN & SCHWARTZ, LTD.

Certified Public Accountants

2411 South Waldron Road
Fort Smith, Arkansas 72903
Telephone (479) 484-7211
Fax (479) 484-7802

W. Sid Lawrence, CPA
Michael L. Schluterman, CPA
Larry J. Schwartz, CPA

Independent Auditors' Report

To the Board of Directors
U.S. Marshals Museum, Inc.
Fort Smith, Arkansas

We have audited the accompanying statements of financial position of the U.S. Marshals Museum, Inc. (the Organization) (a nonprofit organization) as of June 30, 2009 and 2008 and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the U.S. Marshals Museum, Inc. as of June 30, 2009 and 2008, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Lawrence, Schluterman & Schwartz, Ltd.

Lawrence, Schluterman & Schwartz, Ltd.
Certified Public Accountants

Fort Smith, Arkansas
May 24, 2010

U.S. MARSHALS MUSEUM, INC.
STATEMENTS OF FINANCIAL POSITION
JUNE 30, 2009 AND 2008

	2009	2008
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents (restricted cash of \$608 and \$2,228, respectively)	\$ 1,497,510	\$ 2,288,458
Pledges receivable (restricted)	119,357	-
Total Current Assets	<u>1,616,867</u>	<u>2,288,458</u>
PROPERTY AND EQUIPMENT		
Construction in progress	492,303	28,092
Furniture and equipment	6,564	4,944
	<u>498,867</u>	<u>33,036</u>
Less accumulated depreciation	1,370	533
	<u>497,497</u>	<u>32,503</u>
Land (restricted)	1,018,000	1,018,000
	<u>1,515,497</u>	<u>1,050,503</u>
OTHER ASSETS		
Pledges receivable (restricted)	62,257	-
TOTAL ASSETS	<u>\$ 3,194,621</u>	<u>\$ 3,338,961</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$ -	\$ 4,492
Payroll taxes withheld and payable	104	3,171
Total Current Liabilities	<u>104</u>	<u>7,663</u>
NET ASSETS		
Unrestricted	1,994,295	2,311,070
Temporarily restricted	1,200,222	1,020,228
TOTAL NET ASSETS	<u>3,194,517</u>	<u>3,331,298</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 3,194,621</u>	<u>\$ 3,338,961</u>

See Independent Auditors' Report and Notes to Financial Statements.

U.S. MARSHALS MUSEUM, INC.
STATEMENTS OF ACTIVITIES
YEARS ENDED JUNE 30, 2009 AND 2008

	2009	2008
UNRESTRICTED REVENUE AND SUPPORT		
State government grants	\$ -	\$ 2,200,000
Local government grants	-	215,071
Contributions		
Corporate and individual	45,266	13,525
Affiliated organizations	5,000	1,860
In-kind	3,724	56,012
Special events	23,000	-
Program service fees	105	-
Interest income	25,213	12,738
Loss on investments	(1,527)	-
	100,781	2,499,206
NET ASSETS RELEASED FROM RESTRICTIONS		
Satisfaction of donor restrictions	1,620	4,197
	102,401	2,503,403
TOTAL UNRESTRICTED REVENUE, SUPPORT AND RECLASSIFICATIONS		
EXPENSES		
Board expenses	2,590	3,869
Business registration fees	750	850
Education	24,477	1,164
Facilities and equipment	12,894	8,497
Marketing and advertising	33,983	1,029
Miscellaneous	1,191	394
Office expenses	8,771	6,768
Payroll expenses	179,172	119,252
Professional services	145,094	62,942
Travel and meetings	10,254	4,346
	419,176	209,111
TOTAL EXPENSES		
	(316,775)	2,294,292
CHANGE IN UNRESTRICTED NET ASSETS		

See Independent Auditors' Report and Notes to Financial Statements.

U.S. MARSHALS MUSEUM, INC.
STATEMENTS OF ACTIVITIES
YEARS ENDED JUNE 30, 2009 AND 2008

	2009	2008
TEMPORARILY RESTRICTED NET ASSETS		
REVENUE AND SUPPORT		
Contributions		
Pledges receivable	181,614	-
Land donation	-	1,018,000
Local foundation	-	6,425
	181,614	1,024,425
Total temporarily restricted revenue and support	181,614	1,024,425
NET ASSETS RELEASED FROM RESTRICTIONS		
Satisfaction of donor restrictions	(1,620)	(4,197)
	(1,620)	(4,197)
CHANGE IN TEMPORARILY RESTRICTED NET ASSETS	179,994	1,020,228
CHANGE IN NET ASSETS	(136,781)	3,314,520
NET ASSETS, BEGINNING OF YEAR	3,331,298	16,778
NET ASSETS, END OF YEAR	\$ 3,194,517	\$ 3,331,298

See Independent Auditors' Report and Notes to Financial Statements.

U.S. MARSHALS MUSEUM, INC.
STATEMENTS OF CASH FLOWS
YEAR ENDED JUNE 30, 2009 AND 2008

	2009	2008
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	<u>\$ (136,781)</u>	<u>\$ 3,314,520</u>
Adjustments to reconcile change in net assets to net cash from (used for) operating activities:		
Depreciation	837	533
Loss on investments	1,527	
Noncash contributions and awards	(8,812)	(1,018,000)
Change in:		
Pledges receivable	(181,614)	-
Accounts payable	(4,492)	-
Payroll taxes withheld and payable	<u>(3,067)</u>	<u>3,171</u>
 Total adjustments	 <u>(195,621)</u>	 <u>(1,014,296)</u>
 Net Cash From (Used For) Operating Activities	 <u>(332,402)</u>	 <u>2,300,224</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Capital expenditures	(465,831)	(25,583)
Proceeds from sale of investments	<u>7,285</u>	<u>-</u>
 Net Cash (Used For) Investing Activities	 <u>(458,546)</u>	 <u>(25,583)</u>
 NET CHANGE IN CASH AND CASH EQUIVALENTS	 (790,948)	 2,274,641
 CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	 <u>2,288,458</u>	 <u>13,817</u>
 CASH AND CASH EQUIVALENTS, END OF YEAR	 <u><u>\$ 1,497,510</u></u>	 <u><u>\$ 2,288,458</u></u>

See Independent Auditors' Report and Notes to Financial Statements.

U.S. MARSHALS MUSEUM, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2009 AND 2008

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Business

The U.S. Marshals Museum, Inc. (the Organization) is a nonprofit organization incorporated under the laws of the State of Arkansas. In January 2007, the City of Fort Smith, Arkansas was selected as the host city for the new museum of the U.S. Marshals Service (the Service). The Organization was formed to construct and operate the national museum (the Museum) with exhibits, technology, and interactives that tell the stories of the Services' 220 plus year history. Additionally, the Organization provides community education and training programs.

Basis of Accounting

The Organization's policy is to prepare its financial statements on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. Revenues, net of any sales taxes, are recognized in the period in which they are earned. Expenses are recognized in the period in which they are incurred.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Recent Accounting Pronouncements

In June 2009, the Financial Accounting Standards Board (FASB) issued the Accounting Standards Codification (Codification). Effective July 1, 2009, the Codification is the single source of authoritative accounting principles recognized by the FASB to be applied by nongovernmental entities in the preparation of financial statements in conformity with accounting principles generally accepted in the United States of America. The Codification is intended to reorganize, rather than change, existing accounting principles generally accepted in the United States of America. Accordingly, all references to currently existing accounting principles generally accepted in the United States of America have been removed and replaced with references to the applicable FASB Codification Topic. The adoption of the Codification as of July 1, 2009 is not expected to have any impact on the Organization's financial position or results of operations.

Cash Equivalents

For purposes of the Statements of Cash Flows, the Organization considers all highly liquid investments that are both readily convertible to known amounts of cash and present insignificant risk of changes in value because of changes in interest rates to be cash equivalents.

U.S. MARSHALS MUSEUM, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2009 AND 2008

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

Contributions

Gifts of cash and other assets are recorded as unrestricted, temporarily restricted, or permanently restricted net assets, depending on the absence or existence and nature of any donor restrictions. Contributions are presented as restricted support if they are received with donor stipulations that limit the use of the donated assets. Permanently restricted net assets are those where the donor specifies that the principal amount of the donation may not be spent. Temporarily restricted donations are those where there is a time or purpose restriction that must be met before the net asset may be utilized. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statements of Activities as net assets released from restrictions. Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized.

Gifts of land, buildings, and equipment are presented as unrestricted support unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long-lived assets are reported as restricted support. Absent explicit donor stipulations about how long those long-lived assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired long-lived assets are placed in service.

Contributed services which increase non-financial assets such as property or inventory, as well as services contributed by individuals with specialized skills which would have otherwise been purchased, are reported as unrestricted support. Other contributed services that enhance the Organization's programs, but are not so essential that they would otherwise be purchased, are not recorded as support.

Property and Equipment

With the exception of donated assets, property and equipment is stated at cost. Depreciation of property and equipment is computed on the straight-line method over the estimated useful lives of the assets, which range from five to seven years. Donated assets are recorded at fair market value on the date of donation.

Income Taxes

The Internal Revenue Service has ruled that the Organization qualifies under Section 501(c)(3) of the Internal Revenue Code and is, therefore, not subject to tax under present Federal income tax laws and a similar section of State income tax law. Consequently, no provision for income taxes is reflected in the accompanying financial statements.

Advertising and Promotions

The Organization follows the policy of charging advertising and promotions to expense as incurred.

U.S. MARSHALS MUSEUM, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2009 AND 2008

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

Functional Allocation of Expenses

The Organization allocates its expenses on a functional basis among its various programs and support services. Expenses that can be identified with a specific program and support service are allocated directly according to their natural expenditure classification. Other expenses that are common to several functions are allocated based on the salaries and wages expensed for the program during the year.

Long-lived Assets

FASB Codification Topic *Property, Plant and Equipment*, Section *Subsequent Measurements* requires that long-lived assets and certain identifiable intangibles held and used by an entity be reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. The application of this Codification Topic has not materially affected the Organization's change in net assets, financial condition or cash flows.

Uncertain Tax Positions

The Organization qualifies as an organization exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code and a similar state statute and is not subject to tax at the entity level for Federal and State income tax purposes. The Organization accounts for uncertain tax positions in accordance with the provisions of FASB Codification Topic *Income Taxes*. FASB Codification Topic *Income Taxes* clarifies the accounting for uncertainty in income taxes and requires the Organization to recognize in their financial statements the impact of a tax position taken or expected to be taken in a tax return, if that position is more likely than not to be sustained under audit, based on the technical merits of the position. Management has assessed the tax positions of the Organization and determined that no positions exist that require adjustment or disclosure under the provisions of FASB Codification Topic *Income Taxes*.

The Organization files informational "*Return of Organization Exempt from Income Tax*" (Form 990) in the U.S. Federal jurisdiction. With few exceptions, the Organization is not subject to U.S. Federal, State or local informational return examinations by tax authorities for the years before 2008 as that is the first year an informational return was required to be filed.

Subsequent Events

Subsequent events are evaluated through the end of the audit period, which is the date of the Independent Auditors' Report.

Pledges Receivable

Pledges receivable and unconditional promises to give that are to be received in less than one year are recorded at face value because of their short maturity. The value of pledges receivable and unconditional promises to give to be received in more than one year are estimated based on future cash flows discounted at approximately 4.32% for pledges receivable during the year ended June 30, 2009. There were no pledges receivable at June 30, 2008.

**U.S. MARSHALS MUSEUM, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2009 AND 2008**

NOTE 2: TEMPORARILY RESTRICTED NET ASSETS

At June 30, 2009 and 2008, temporarily restricted net assets are restricted for the following purposes:

	2009	2008
Land held for construction of the Museum	\$ 1,018,000	\$ 1,018,000
Pledges receivable - time and purpose	181,614	-
Purchase of software	<u>608</u>	<u>2,228</u>
	<u>\$ 1,200,222</u>	<u>\$ 1,020,228</u>

NOTE 3: CONCENTRATIONS

The majority of the Organization's support for the year ended June 30, 2009 was obtained from donations and pledges received from donors. For the year ended June 30, 2009, this support represented approximately 50% of the Organization's total unrestricted and temporarily restricted revenue and support.

The majority of the Organization's support for the year ended June 30, 2008 was derived from the State of Arkansas and local government awards. For the year ended June 30, 2008, this support represented approximately 96% of the Organization's total unrestricted revenue and support.

Additionally, for the year ended June 30, 2008, the Organization received a donation of land valued at \$1,018,000. This support represented virtually all of the Organization's total temporarily restricted revenue and support. As described in Note 2, this land is held for the construction of the Museum.

NOTE 4: NONCASH INVESTING AND FINANCING ACTIVITIES

During the year ended June 30, 2009, the Organization received a noncash contribution in the form of stock. The asset was recorded at its fair market value at the date of donation, which amounted to \$8,812.

During the year ended June 30, 2008, the Organization received a noncash contribution in the form of land. The asset was recorded at its fair market value at the date of donation, which amounted to \$1,018,000.

U.S. MARSHALS MUSEUM, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2009 AND 2008

NOTE 5: FINANCIAL INSTRUMENTS WITH RISK OF ACCOUNTING LOSS

The Organization uses financial institutions in which it maintains cash balances, which at times may exceed federally insured limits. The Organization has not experienced any losses in such accounts and management believes it is not exposed to any significant credit risk on cash. The Organization had no uninsured cash balances at June 30, 2009.

NOTE 6: DESIGNATED NET ASSETS

As of June 30, 2008, the Organization's Board of Directors approved the hiring of several firms for future contract service and professional fees, including fundraising counsel for the capital campaign, architects for a building schematic design, and exhibit designer for planning the museum exhibits. Approximately \$317,000 and \$900,000, respectively, of unrestricted assets for these services had been designated by the Board at June 30, 2009 and 2008.

NOTE 7: PLEDGES RECEIVABLE

Pledges receivable represent contributions pledged and unconditional promises to give that have not been collected. The pledges are from various individuals and business entities, the majority of whom are located in the Fort Smith, Arkansas area, and by their nature represent an intent to contribute at a later date. An allowance for uncollectible pledges was not deemed necessary at June 30, 2009.

	2009
Restricted	\$ 181,614
Unrestricted	-
Total pledges receivable	<u>\$ 181,614</u>

At June 30, 2009, pledges were receivable as follows:

Less than one year	\$ 119,357
One to five years	<u>62,257</u>
	<u>\$ 181,614</u>

During the year ended June 30, 2009, the Organization received notice of an intention to give of \$500,000 which is to be received in five annual installments of \$100,000, subject to annual approval by the donor's Board of Directors, beginning during the year ending June 30, 2011. The income on the intention to give will not be recorded until received.

The Organization has received indications of intentions to give in the form of bequests which are revocable during the donors' lifetime. Due to their uncertain nature, the Organization has not recognized an asset or contribution revenue for these intentions to give.

**U.S. MARSHALS MUSEUM, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2009 AND 2008**

NOTE 8: FUNCTIONAL EXPENSES

During the year ended June 30, 2009 and 2008, functional expenses were incurred for:

	2009	2008
Program Services	\$ 47,719	\$ 20,453
General and Administrative	133,340	117,986
Fundraising	<u>238,117</u>	<u>70,672</u>
	<u>\$ 419,176</u>	<u>\$ 209,111</u>

NOTE 9: COMPENSATED ABSENCES

Employees of the Organization are entitled to paid vacation, paid sick days, and personal days off, depending on the length of services and other factors. It is impractical to estimate the amount of compensation for future absences, and accordingly, no liability has been recorded in the accompanying financial statements. The Organization's policy is to recognize the costs of compensated absences when actually paid to employees.

NOTE 10: AGREEMENTS

During the year ended June 30, 2009, the Organization entered into an agreement with Christopher Chadbourne and Associates, Inc. to complete the exhibit design. The initial phase to create a master plan with a cost of approximately \$272,000 is to be completed during 2009. The complete work plan includes six phases culminating in the exhibit fabrication. The total amount of the contract, which can be terminated with 30 days notice, to be completed over a four to ten year period is \$2,042,504. Approximately \$272,000 in design fees were paid under this agreement during the year ended June 30, 2009 and were included in "construction in progress" on the Statements of Financial Position.

The Organization paid approximately \$91,000 during the year ended June 30, 2009 and \$47,000 during the year ended June 30, 2008 under agreements with campaign consultants. They also paid approximately \$191,000 for the year ended June 30, 2009 under agreements with architects (no amounts were paid for the year ended June 30, 2008).

NOTE 11: SUBSEQUENT EVENTS

In January 2010, 2.36 acres of land that adjoins the existing site for the future Museum was donated to the Organization. The value of this land at the date of donation was approximately \$850,000.

In March 2010, the Organization's Board of Directors approved a "Collections Management Policy" which covers the policies and procedures the Organization will follow when deciding to accept an artifact or object and the protocol for handling the item once accepted into the collection.

FREQUENTLY ASKED QUESTIONS

1. How will the funds from an appropriation be used?

Answer: To help sustain operations of the Museum during the \$50 million capital campaign.

2. When completed, what will the economic impact of the Museum mean for the region?

Answer: Based upon two studies, the economic impact is estimated to be as follows:

- The Museum's business plan projects a direct payroll of over \$930,000; as with almost all businesses in Fort Smith, it will provide jobs for those living in Fort Smith, and surrounding areas.
- Visitors to the Museum in the first year of operation are estimated to exceed 115,000; the economic impact on Sebastian County and surrounding areas is expected to exceed \$5 million with the creation of 60 new jobs.
- Construction of the 50,000 sq. ft., \$50,000,000 museum will create substantial economic activity in the region.
- Increased tourism will spur downtown and riverfront development, increasing sales tax and rising property values, resulting in increased tax revenue to the city and county.

3. How many employees does the museum presently have and what are their salaries?

Answer: There are five full time employees and one part time employee. The salaries are as follows:

Executive Director:	\$42,500
Director of Development:	\$45,000
Director of Museum Operations:	\$52,500
Administrative Assistant:	\$28,000
Museum Assistant	volunteer
Part time employee	\$7.25 per hour

The Executive Director and the Director of Development reside in Fort Smith; the Director of Museum Operations resides in Bonanza; the Administrative Assistant and Museum Assistant reside in Oklahoma.

4. What benefits do the employees presently receive?

Answer: None, other than standard annual and sick leave.

5. Are other levels of government providing financial support?

Answer: Yes, all levels of government have provided financial assistance:

Federal Government: Has provided \$250,000 grant to City of Fort Smith for the benefit of the Museum. In addition, there is pending in Congress legislation which approved, would approve the minting of a United States Marshals Commemorative Coin which could provide \$5 million in support for the Museum.

State Government: The State of Arkansas has provided \$2 million dollars.

Sebastian County: Sebastian County appropriated \$115,071 for the Museum in September, 2007, and appropriated the same amount in May, 2010.

City of Fort Smith: Fort Smith provided substantial staff support and campaign materials for the successful "Bring it Home" Campaign. It also has provided in-kind office equipment that continues in use. It has further provided the staff support and expertise in funding requests from the federal government that has resulted in a \$250,000 to benefit the Museum. In addition, it appropriated \$100,000.00 for the museum in October 2007.

6. Will other levels of government provide additional support?

Answer: Predicting future governmental action is problematic. Museum staff remains in constant contact with local, state and federal governmental officials to explore future funding opportunities.

7. What is the status of fundraising?

Answer: The capital campaign announced reaching \$5 million last November. Since then, an additional gift of land valued at \$850,000.00 has been made. Significant additional gifts and pledges have been secured. The Museum makes periodic announcements and hopes to make additional announcements soon.

9. Are funds being raised nationally?

Answer: Yes. Efforts are underway now to raise money nationally. Pledges and gifts have been secured. National fundraising is time consuming and will continue for some period into the future.

10. When will construction begin?

Answer: We are proceeding at our donors pace. Construction will not begin until a substantial portion of the goal has been met by pledges or completed gifts.

11. Is the Museum staff available to answer questions?

Answer: Yes. The staff will be happy to answer questions by phone, 709-3766. In addition, you should feel free to come by the offices at 100 Garrison Avenue to discuss any matters of interest to you.

Description of Services, U. S. Marshals Museum

The U.S. Marshals Museum's purpose is to build, maintain and operate a national museum honoring the service of the U. S. Marshals to the United States. President George Washington created the U. S. Marshals when he signed Senate Bill 1 into law less than 5 months into his presidency.

The Museum is currently in its capital campaign attempting to raise \$50 million to fund the construction of a 50,000 sq. ft. museum, featuring an iconic design. It will house three galleries, A Changing Nation; Frontier Marshals; and Marshals Today. It will also feature a Hall of Honor commemorating the service of over 250 Marshals and deputies who have lost their lives in the line of duty.

The Museum currently has five full time employees (one is a full time volunteer) with an annual payroll of \$163,500. Two employees reside in Fort Smith, one in Bonanza, and two in Oklahoma. When complete, the Museum is projected to have a direct payroll of over \$930,000. It is expected that its employees will be drawn from Fort Smith and surrounding areas, as is the case for virtually all businesses located in Fort Smith.

Two studies have been completed for the U.S. Marshals Museum. One, a "Feasibility Study for the U. S. Marshals Service Museum" was completed in November, 2006, and paid for by the City of Fort Smith. The other was completed in April, 2009. The latter study estimates that 115,000 people will visit the museum the first full year of operation.

Based upon the two studies conducted thus far, it is estimated that 60 new jobs will be created with an economic impact exceeding \$5 million. In addition, construction of the 50,000 sq. ft. building at a total project cost of \$50 million will have a positive economic impact on the region.

When complete, the U.S. Marshals Museum will be a museum of national importance and significance, a project that residents of this region can justly take pride. It will be a learning center for the history of the nation, the contributions made by the Marshals to the preservation of the Rule of Law, and will offer school children the opportunity to learn the values of "Justice, Integrity, and Service"

Continuing local support of the project, public and private, is key to securing additional support from both governmental and private sources. The past support by City of Fort Smith has been a major factor in the success of the U. S. Marshals Museum to date.

AGENDA ~ ***Summary***

FORT SMITH BOARD OF DIRECTORS STUDY SESSION

AUGUST 24, 2010 ~ 12:00 NOON

**FORT SMITH PUBLIC LIBRARY
COMMUNITY ROOM
3201 ROGERS AVENUE**

1. Review departmental service objectives for 2011 and their correlation with city-wide goals for 2011
This item rescheduled to the September 28, 2010 study session.
2. Review information and proposed dates for calling a special election in 2011 on the question of a prepared food tax
The Board had previously agreed to schedule the election in the spring of 2011. Upon review of possible election dates in 2011, a majority of the Board preferred to call a special election for January 11, 2011. The City Administrator will work with the City Attorney to prepare the ordinance and ballot title for the Boards review.
3. Review funding request for the U.S. Marshals Museum
This matter will be considered further during the 2011 budget hearings.
4. Review preliminary agenda for September 7, 2010 regular meeting