



Mayor – Sandy Sanders

Acting City Administrator – Jeff Dingman

City Clerk – Sherri Gard

**Board of Directors**

Ward 1 – Keith Lau

Ward 2 – Andre’ Good

Ward 3 – Mike Lorenz

Ward 4 – George Catsavis

At Large Position 5 – Tracy Pennartz

At Large Position 6 – Kevin Settle

At Large Position 7 – Don Hutchings

# **AGENDA**

## **Fort Smith Board of Directors STUDY SESSION**

**February 23, 2016 ~ 12:00 Noon  
Fort Smith Public Library  
3201 Rogers Avenue**

### **CALL TO ORDER**

1. Review proposed City of Fort Smith Technology Plan ~ *Reviewed at the August 26, 2014 & February 10, 2015 study sessions ~*
2. Discuss personnel authority of the City Administrator ~ *Good/Settle placed on agenda at the January 12, 2016 study session ~*
3. Review preliminary agenda for the March 1, 2016 regular meeting

### **ADJOURN**

# Memorandum

1

**To:** Jeff Dingman, Acting City Administrator  
**From:** Russell Gibson, Director, Information and Technology Services  
**Date:** February 17, 2016  
**Re:** Technology Plan

Jeff,

In 2013, the Fort Smith Board of Directors requested the development of a strategic technology plan to promote transparency, innovation, enhanced customer service and business process efficiencies. Beginning in 2013 and continuing in 2014, the ITS Department conducted surveys and interviews with other City departments to identify technology-related needs, goals and business process objectives. Also, past implementations of technology-related initiatives were studied and the success levels of those projects were evaluated. From these interviews and studies, it was determined that the strategic technology plan should be defined in two phases. During a study session on August 26th, 2014, staff from the ITS Department presented to the Board of Directors a Project Charter, Strategic Alignment Plan and results table from a Departmental technology needs survey. Also, in February 2015, ITS staff presented to the Board of Directors the completed first phase of the technology plan which included an IT Governance Policy. The IT Governance Policy defines, in writing, a formal process for implementing technology in a consistent, cost-effective manner using established industry practices and methods. When fully implemented, the IT Governance process will help to ensure that business initiatives are aligned to industry-standards, guidelines and overall direction of the IT enterprise and facilitate the application of technology to the organization's business needs.

Attached in PDF format is the completed Strategic Technology Plan including the second phase of the plan on pages 18-25. The second phase includes five (5) Priority Strategic Technology Initiatives to be implemented over a three year period from 2016-2018. The five initiatives were developed after nearly twelve months of internal interviews with City departments, public feedback collected via informal and formal interaction including the Neighborhood Ward meetings, and a detailed ERP requirements assessment performed by an outside consultant. The most significant initiative is the replacement of the existing City financial system which will be part of a larger City-wide Enterprise Resource Plan (ERP) implementation. Essentially, an ERP is an integrated framework of software application(s) used to centralize, manage and automate business processes including, but not limited to, financial systems, development services, HR, asset management, document imaging and work order processing. The ERP will be built on a single, enterprise database management system and eliminate many of the existing stand-alone or "siloed" legacy systems and processes. The other four initiatives, which are detailed in the Strategic Technology Plan document, include: Open Data Initiative, Enhance and Expand City Website, Expand Mobile Services and Solutions, and Social Media/Digital Communications. Staff from the City ITS and Finance departments have been working with staff from ArcBest Technologies regarding a potential migration from the current financial software system and related services provided by them.

ArcBest Technologies has indicated to City ITS and Finance staff that they fully support the City's desire to implement an in-house financial software system.

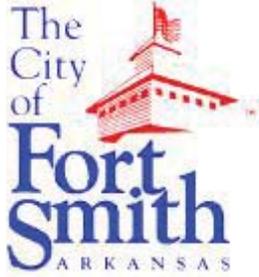
The Strategic Technology Plan, IT Governance Policy and implementation of the Strategic Technology Initiatives will serve as a catalyst to help ensure the delivery of quality public-facing services, streamline City operations to achieve cost efficiencies, increase productivity, foster economic and community development and govern in an open and transparent manner.

Please contact me if you have any questions or would like additional information.

Best regards,

A handwritten signature in blue ink, appearing to read "Russell", with a stylized, cursive script.

Russell Gibson  
Director, Information and Technology Systems  
479-788-8919  
[rgibson@fortsmithar.gov](mailto:rgibson@fortsmithar.gov)



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City of Fort Smith, AR  
Department of Information and Technology Services

# Strategic Technology Plan & IT Governance Policy

FY2016-2018

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February, 2016

*".....deliver world-class customer service through technology innovation."*

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## INTRODUCTION

The role of Information Technology (IT) has shifted beyond its traditional back office support model to provide an integral part of an organizational strategy. Organizations often fail to realize the value of IT investments due to the lack of alignment between the business and IT strategies of an organization. The Fort Smith Information and Technology Services (ITS) department exists to support the strategies of City leadership. Strategic alignment ensures that the operating elements of the organization all work in harmony. Proper alignment will allow an organization to use information technology efficiently to achieve its business objectives.

Like many governments faced with growth in demand for services while confronting a strained economy, the City of Fort Smith continues to mount significant challenges and new opportunities where technology innovation is essential. These challenges and opportunities are fueled by expectations from the area's highly digital constituents and business community to interact and conduct business with the City utilizing contemporary technology and web-based capabilities. These technologies enhance information, communication, and transactions in a variety of formats, and enable transparency, access, engagement and open government. An environment of rapid change and the need for responsiveness together with finite resources highlights the importance of thoughtfully considered deployment of IT trends, that embrace supportable standards and agile IT enabled services, solid investment strategy and governance.

The City's IT capabilities must be contemporary, flexible, scalable, secure, and environmentally conscious with the ability to respond to new goals, dynamically changing service and operational requirements by various agencies and the public. The City's IT environment builds on an enterprise architecture that includes industry standards, open systems, the web, and tools that support a variety of needs and diverse portfolio of systems. The supporting infrastructure foundation is designed to ensure the integrity of transactions, data and optimum system performance. Strategic planning, governance and program management assures inclusion in decision making and implementation of relevant products, and effective solution delivery at a fully leveraged cost.

To enable Fort Smith's technology program to meet these challenges, continued emphasis is placed on determining agile and nimble solutions that provide enhanced web-based capabilities, promote cross agency business processes, enable data sourcing and sharing for more effective decision making, promote greater transparency, customer service and community engagement by making information more publicly accessible. The strategy also enables key City priorities such as mobile apps, City staff mobility, private municipal 'cloud' capabilities, green and environmentally sustainable IT initiatives, and on-going productivity and reliability improvement such as self-service opportunities, cyber security and privacy, and maintain a supportable and resilient infrastructure. Fluid Investments in technology innovation

enable these as well as executive leadership goals and City strategic plans. Emphasis is also placed on processes to ensure that IT projects are managed consistently through proper levels of oversight and tracking, and ensure that IT investments are leveraged, deliver a return on the investment and are aligned with the City's strategic goals.

On behalf of the City of Fort Smith ITS Department, it is my pleasure to present this Strategic Technology Plan to the Fort Smith Board of Directors, Administration, staff and the citizens we proudly serve.

Best regards,

A handwritten signature in blue ink that reads "Russell". The signature is fluid and cursive, with a large initial "R" and a long, sweeping underline.

Russell Gibson  
Director, Information and Technology Services  
City of Fort Smith, AR  
[www.fortsmithar.gov](http://www.fortsmithar.gov)

## ITS STRATEGIC PLAN GOALS AND OBJECTIVES

**The fundamental goals of the ITS Strategic Technology Plan are to:**

1. Define and implement IT Governance to include an ITS Project Management and Department Aligning Process
2. Promote technology innovation to benefit service delivery and organizational efficiency
3. Prioritize and define efforts to achieve these innovations with efficient use of public funds.
4. Assure Fort Smith's strategic use of technology to promote community benefit and provide critical support to the region's economic development efforts
5. Adapt policies, codes and ordinances to address and align with technology

To ensure the success of the Strategic Technology Plan, we must have clearly-defined priorities with compelling, long-term business goals and a coherent, thoughtful plan to achieve them.

## ITS ORGANIZATION. VISION. MISSION & STRATEGIC ALINGMENT

The Department of Information and Technology Services (ITS) 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. The City ITS Department's primary purpose is to help other City departments improve service delivery.

The **VISION** of the ITS Department is an endeavor to improve efficiencies in the delivery of City services, promote economic development, and deliver world-class customer service through technology innovation.

The **MISSION** of the ITS Department is to work collaboratively with other departments and organizations to improve the quality of life in the City; achieve practical and reliable solutions to City problems, optimize processes through information technology leadership and professional services; and provide an exciting, challenging, and rewarding environment where staff members derive satisfaction from challenging assignments, continued professional growth, personal accomplishments, and the success of City of Fort Smith departments in meeting their operational and service objectives.

### ITS DEPARTMENT ENVIRONMENT

- Robust and secure state-of-the-art enterprise data center
- High-speed network connectivity throughout the City via Community Switched Metro Ethernet (CSME); Fiber optic connectivity for 30+ City buildings and facilities.
- Team of highly-skilled and highly-credentialed IT and GIS professionals
- Disaster Recovery (DR) site located at Fire Station 11
- Highly-responsive and effective Help Desk
- Advanced application services
- Best practices project management

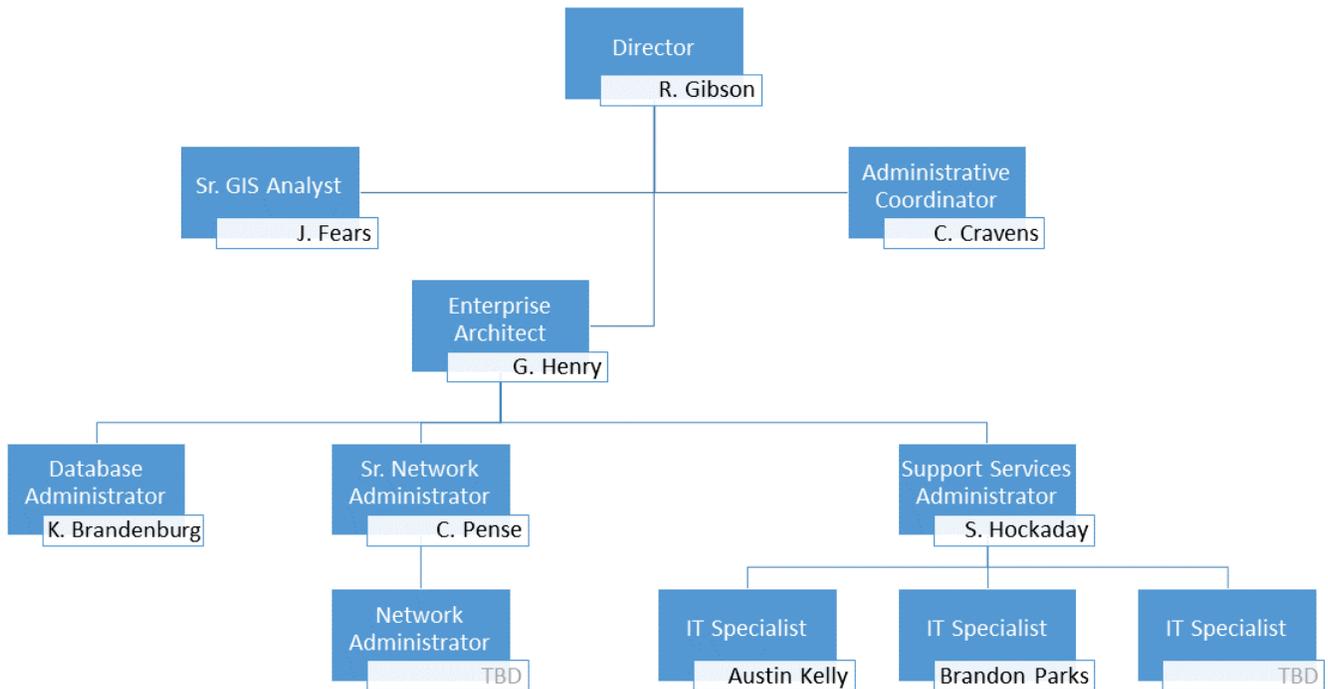
### ITS DEPARTMENT INFLUENCE

- Daily support of 600+ users (700+ including Police and Fire phone system)
- Daily support to 34 geographically distinct customer sites located within a 90+ square mile service area.
- Daily support of 577 IP-telephony desk phones
- Daily support of 584 mobile/smart devices
- Daily management and support of web-based Geographic Information System (GIS) with a regular audience of users from the Fort Smith community, State of Arkansas, Midwest Region and nationwide via participation in the USGS National Map Program.

## ITS DEPARTMENT ORGANIZATION

The ITS Department, led by the Director, is currently an eleven-person department that provides technical solutions for citizens, City staff and a variety of commercial customers doing business with the City of Fort Smith. In addition to the (1) Director, the department is comprised of (1) Enterprise Architect; (1) Sr. Network Administrator; (1) Network Administrator; (1) User Support Administrator; (1) Database Administrator/Lead Developer; (3) Help Desk Analysts; (1) Sr. GIS Analyst; and (1) Administrative Assistant.

### ITS DEPARTMENT ORGANIZATIONAL CHART



# ITS STRATEGIC ALIGNMENT

## Information Technology Strategic Alignment

### City of Fort Smith Mission Statement

*We are a unified team committed to consistently providing citizen-focused services for the advancement of a thriving community*

Our vision is providing world-class services by:

- **VALUING** the contribution of every citizen and employee
- Being **AGILE**
- Being **VALUES-BASED**
- Being **CONTINUOUS LEARNERS**

Our shared values are:

- **INTEGRITY** Always
- Absolute **PROFESSIONALISM**
- **ACCESSIBILITY** for All

### Fort Smith Board of Directors Priorities

Public Engagement

Jobs

Governance

Neighborhood Vitality

Beautification

Future Fort Smith

### Information Technology Vision

*“Endeavor to continuously improve efficiencies in the delivery of City services, promote economic development, and deliver world-class customer service through technology innovation”*

### Information Technology Strategic Goals

Exceed Customer Expectation

Innovation

Service Delivery

Business Transformation

### Information Technology Guiding Principles

Asset Reuse

Resource Sharing

Customer Value

Common Information Systems

Buy-Before-Build

Sourcing Strategy

Strategic Planning

Lifecycle Mgt

### Information Technology Core Competencies

Talent Management

Infrastructure Management

Vendor Management

Security & Business Continuity Planning

App Development/Delivery & Management

Business Enablement

Customer/User Support

IT Governance

## ITS GUIDING PRINCIPLES

### ITS Guiding Principles – Definition

- ITS Guiding Principles:
  - ARE fundamental policy statements about the role of IT and the use of technology in support of the organization.
  - ARE used by IT Governance and Enterprise Architecture to guide IT-related decisions and support strategic direction.
  - ESTABLISH directions and core themes for IT that aid the decision-making process and lead to better business and IT alignment.
  - FUNCTION as a filter during the decision-making process to:
    - Reduce both time and expense spent exploring inappropriate solutions.
    - Promotes consistency in the IT decision-making process

## 1. COMMON INFORMATION SYSTEMS:

### Develop common systems and share available information systems

- **IT GUIDING PRINCIPLE**

The direction will be towards the use of more enterprise-wide applications which share common data and reduce or eliminate duplication.

- **RATIONALE**

Common information systems will provide the opportunity for greater IT asset and resource advantage, improved economies of scale and reduced costs. In addition to common shared systems, common business processes (e.g. Work Order Management, Document Management, etc.) should be shared to further reduce costs. This will provide more consistency across the City for staff and public.

- **IMPLICATIONS**

- Common shared enterprise systems opportunities need to be inventoried, confirmed, validated and communicated.
- Technology transfer needs to occur along with the creation of common information systems.
- Business process standardization needs to occur in conjunction with common systems and the benefits of this should be highlighted.
- System plans need to be integrated across departments and aligned with strategic plans.
- Common shared systems must be nimble and flexible
- Requirements need to be considered/analyzed across departments to design/implement common shared systems.
- IT resources (e.g. applications development and design) will need to be pooled and shared across departments.
- Budgeting for common shared systems will need to be managed centrally.
- Coordinated development and testing will need to occur
- IT Governance and planning and review processes will need to identify common systems opportunities and steer decisions towards common solutions, where practical.

## 2. ASSET REUSE

### Reuse existing capabilities before buying, buy before building

- **IT GUIDING PRINCIPLE**

Direction will be towards the reuse of the best IT assets (applications, hardware and software) before a purchase is made. When new assets are needed (e.g. an application), off-the-shelf packaged software solutions are preferred over custom development.

- **RATIONALE**

Reuse of existing assets (e.g. applications) helps to reduce costs, standardize and simplify the IT environment. Packaged solutions are a lower risk approach to implementing new functionality, have a lower long-term cost of ownership and can reduce the time to implementation.

- **IMPLICATIONS**

- Best practices and core competencies need to be identified
- Research on asset reuse must be a continuous process
- The ongoing viability of assets must be continually assessed
- IT Governance and architecture processes must be in place to ensure reuse
- Cost/benefit analysis including Total Cost of Ownership (TCO) should be analyzed when decisions are made not to reuse an existing capability.
- The City ITS Director must approve exceptions to the reuse principle, and the sponsor of the proposed solution must document the decision and reasoning behind the decisions.
- Business functions should adapt to the packaged system
- An inventory of existing assets/applications would be performed and a reference created for review by departments as part of the reuse evaluation process.

### **3. SOURCING STRATEGY:**

**Acquire Information Technology in a manner that makes use of full and open competition and maximizes return on investment.**

- **IT GUIDING PRINCIPLE**

IT acquisitions will be made with full and open competition in a manner that maximizes Return on Investment (ROI). The measures for return on investment should consider the Total Cost of Ownership (TCO); including initial costs, the ongoing costs to manage and operate and the qualitative and quantitative benefits of the solution.

- **RATIONALE**

Open competition helps to reduce cost, however acquisitions must also consider TCO (one-time and sustaining costs), as well as the overall ROI of a solution.

- **IMPLICATIONS**

- Technology building blocks must be defined in a manner (e.g. functional descriptions, standards, etc.) that will allow for multiple vendors products to be considered
- TCO needs to be considered beyond just the hardware and software product costs and include the costs to run and maintain a managed environment including initial costs to implement a project together with the continuing costs to maintain, modify, train staff, house, deploy, provide infrastructure or any other cost associated with the project, including final decommissioning.
- Standards must be identified
- Shared risks and rewards should be developed with providers
- Lead times must exist to solicit proposals from multiple vendors
- The Architecture must be flexible to accommodate more than one vendor
- Architects and relevant ITS staff must be involved in the analysis of proposed solutions
- Full and open competition should be promoted

#### **4. RESEARCH AND ACQUIRE “OFF-THE-SHELF” SOLUTIONS:**

**Proactive analysis of off-the-shelf solutions that meet the needs of the City should be a function of user departments and the ITS Department.**

- **IT GUIDING PRINCIPLE**

ITS Department, either along with or on behalf of the various City departments, will proactively research or acquire off-the-shelf software that meet the needs of the City. ITS will assist departments with conforming business processes to the standards purchased.

- **RATIONALE**

When asset reuse is not appropriate, this enables a buy versus build strategy to help reduce costs, improve standardization and reduce risks. By being proactive, the ITS department can take an active role in identifying service improvements that will benefit the organization and its citizens.

- **IMPLICATIONS**

- ITS must become aware of business needs and how off-the-shelf solutions can meet the needs of multiple departments.
- ITS needs to know what the key criteria are for solutions
- Vendors need to work with the City to extend products and to have those extensions built into basic software solutions
- Business functions need to be adapted to the off-the-shelf packaged solution
- Standards must be defined, formalized, maintained and communicated.
- Application solutions will need to be mapped to the business areas and functions that they enable
- Resources must be assigned to research solutions by business and technical areas
- ITS will provide a sounding board for internal users seeking to streamline a particular business process.

## **5. LEGACY APPLICATIONS AND INFRASTRUCTURE ASSETS:**

**The City will proactively retire legacy systems based upon technology lifecycle, shared services opportunity and cost/benefit analysis.**

- **IT GUIDING PRINCIPLE**

The ITS department will work with the departments to proactively manage and retire legacy systems including business applications and infrastructure, based on the application or technology lifecycle, shared services opportunities and cost/benefit analysis.

- **RATIONALE**

Reducing the number of legacy applications and technology components will simplify the IT environment and reduce ongoing support and maintenance costs. Reduction will help achieve IT standardization and will improve interoperability and the ability to leverage/share IT resources. By focusing on enterprise shared services opportunities, the City will see a higher ROI on IT investments.

- **IMPLICATIONS**

- Legacy systems will be reviewed and their lifecycle status (e.g. to be retired) indicated
- When initiatives are being considered that impact legacy systems, an analysis will occur to consider shared services opportunities, standards for replacement, and a business case for their replacement
- Roadmaps will be developed that depict the retirement and replacement strategy for legacy systems
- Off-the shelf application solutions will be considered for legacy replacement
- An inventory of existing applications would be performed to identify systems no longer being utilized or being under-utilized.

## 6. STRATEGIC PLANNING:

**Strategic Planning will be integrated across the City to help focus on common shared service opportunities.**

- **IT GUIDING PRINCIPLE**

Strategic planning will become an integrated activity across the City to help focus on common shared service opportunities, set direction and prioritize initiatives, and manage overall IT investments.

- **RATIONALE**

Integrated strategic planning will help to identify synergistic opportunities, reduce overall costs and prioritize investments. Such planning will help maximize the City's ROI on IT investments.

- **IMPLICATIONS**

- IT Governance must be implemented in an effort to ensure technology resources are efficiently implemented to support strategic planning.
- ITS must be initially involved with all business process projects to identify where/if technology (e.g. applications, hardware, infrastructure, etc.) is impacted and fits in the overall project scope.
- Standardized planning and budgeting processes must be put in place
- Integrated planning takes longer than individual planning, therefore longer lead times may be required
- Budgeting processes will be impacted with coordinated planning
- Prioritization of initiatives will require department and inter-departmental inputs
- Inter-department roadmaps will need to be created
- Additional centralized staff may be required
- Department officials priorities and opinions will need to be represented
- A strategic project list will be developed and updated annually.
- Requires longer lead times for solution identification and is not simply a coordinated implementation

## 7. RESOURCE SHARING:

### High-demand IT resources with knowledge of common shared service capabilities will be leveraged across the City.

- **IT GUIDING PRINCIPLE**

Workforce resources are dedicated to departments today. In the future, high demand IT resources with knowledge of the common shared capabilities (infrastructure, common applications, & systems software) will be leveraged across City departments.

- **RATIONALE**

Common resource needs will be pooled, resulting in higher leverage/utilization and lower personnel costs. The City will build up high demand centers of competence and improve overall service delivery. Departments will be able to tap highly-skilled resources for project needs, lower contractor costs and coordinated training, where necessary.

- **IMPLICATIONS**

- Resource ownership and organizational issues must be addressed
- Standardized competencies are needed to develop leveraged pools of knowledgeable resources
- Highly-skilled resources should be retained
- Supply and demand should be managed
- Skills inventory, including training capabilities, should be created
- Compensation should match roles and skills
- Job descriptions need to be created/edited which adapt and leverage competencies to enable emerging technologies and re-invigorate existing technology investments.

## **8. CUSTOMER VALUE:**

**Deliver value to the City, citizens, and business customers efficiently and at world-class levels of service.**

- **IT GUIDING PRINCIPLE**

Meet and/or exceed customer service expectations through technology innovation while ensuring cost-effectiveness and enhancing productivity.

- **RATIONALE**

The City is in business to serve its citizens and business customers. It must do so in a cost-effective manner and at an acceptable level of service through efficiencies that improve productivity.

- **IMPLICATIONS**

- The City must implement cost effective solutions that drive business process improvement and provide wide-reaching benefit by centralizing data, facilitating access to information and reducing duplicated tasks.
- The City needs to focus on its customers when developing its solutions
- Key Performance Indicators (KPIs), including customers, must be considered for IT-enabled City services that touch those customers
- The City must maximize ROI on IT investments
- There needs to be proactive management of service levels, not only of the infrastructure and assets supporting internal City staff, but also for customers that it serves through its various service channels such as the Geographic Information System (GIS), Official City website, Citizen Request Management (CRM, a.k.a. “myFortSmith”), live TV broadcasting and Internet Streaming of BOD meetings, etc.

## PRIORITY STRATEGIC TECHNOLOGY PLAN INITIATIVES

Following is a summary of the five major strategic priorities that should be addressed by the City as an organization over the next three (3) years. Each initiative includes a narrative description along with a specific plan of action summarizing the key implementation components.

### **INITIATIVE 1: Replacement of City Financial System & ERP Implementation**

The City is due for a significant conversion of its current Financial Management System. This will be one of the major City investments and upgrades over the next few years, and the timing is critical. The current system presents a number of challenges to the City including system usability, customer support, extensibility, enterprise integration, end user training and technology obsolescence among others. The technology on which the existing system is built represents older, mainframe technology and has a number of deficiencies that impact daily City operations and customer service. Since the City began using the existing system three decades ago, the computer software industry has advanced rapidly and there now exists functionality which is not provided by the existing system.

The new City financial system will be part of larger City-wide Enterprise Resource Plan (ERP) implementation. The ERP will provide a number of benefits to the City and translate directly into improved customer service and operational efficiencies. Notable benefits of the new system include, but not limited to the following:

- Improved overall financial system functionality
- Better reporting and access to financial information
- Enterprise work order management
- Enhanced tracking of capital improvement projects
- Better interoperability with other City systems
- Enhanced human resources (HR) functions
- Significant customer service improvements including utility billing
- Centralized asset management
- Enhanced Community Development services including permitting, inspection, and continuity throughout the development process (e.g. zoning, construction, etc.).
- Enterprise document imaging/management
- Better departmental workflow integration of City's established enterprise GIS
- Enhanced workforce mobility

Initiative	<b>Replacement of City Financial System &amp; ERP Implementation</b>
Timeframe	<ul style="list-style-type: none"> <li>• Planning was initiated in 2015</li> <li>• Issue RFP in 2016</li> <li>• Vendor Selection in 2016</li> <li>• Project Implementation to begin in 2016 and continue through 2018</li> <li>• Anticipated Go-Live in 2018</li> </ul>
Alignment with Board of Directors Priorities	<ul style="list-style-type: none"> <li>• <i>Governance</i>: Enhances and supports decision-making with timely and accurate short-term and long-term analysis</li> <li>• <i>Governance</i>: Provides assurance of regulatory and policy compliance to minimize and mitigate risk</li> <li>• <i>Governance</i>: Protects and prudently manages financial, human, physical and technology resources</li> <li>• <i>Governance</i>: Enables and enhances transparency, accountability, integrity, efficiency and innovation</li> <li>• <i>Public Engagement</i>: Enhances public interaction and communication with City government</li> </ul>
Action Items	<ul style="list-style-type: none"> <li>• FY2015 - Project Charter and initial assessment and requirements document was completed</li> <li>• Q1 FY2016 <ul style="list-style-type: none"> <li>-ArcBest transition planning</li> <li>-Engage third-party consultant to manage project throughout the implementation process</li> <li>-Procurement – Phase 1</li> </ul> </li> <li>• Q1-Q2 FY2016 <ul style="list-style-type: none"> <li>-Procurement – Phase 2</li> <li>-Notify ArcBest of Termination – 24 mos</li> <li>-Mobilize Implementation Team</li> </ul> </li> <li>• Q3-Q4 FY2016 <ul style="list-style-type: none"> <li>-Implement HR/Payroll functionality</li> <li>-Mobilize Financials Implementation Team</li> <li>-Implement Enterprise Work Order System</li> </ul> </li> <li>• Q4 2016 – Q3 2017 <ul style="list-style-type: none"> <li>-Implement Financial Systems</li> </ul> </li> <li>• Q2 2017 - Q1 2018 <ul style="list-style-type: none"> <li>-Implement Utility Billing System</li> <li>-Implement Development Services Systems including online permitting, inspection, and planning/development review automation</li> <li>-Implement Enterprise Asset Management System</li> <li>-Re-energize Enterprise Document Imaging System</li> </ul> </li> </ul>

Budget Impact/Resources	<ul style="list-style-type: none"> <li>• \$1,800,000 in one-time software costs</li> <li>• \$360,000 in yearly maintenance costs</li> <li>• \$2,500,000 in one-time professional fees</li> <li>• <b>\$4,660,000</b> total estimated project cost, all inclusive. Total cost would be amortized over a period of 10 years.</li> </ul>
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**INITIATIVE 2: Implement Open Data Initiative**

In 2009, the federal government issued the Transparency and Open Government memorandum to the heads of all executive departments and agencies. One of the cornerstones of the subsequent transparency and open government initiative was to make government data of all types accessible to the public in electronic formats—this became commonly known as “open data.” Since then, a range of open data initiatives have been launched by federal agencies, states and municipal governments of all sizes. The primary driver for most open data initiatives is to provide transparency and direct public access to information. The goal of a government-based open data initiatives should be to engage the community, stimulate new economic activity, and provide value to both the government provider and the public consumers beyond just raw data. The City has a wide variety of high value data and datasets that could be made more accessible, via the Internet, to the public including the business community. To the extent many of these datasets are non-mission critical, they can and should be managed and provided to the public in electronic/machine readable formats via a cloud solution. Methodically providing new data sources to the public over time via a web-based, Open Data Initiative or “Portal” with periodic data product releases will continue to place Fort Smith at the forefront of good government.

Initiative	<b>Implement Open Data Initiative</b>
Timeframe	<ul style="list-style-type: none"> <li>• Begin Planning Immediately</li> <li>• Phased Implementation beginning FY 2016</li> </ul>
Alignment with Board of Directors Priorities	<ul style="list-style-type: none"> <li>• <i>Governance</i>: Enables &amp; enhances transparency, accountability, integrity, efficiency &amp; innovation in all operations</li> <li>• <i>Future Fort Smith (Uniting of People, Institutions and Government)</i>: Facilitates business development through community partnerships &amp; business-friendly processes</li> <li>• <i>Future Fort Smith (Retaining and Enhancing Community Character and Quality of Life)</i>: Provides superior services that sets Fort Smith apart from most other cities in the region</li> </ul>

	<ul style="list-style-type: none"> <li>• <i>Public Engagement:</i> Improves public interaction and communication with City government</li> </ul>
Action Items	<ul style="list-style-type: none"> <li>• Work with elected officials, administration and department heads to identify key data for initial data load</li> <li>• Implement initial data load</li> <li>• Publish public-facing, browser-based open data portal</li> <li>• Initiate public awareness campaign</li> </ul>
Budget Impact/Resources	<ul style="list-style-type: none"> <li>• <b>\$1,000</b> in yearly cloud-based hosting costs</li> </ul>

### **INITIATIVE 3: Enhance and Expand City Website Offerings**

E-government and online applications represent customer facing services and provide an important barometer of the overall state of technology at the City. The City has done an excellent job of continuously enhancing its web presence and online services, and has approached the web as a true business, service delivery and communications platform that is constantly evolving. This ongoing initiative requires a solid understanding and recognition of customer needs. The City has made significant progress in this area with a new website update planned for 2016. The current website updates require a substantial re-architecting due to demands for mobile/smart device compatibility, enhanced ease-of-use and ever-growing user experience (UX) expectations. There exists a need to prioritize resources to realize the optimum benefit of technologies and processes afforded with the new ERP and financial software system. The implementation of the new ERP should include online capabilities that can be utilized in rolling out new e-services and capabilities.

Initiative	<b>Enhance and Expand City Website Offerings</b>
Timeframe	<ul style="list-style-type: none"> <li>• Initiate Immediately – In Progress</li> <li>• Anticipated completion and beta test of City website upgrade Fall 2016</li> <li>• Go-live with upgraded City website Fall/Winter 2016</li> </ul>
Alignment with Board of Directors Priorities	<ul style="list-style-type: none"> <li>• <i>Governance:</i> Enables and enhances transparency, accountability, integrity, efficiency and innovation in all City departments</li> <li>• <i>Governance:</i> Supports decision-making with timely and accurate short-term and long-term analysis</li> <li>• <i>Governance:</i> Responsive, accessible and courteous to customers</li> </ul>

	<ul style="list-style-type: none"> <li>• <i>Future Fort Smith (Uniting of People, Institutions and Government)</i>: Facilitates business development through community partnerships &amp; business-friendly processes</li> <li>• <i>Future Fort Smith (Retaining and Enhancing Community Character and Quality of Life)</i>: Creates and fosters a sense of community pride through citizen involvement, engagement and participation in the governing process</li> <li>• <i>Public Engagement</i>: Enhances public interaction and communication with City government</li> </ul>
Action Items	<ul style="list-style-type: none"> <li>• Enhance City website with new features on a recurring basis to further promote interest and the use of the website as a key customer service channel</li> <li>• Enhance City website to become more mobile-friendly and provide a simplified and more efficient user experience</li> <li>• Integrate new features with other related initiatives including the Finance/ERP System Upgrade, Open Data and Mobile Services</li> </ul>
Budget Impact/Resources	<ul style="list-style-type: none"> <li>• Minimal new or additional impact to budget. Most of the costs for redevelopment and enhancement of the City website will measure in ITS staff time</li> </ul>

**INITIATIVE 4: Expand Mobile Services and Solutions**

Smart mobile devices, ubiquitous wireless connectivity and sophisticated apps enable work to be performed virtually anywhere. And the ever-growing use of these devices by citizens for everyday life has created a never-seen-before, and rapidly-maturing, expectation of services. Increased personal productivity was mobility’s initial benefit to organizations. The next round of gains will be embedding intuitive software specifically created for smartphones and tablets into daily business operations. This requires seeking solutions that focus on user experience in a mobile context (e.g. touch/swipe/talk) that help provide answers to specific problems. The challenges are many and include devices with shorter lifespans, device diversity, persistent costs for wireless data plans, keeping up with growing demands for mobile apps from staff, citizens that increasingly interact via mobile devices, and more. However, to fully realize the benefits to daily business operations will require that a mobility strategy be defined. Mobility is not simply a major project, but many efforts that take advantage of mobile technologies. Types of anticipated/existing mobility projects include:

- Citizen-facing: myFortSmith mobile and browser-based application used for reporting concerns or logging requests for City services and mobile-enabled bill pay
- Maintenance: City staff who maintain city infrastructure, facilities, centers, parks, trails to receive and updated work orders in performance of their assignments
- Inspections: Building trades, utilities, neighborhood services and infrastructure construction inspectors need access to assignments, permits, applications and plans
- Field crews: Street crews and utilities field workers need access to GIS, drawings and other data in the field. Crews also need to more quickly collaborate with colleagues and design professionals in real-time to assess situations and decide on course of action
- Vehicle tracking/routing: Utilities, street, sanitation, parks and transit vehicles need to be located and dispatched in a dynamic manner and be tracked and re-routed in real-time

Initiative	<b>Expand Mobile Services and Solutions</b>
Timeframe	<ul style="list-style-type: none"> <li>• Initiate Immediately – In Progress</li> </ul>
Alignment with Board of Directors Priorities	<ul style="list-style-type: none"> <li>• <i>Governance</i>: Enables and enhances transparency, accountability, integrity, efficiency and innovation in all City departments</li> <li>• <i>Governance</i>: Supports decision-making with timely and accurate short-term and long-term analysis</li> <li>• <i>Governance</i>: Responsive, accessible and courteous to customers</li> <li>• <i>Future Fort Smith (Uniting of People, Institutions and Government)</i>: Facilitates business development through community partnerships &amp; business-friendly processes</li> <li>• <i>Public Engagement</i>: Enhances public interaction and communication with City government</li> </ul>
Action Items	<ul style="list-style-type: none"> <li>• Perform an analysis of the mobile market for municipal government including prioritizing of applications identified through the ERP and those which have the best value to the City of Fort Smith</li> <li>• Evaluate tracking/routing software for use by Utilities, Parks, Sanitation, Streets and Transit departments</li> <li>• Re-visit existing mobile device policies, establish standards, and identify preferred platforms</li> <li>• Implement new mobile solutions on a select basis</li> </ul>

Budget Impact/Resources	<ul style="list-style-type: none"> <li>• \$14,000 yearly for portal hosting and maintenance fee for myFortSmith mobile/desktop application</li> <li>• Most of the initial costs for the workforce mobility will be covered through the ERP project funding. However yearly costs associated with hardware maintenance, training, etc. will be assigned to the respective department and are undetermined at this time</li> <li>• Yearly hosting and maintenance fees for GPS-enabled vehicle tracking/routing will be assigned to the respective department (e.g. Sanitation, Streets, Transit &amp; Utilities) based on level of participation and equipment</li> </ul>
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**INITIATIVE 5: Social Media/Digital Communications**

Social media engagement continues to be one of the most important trends in government. Many government organizations have social media accounts with Twitter, Facebook, Instagram, Snapchat and YouTube. The challenge faced now by the City is using social media for getting the message out to a forum for two-way interactive citizen engagement on a host of topics. Government agencies are increasingly leveraging social media to directly communicate with citizens, reach a wider audience, and get feedback from the community. The use of social media in government communications is no longer an option. The effective use of social media for communications and resource management in numerous emergency situations has been well documented over the past few years and presents a very real opportunity for governments to “harness” community action and knowledge.

The explosion of social media and its adoption in the public sector, however, are outpacing the ability of most municipal governments to develop adequate policies, guidelines and support for such activities. Most municipalities do not have sound policies, guidelines and dedicated resources to help manage the effective and safe use of social media and digital communications tools. Another issue that will need to be addressed is what the proper role of IT is in supporting, managing, guiding or even producing content for social media and digital communications. As the use of and demand for social media rises, these are very real issues that the City needs to address from a policy and a resource standpoint.

Initiative	<b>Social Media/Digital Communications</b>
Timeframe	<ul style="list-style-type: none"> <li>• Initiate Immediately – In Progress</li> <li>• Develop policies, guidelines and electronic communications plan in FY2016</li> <li>• Continue integrating social media and digital tools into traditional City communications methods</li> </ul>

<p>Alignment with Strategic Goals</p>	<ul style="list-style-type: none"> <li>• <i>Governance</i>: Enables and enhances transparency, accountability, integrity, efficiency and innovation in all City departments</li> <li>• <i>Governance</i>: Responsive, accessible and courteous to customers</li> <li>• <i>Future Fort Smith (Retaining and Enhancing Community Character and Quality of Life)</i>: Creates and fosters a sense of community pride through citizen involvement, engagement and participation in the governing process</li> <li>• <i>Public Engagement</i>: Enhances public interaction and communication with City government</li> <li>• <i>Public Engagement</i>: Develops an informed, involved and engaged community</li> </ul>
<p>Action Items</p>	<ul style="list-style-type: none"> <li>• Identify department stakeholders that routinely disseminate and receive public information/input</li> <li>• Complete policies, guidelines and electronic communications plan</li> <li>• Selectively implement new social media and digital tools in a phased approach and in accordance with newly-developed policies and guidelines.</li> <li>• Integrate new features with other related initiatives including the Finance/ERP System Upgrade, Open Data and Mobile Services</li> </ul>
<p>Budget Impact/Resources</p>	<ul style="list-style-type: none"> <li>• Minimal new or additional impact to budget. Most of the costs for developing standards and routine dissemination of communications will be measured in City staff time</li> </ul>

***City of Fort Smith, Arkansas***  
***Department of Information & Technology Services***

**IT GOVERNANCE POLICY**

Effective March 1, 2016

**APPROVAL SHEET**

Mayor: \_\_\_\_\_ Date: \_\_\_\_\_  
Sandy Sanders

City Administrator: \_\_\_\_\_ Date: \_\_\_\_\_  
Jeff Dingman

ITS Director: \_\_\_\_\_ Date: \_\_\_\_\_  
Russell Gibson

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## **POLICY STATEMENT**

The Director of Information & Technology Services (ITS) of the City of Fort Smith, together with the Fort Smith Board of Directors and City Administration, establishes the City's IT Governance (ITG). ITS and City Administration oversee the application of ITG.

## **GOAL**

The goal of ITG is to facilitate agile, effective and transparent decision-making, ensure that investments in technology generate business value, and help enable the City's business processes to meet the strategic aspirations of the organization.

## **PURPOSE**

The purpose of this policy is to define the ITG scope and its roles and responsibilities.

## **SCOPE**

Upon approval of this document, ITG applies to all departments, boards and commissions under the purview of the City Administrator and Fort Smith Board of Directors.

## **DEFINITIONS**

The terms and definitions listed below are relevant for this policy.

1. **Charter** – a document used to initiate the ITG process. The charter will focus on the business need, technology role and project approach.
2. **Deployment Package** – The design, scope, and timeline for all chartered initiatives submitted after February 1, 2015, that establish the project baseline and identify commitments.
3. **Enterprise Architecture** – an integrated framework for evolving or maintaining existing information technology (IT) and acquiring new technology to achieve the City's strategic focus.
4. **IT Governance (ITG)** – a process designed to manage the application of technology to business needs. ITG qualifies department-submitted initiatives as projects by ensuring alignment with the enterprise architecture and registering compliance requirements. ITG was not designed to manage the ongoing investment in the City's technology infrastructure. The Enterprise IT Governance Process can be found on page 6 of this document.
5. **IT Guiding Principles** – fundamental statements about the role of IT and the use of technology in support of the business. IT Guiding Principles are used by ITG and Enterprise Architecture to guide IT decisions and support strategic direction. Additional information can be found at: URL
6. **Waiver** – an exception to the ITG process, granted by the City's ITS Director and after consultation with City Administrator.

## **RESPONSIBILITY**

1. In order to implement this policy, ITS may establish procedures and designate responsibility to specific staff. Each department is encouraged to establish procedures and assign responsibility to specific department staff to achieve policy compliance.
2. Departments, boards, and commissions are responsible for qualifying their information technology initiatives by following ITG.
3. ITS is responsible for operating ITG.

## **POLICY**

1. ITG applies to department-sponsored IT projects that satisfy at least one of the following criteria:
  - a. New business functionality is being added
  - b. A move to a new or updated platform is being made
  - c. An old system is being replaced (lifecycle)
  - d. A system is being in-sourced or outsourced either partially or completely resulting in a change of the workflow process
  - e. The work has enterprise implications
2. ITG will determine whether all information technology initiatives are compliant with the City's enterprise architecture.
3. ITG calls for initiatives to adhere to the City of Fort Smith – IT Guiding Principles.
4. Departments must submit to ITG for review of procurement specifications that involve 3<sup>rd</sup> parties in an IT solution (including requirements definition) before a Charter is approved.
5. Departments are expected to collaborate with ITS to establish a viable Deployment Package for chartered initiatives submitted after February 1, 2016.
6. ITG will deny initiatives with compliance issues or with unresolved exceptions to the ITG process. This action will interrupt implementation of the initiative until the matter is appropriately resolved.
7. Departments may apply to the City Administrator for a Waiver when a chartered initiative has been denied for non-compliance with the ITG Process.

# Enterprise IT Governance Process

## Guidelines for Governance Applicability

The Governance process was designed to manage the application of technology to business needs. It is not designed to manage the ongoing investment in the City’s infrastructure (e.g. virtual server deployment, cabling, data storage, DR strategies, etc.). ITS staff ensures that business initiatives are in alignment with the standards, guidelines and overall IT direction of the enterprise, and manages the application of technology to business needs.

Departments begin the process by submitting a charter. Governance applies to department-sponsored projects under the following guidelines:

- New business functionality is being added
- A move to a new or updated platform is being made
  - Presentation layer
  - Database
  - Technical platform
  - Programming language
- An old system is being replaced (lifecycle)
- A system is being in-sourced or outsourced either partially or completely
- The work has enterprise implications

## Process Flows

The Governance process comprises three Milestones. Each Milestone builds upon the previous Milestone to ensure that all aspects of the decision-making process are completed. This approach is used to ensure that every aspect of the project is examined and appropriate departments/stakeholders are made aware of the upcoming needs prior to final budget approval and implementation.



## **ITG Milestone 1 Process**

**Entrance Criteria:** Project Charter is submitted

1. Department submits Project Charter
2. ITS staff reviews Project Charter for relative alignment including application of any existing assets that may provide a suitable solution.
3. Department updates and resubmits the Project Charter as necessary
4. ITS staff approves Milestone 1 for an aligned Project Charter or else provides the submitting department with an explanation for denial if the initiative is not aligned

**Exit Criteria:** Approved Project Charter. Upon Milestone 1 approval, the department may begin requirements gathering, including procurement of resources to help with requirements, but the department may not solicit vendor proposals or begin the technical design.

## **ITG Milestone 2 Process**

**Entrance Criteria:** Milestone 1 Approved

1. Department submits Business Requirements and Technical Requirements plus any appropriate RFP Specs
2. ITS staff reviews documents for relative alignment
3. Department updates and resubmits the documents as necessary
4. ITS staff approves Milestone 2 for aligned Business and Technical Requirements or else provides the submitting department with an explanation for denial

**Exit Criteria:** Approved Business Requirements and Technical Requirements, plus approved RFP specs, if appropriate. Upon Milestone 2 approval, the department may begin the technical design and solicit vendor proposals/cost estimates. Department will also begin the budget planning process to identify and secure funding for the initiative.

## **ITG Milestone 3 Process**

**Entrance Criteria:** Milestone 2 Approved

1. ITS staff defines a Project Scope Statement that expresses the services and products supplied to the City that will meet the business needs with relative alignment with the City's technology architecture, strategy, and shared service objectives.
2. Department reviews the Project Scope Statement, approves or modifies it, and returns it to ITS staff. ITS staff and department work together to finalize an approved Project Scope Statement.
3. ITS staff approves Milestone 3 for aligned Project Scope or alternatively provides the submitting department with an explanation for denial.

**Exit Criteria:** Approved Project Scope. Upon Milestone 3 approval and final budget approval, the department may acquire the solution and begin related development and testing

### **After Milestone 3 Approval**

ITS staff will schedule a joint project planning meeting with the department. This meeting provides an opportunity for all parties involved in the implementation to review Governance documents, ask questions, or clarify concerns that affect the technology needed for successful completion of the project. Upon determination of compliance with the ITG Policy, the ITS Director will submit to City Administrator the chartered initiative for further business alignment consideration including the budgeting process.

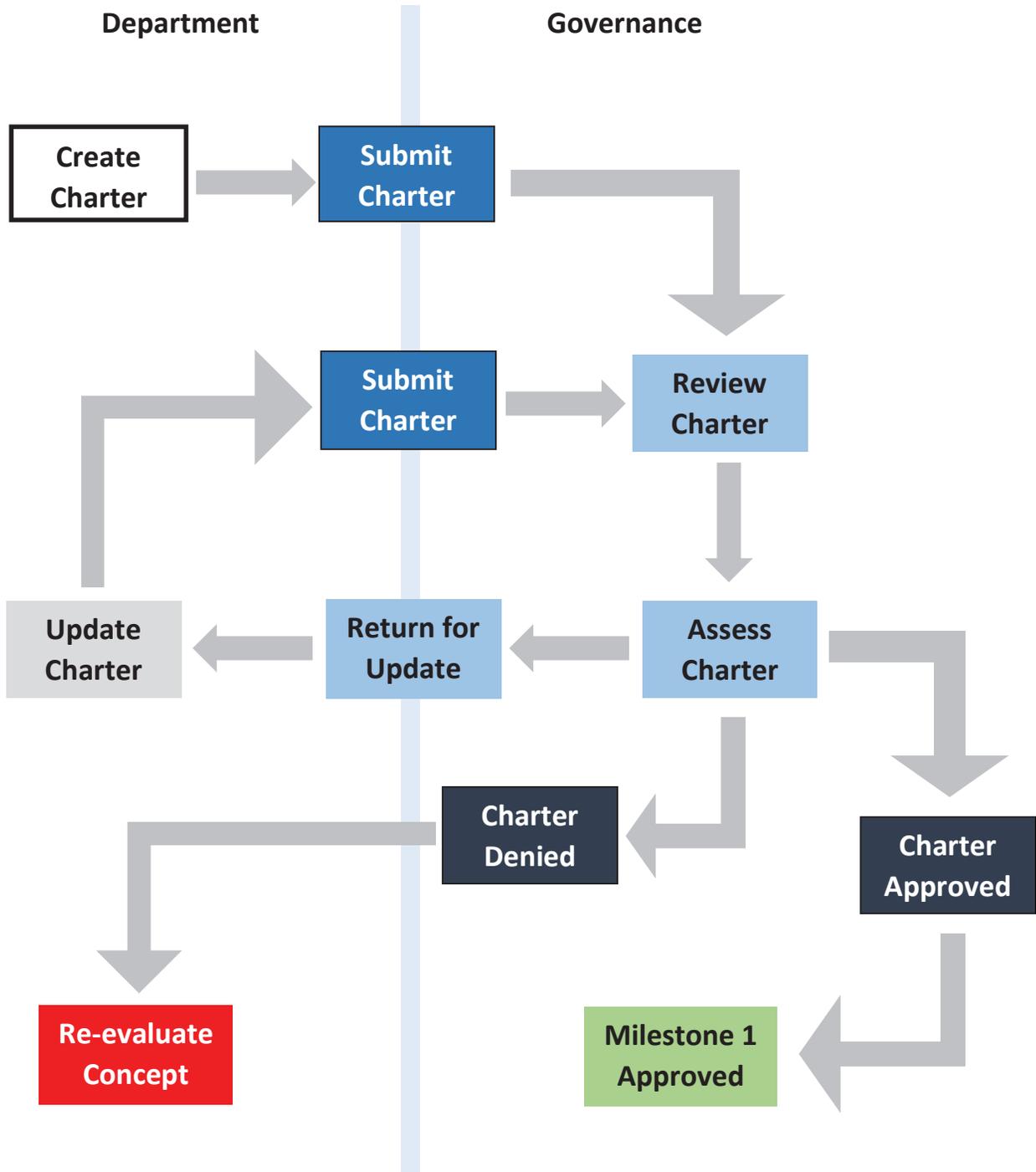
### **Resumption**

1. The department is responsible for obtaining a waiver from the City Administrator and requesting resumption for any condition of denial
2. The Governance process continues from the resumption point, and any missing waypoint documentation may be requested
3. Departments may be required to update the original ITG documentation if the context has changed, such as a scope change triggered by ITS or a significant time lapse between the denial and the wavier submission.

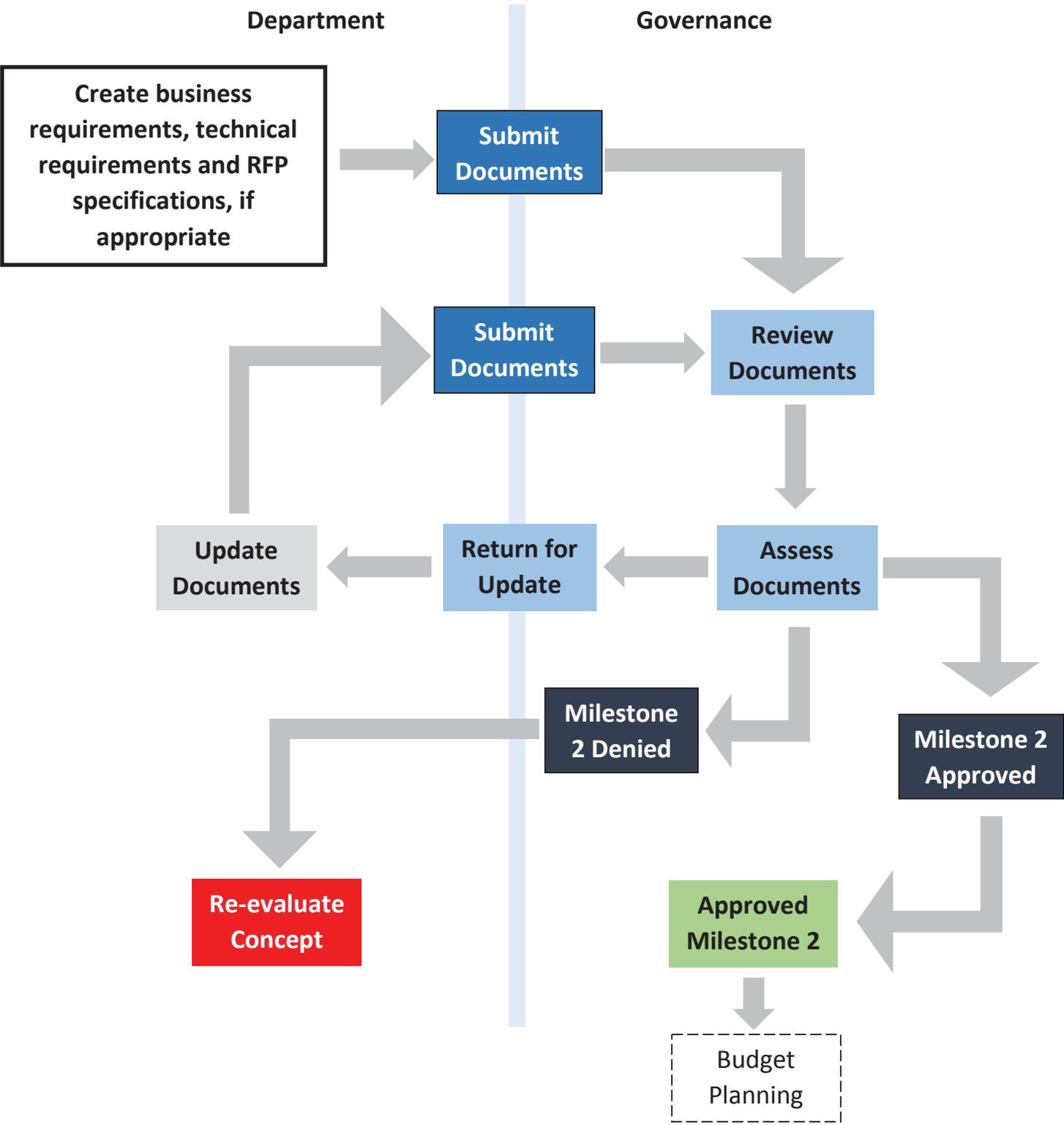
Please submit your completed governance forms directly into the IT Governance system via e-mail to: [itg@fortsmithar.gov](mailto:itg@fortsmithar.gov)

If you have questions, please contact the ITS Department at [itg@fortsmithar.gov](mailto:itg@fortsmithar.gov)

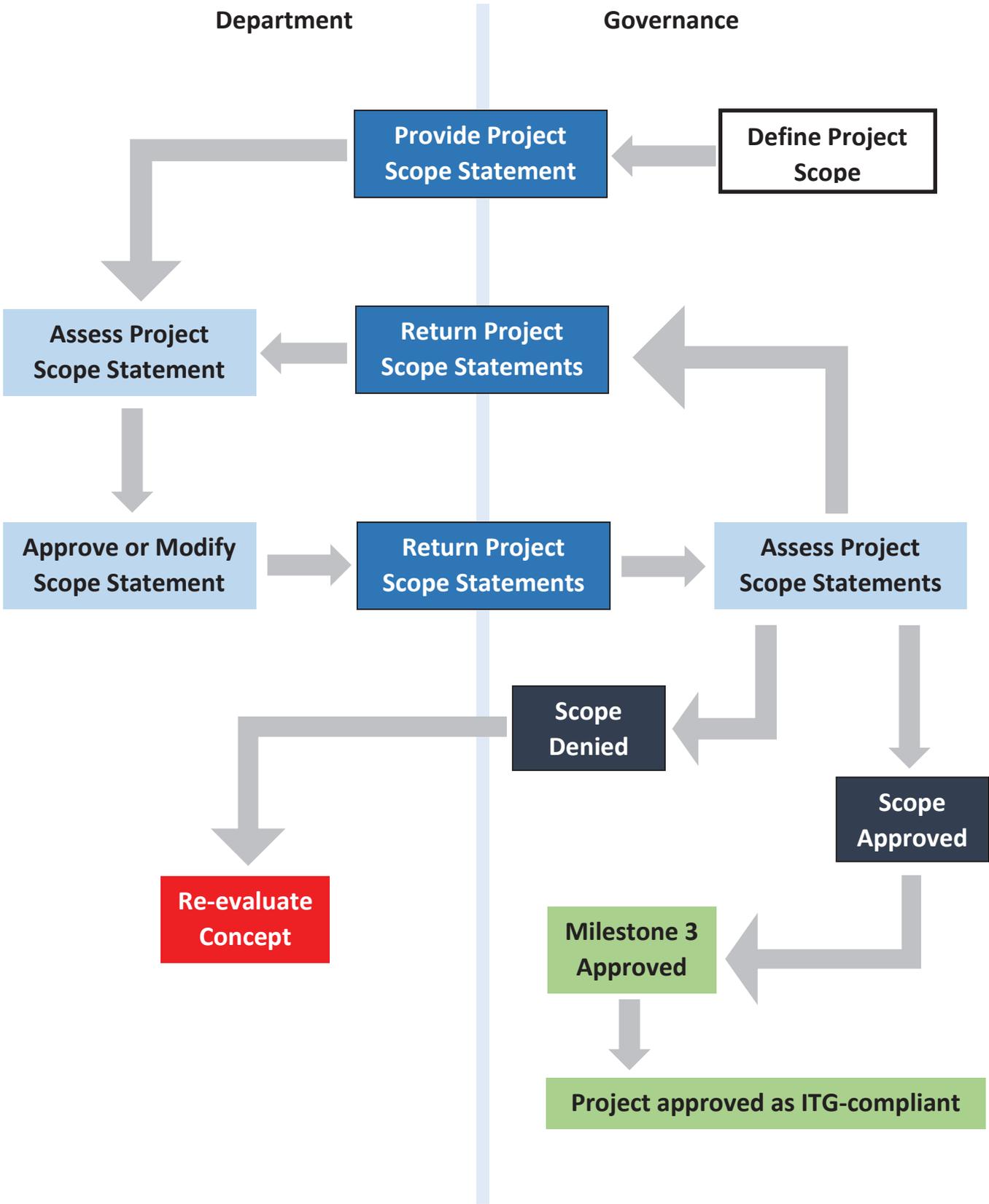
**Governance Milestone 1 Process**



**Governance Milestone 2 Process**



**Governance Milestone 3 Process**



**Strategic Technology Plan**  
02/19/2016 - Board Packet Addendum  
02/22/2016

Dear Mayor and Board,

Below and attached please find additional details related to the Strategic Technology Plan document sent to you on 02/17/2016 and as part of the Board packet distributed 02/19/2016.

**Mobile communication device breakdown**

206 standard feature phones (e.g. flip phones, etc.)  
160 Apple iPhones  
43 Apple iPads  
36 AT&T cellular-enabled air cards (laptop-integrated & external)  
32 Samsung Android devices

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**477 total devices (Not including those devices used by PD and Fire)**

**Five-year DataTronics/ArcBest Technologies Cost Summary**

2011 - **\$568,620**  
2012 - **\$539,081**  
2013 - **\$601,173** 12% increase due to development projects  
2014 - **\$587,913** October 2014, reorganized project list and stopped new development (2% decrease)  
2015 - **\$558,582** Stopped all new development (5% decrease). New contract is a 3% fee increase for 2016

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**TOTAL Five-year cost \$2,855,368**



# Memo



**To:** Honorable Mayor & Members of the Board of Directors  
**From:** Jeff Dingman, Acting City Administrator  
**Date:** 2/18/2016  
**Re:** City Administrator Personnel Authority

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As requested by the Board, a discussion regarding the personnel authority of the city administrator is included on the agenda for the February 23, 2016 study session. Specifically, this item relates to the authority of the city administrator to appoint or remove employees in department head positions without the confirmation of the Board of Directors.

Since the inception of the city administrator form of government in Fort Smith, decisions of the city administrator regarding appointing or removing department heads required confirmation by the Board. That changed in August, 2013, when the Board conferred "full power and responsibility" regarding such decisions to the City Administrator, an action that originated from board discussion at a July, 2013 retreat. This matter was re-visited in April, 2015 by the current board, who defeated a proposed ordinance that would have returned to the former process of requiring board confirmation of such actions taken by the city administrator.

For your information related to this topic, I have attached the following items:

1. Ordinance No. 35-13 adopted August 20, 2013.
2. The background information supplied to the Board for the proposed August 20, 2013 ordinance.
3. The defeated ordinance from the April 21, 2015 meeting.
4. The background information supplied to the Board for the proposed April 21, 2015 ordinance.

Please let me know if you require additional information relating to this agenda item.

ORDINANCE NO. 35-13

**AN ORDINANCE DELEGATING PERSONNEL  
AUTHORITY TO THE CITY ADMINISTRATOR**

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

Section 1: Section 2-43 of the Fort Smith Municipal Code (“Code”) is hereby repealed; Sections 2-96 and 2-97 of the Code are hereby renumbered 2-97 and 2-98, respectively; and, the following provision is hereby adopted to be codified as Section 2-96 of Article IV of the Code:

**Sec. 2-96. - Personnel authority of city administrator.**

(a) Except as otherwise provided by law, except as provided otherwise in this Article, and except for his or her own job position, the city administrator shall have full power and responsibility concerning the employment, disciplining, and termination of employment of all officials and non-uniformed employees of the city, including, but not limited to, heads of city departments, the fire chief, and the police chief, according to the budgeting of positions and levels of compensation established from time to time by the board of directors.

(b) The board of directors reserves to itself power and responsibility of employment, discipline and termination with reference to the city’s internal auditor, and the board acknowledges the authority of the judges of the Sebastian County District Court with reference to the district court clerk.

Section 2: The Human Resources Policy for Non-Uniformed Employees (2011), adopted by Ordinance No. 85-11, is amended to substitute the following as Section II. B.:

B. The Board of Directors will appoint, discipline, and remove the individual

employed in the position of Internal Auditor. The appointment and removal of persons in all other Non-Exempt and Exempt positions will be determined by the City Administrator without the necessity of approval by the Board of Directors.

In all other respects, the Human Resources Policy approved by Ordinance No. 85-11 shall remain in effect.

PASSED AND APPROVED THIS 20<sup>th</sup> DAY OF August, 2013.

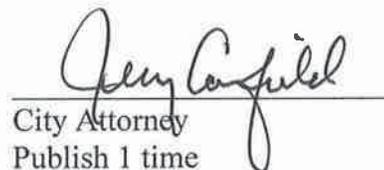
APPROVED:

  
Mayor

ATTEST:

  
City Clerk

Approved as to form:

  
City Attorney  
Publish 1 time



## MEMORANDUM

August 16, 2013

**TO:** Mayor and Board of Directors

**FROM:** Ray Gosack, City Administrator

**SUBJECT:** Department Head Employment Ordinance

Attached for your consideration is an ordinance which changes the appointment and removal process for department heads. The change was requested during the board retreat on July 20<sup>th</sup>.

The current ordinance provides that the appointment and removal of all department heads is recommended by the city administrator and approved by the board of directors. The proposed ordinance would place these responsibilities entirely with the city administrator.

Attached is an opinion from the city attorney which cites the state law that supports the change. The opinion also notes that a change in the civil service commission's rules should be enacted. The change should expressly state the board's determination that the appointment, discipline and removal of the fire and police chiefs are the city administrator's responsibility.

The attached ordinance provides that two positions would not come under the city administrator's authority. The first position is the internal auditor. This position reports directly to the board of directors, not to the city administrator. The second position is the district court clerk. State law provides that the district court judges appoint and remove the court clerk.

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

Attachments

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

## CHANGES TO MUNICIPAL CODE

Language to be Added is Underlined  
Language to be Deleted is Strikethrough

### **~~Sec. 2-43. - Director approval procedure of city administrator personnel action.~~**

~~Except as otherwise provided in this article, the city administrator shall obtain the approval of the board of directors prior to the employment or discharge of exempt personnel of the city who are heads of departments, city clerk, internal auditor, and the qualified and licensed attorneys at law contracted to provide legal services pursuant to sections 2-111—2-113 of this Code as follows:~~

- ~~(1) The city administrator shall notify all members of the board of directors either orally or in writing of the proposed action, the reasons therefor, and all relevant and pertinent facts bearing upon the decision of either employment or discharge. After notification from the city administrator, there shall be scheduled an executive session at the next regular or special meeting of the board of directors to discuss approval, denial or modification of the city administrator's proposed action.~~
- ~~(2) Following the board's action, the city administrator shall then notify in person or by telephone the individual subject to the approved action and may confirm the action in writing to the individual.~~
- ~~(3) Where reasonable and feasible, employees of the city shall be first given an opportunity to resign at the request of the city administrator and the board of directors prior to notice of discharge.~~
- ~~(4) No director nor the mayor shall communicate the exempt personnel action proposed by the city administrator, except through the city administrator as herein provided.~~

### **Sec. 2-96. - Personnel authority of city administrator.**

(a) Except as otherwise provided by law, except as provided otherwise in this Article, and except for his or her own job position, the city administrator shall have full power and responsibility concerning the employment, disciplining, and termination of employment of all officials and non-uniformed employees of the city, including, but not limited to, heads of city departments, the fire chief, and the police chief, according to the budgeting of positions and levels of compensation established from time to time by the board of directors.

(b) The board of directors reserves to itself power and responsibility of employment, discipline and termination with reference to the city's internal auditor, and the board acknowledges the authority of the judges of the Sebastian County District Court with reference to the district court clerk.

**~~Sec. 2-96.~~ Sec. 2-97. - Prohibited elected official/employee relationships.**

(a) No person who is a relative or family member of any elected official of the city shall be an employee of the city. This applies to full-time, part-time, and seasonal employment.

(b) For the purposes of this section, "family member" or "relative" shall refer to: Spouse, child, parent, or sibling.

(Ord. No. 40-10, § 1, 8-17-10)

**~~Sec. 2-97.~~ Sec. 2-98. - Prohibited former elected official/contract for services relationships.**

For a period of two (2) years following termination of the term of office of an elected official of the city, the former elected official may not be appointed as an employee of the city nor may the former elected official have an interest in any contract or job for work for services to be furnished or performed for the city.

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† Also Licensed in Oklahoma  
● Also Licensed in Wyoming & North Dakota

August 12, 2013

Mr. Ray Gosack  
Fort Smith City Administrator  
623 Garrison Avenue, 3<sup>rd</sup> Floor  
Fort Smith, AR 72901

Re: Employments – Department Heads

Dear Mr. Gosack:

It is our opinion that the Board of Directors may, by ordinance, vest authority in the City Administrator to employ, discipline and terminate all department heads generally referred to as the exempt service employees of the City consistent with the historical practice of the City that non-uniformed, non-exempt service employments are within the authority of the City Administrator. It is our opinion that the Arkansas General Assembly has delegated to the Board of Directors the authority to vest in the City Administrator such supervisory and control functions of departments, agencies, offices and employees of the City as may be determined by the Board of Directors. See Section 11 of Act 36 of the 1967 Acts of Arkansas, codified as Ark. Code Ann. § 14-48-117(1). We note that the General Assembly's delegation to the Board of Directors of the authority to vest in the City Administrator such power is comparable to the General Assembly's delegation of authority to the Board of Directors to determine, by ordinance, the Administrator's separate power regarding purchases, payments, exchange and control of City property. See Ark. Code Ann. § 14-48-117(5)(A). The Board of Directors retains budgeting control over the number of offices and employments and the level of compensation of each. Ark. Code Ann. § 14-48-124.

The foregoing is subject, however, to possible future enactment of a legislative provision to the contrary regarding any "employment" as expressed in Ark. Code Ann. § 14-48-117(4). This caveat anticipates the possibility of some future instances whereby the General Assembly directs that an employee in a particular employment position may only be terminated after approval of the City's legislative body. In those instances, the City Administrator may initially remove the person from employment; however, such action must be approved by the Board of Directors. We are unaware of any current provision in the statutes which provides that the removal from such employment must of necessity be accomplished by the Board of Directors. Nevertheless, as indicated, the General Assembly might in the future make clear its intent that some employees may be removed by the City Administrator subject to approval by the Board of Directors.

In forming our opinion, we have given specific attention to the positions of Chief of the Police Department and Chief of the Fire Department because those positions may be affected by state statutes, by the ordinances of the City or by the rules of the Civil Service Commission governing

employees covered by the civil service system. It is possible that the Rules and Regulations of the Civil Service Commission could be construed (either because of existing affirmative language or the absence of an express provision) in a manner to affect the matter of appointment, discipline or termination of employment of the Police Chief and the Fire Chief. Accordingly, we recommend that the Civil Service rules be amended to enunciate the express determination by the Board of Directors and the Civil Service Commission regarding this issue.

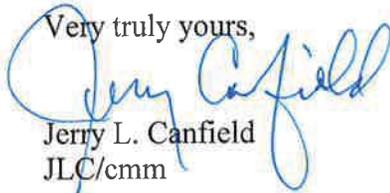
If the governing body of the City were to choose to repose in the City Administrator the authority to appoint, discipline and terminate all employments including the subject department heads (i.e., exempt service employees), that should be accomplished in the following manner:

1. We believe that an ordinance vesting that power in the City Administrator should be adopted by the governing body of the City pursuant to authorization contained in Ark. Code Ann. § 14-48-117(1). Presently, Section 2-43 of the Fort Smith Municipal Code, which is the codification of a portion of an ordinance dating back to 1971, reserves to the Board the final approval of employment or discharge of certain personnel, e.g., heads of departments. The historical practice of the City of Fort Smith has been that all non-uniformed employments (other than the discussed department heads – exempt service employees) are within the province of the City Administrator. Arguably, it would be impractical for the Board of Directors to make employment decisions concerning each and every employment of the City. For all practical purposes, the City has acted as though the City Administrator has already been delegated full authority regarding non-uniformed employments (non exempt employments), and we believe it would be prudent to expressly delegate authority in the ordinance. Thus, the proposed ordinance should clearly indicate the City Administrator’s authority relative to non exempt employments and exempt employments.

2. The Human Resources Policy Manual for the City identifies numerous department heads (exempt service employees) who can only be appointed or terminated upon recommendation by the City Administrator and which must then be acted upon by the Board of Directors to complete the appointment or to terminate employment. See page 21 from that manual, a copy of which is attached. In order to modify the current practice and to delegate power to the City Administrator, as referred to in paragraph 1 above, this provision of the Human Resources Policy Manual should be amended or deleted.

Thank you for your attention in this matter.

Very truly yours,



Jerry L. Canfield  
JLC/cmm

FOCUS™ Terms

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\*\*\* Legislation is current through the 2012 Fiscal Session and updates \*\*\*  
 \*\*\* received from the Arkansas Code Revision Commission through \*\*\*  
 \*\*\* August 1, 2012. \*\*\*

Title 14 Local Government  
 Subtitle 3. Municipal Government  
 Chapter 48 City Administrator Form of Municipal Government

A.C.A. § 14-48-117 (2012)

**14-48-117. Powers and duties of city administrator.**

The city administrator shall have the following powers and duties:

**(1)** To the extent that such authority is vested in him or her through ordinance enacted by the board of directors, he or she may supervise and control all administrative departments, agencies, offices, and employees;

**(2)** He or she shall represent the board in the enforcement of all obligations in favor of the city or its inhabitants which are imposed by law or under the terms of any public utility franchise upon any public utility;

**(3)** He or she may inquire into the conduct of any municipal office, department, or agency which is subject to the control of the board. In this connection, he or she shall be given unrestricted access to the records and files of any office, department, or agency and may require written reports, statements, audits, and other information from the executive head of the office, department, or agency;

**(4)** He or she shall nominate, subject to confirmation by the board, persons to fill all vacancies at any time occurring in any office, employment, board, authority, or commission to which the board's appointive power extends. He or she may remove from office all officials and employees including, but not limited to, members of any board, authority, or commission who, under existing or future laws, whether applicable to cities under the aldermanic, manager, or commission form of government, may be removed by the city's legislative body. Removal by the city administrator shall be approved by the board. Where, under the statute applicable to any specific employment or office, the incumbent may be removed only upon the vote of a specified majority of the city's legislative body, the removal of the person by the city administrator may be confirmed only upon the vote of the specified majority of the board members. However, the provisions of this subdivision (4) shall have no application to offices and employments controlled by any civil service or merit plan lawfully in effect in the city;

**(5) (A)** To the extent that, and under such regulations as, the board may by ordinance prescribe:

**(i)** He or she may contract for and purchase, or issue purchase authorizations for,

supplies, materials, and equipment for the various offices, departments, and agencies of the city government, and he or she may contract for, or authorize contracts for, services to be rendered to the city or for the construction of municipal improvements. In this connection, the board shall by ordinance establish a maximum amount, and each contract, purchase, or authorization exceeding the amount so established shall be effected after competitive bidding as required in § 14-48-129;

**(ii)** He or she may approve for payment, out of funds previously appropriated for that purpose, or disapprove any bills, debts, or liabilities asserted as claims against the city. The board shall by ordinance establish, in that connection, a maximum amount, and the payment or disapproval of each bill, debt, or liability exceeding that amount shall require the confirmation of the board, or of a committee of directors created by the board for that purpose;

**(iii)** He or she may sell or exchange any municipal supplies, materials, or equipment. However, the board shall by ordinance establish a maximum value above which no item or lot designated to be disposed of as one (1) unit of supplies, materials, or equipment shall be sold or exchanged without competitive bidding unless the city administrator shall certify in writing that, in his opinion, the fair market value of the item or lot is less than the amount established by the ordinance as prescribed;

**(iv)** He or she may transfer to any office, department, or agency or he or she may transfer from any office, department, or agency to another office, department, or agency any materials and equipment.

**(B)** For the purpose of assisting the city administrator in transactions arising under subdivisions (5)A(i), (ii), and (iii) of this section, the board may appoint one (1) or more committees to be selected from its membership. In the alternative, the board may create one (1) or more offices or departments to be composed of personnel approved by the city administrator. If, for such purposes, the board shall create any new office or department, the person appointed to fill the office or to head the department shall be responsible to the city administrator and act under his direction;

**(6)** He or she shall prepare the municipal budget annually and submit it to the board for its approval or disapproval and be responsible for its administration after adoption;

**(7)** He or she shall prepare and submit to the board, within sixty (60) days after the end of each fiscal year, a complete report on the finances and administrative activities of the city during the fiscal year;

**(8)** He or she shall keep the board advised of the financial condition and future needs of the city and make such recommendations as to him may seem desirable;

**(9)** He or she shall sign all municipal warrants when authorized by the board to do so;

**(10)** He or she shall have all powers, except those involving the exercise of sovereign authority, which, under statutes applicable to municipalities under the aldermanic form of government or under ordinances and resolutions of the city in effect at the time of its reorganization, may be vested in the mayor;

**(11)** He or she shall perform such additional duties and exercise such additional powers as may by ordinance be lawfully delegated to him or her by the board;

**(12)** He or she shall be the executive officer of the boards of improvement and shall, under the direction of those boards, supervise all work done by them.

**HISTORY:** Acts 1967, No. 36, § 11; A.S.A. 1947, § 19-811; Acts 2003, No. 1185, § 33.

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**DEFEATED**

**April 21, 2015 Regular Meeting**

*1 in favor (Settle) / 5 opposed (Lau, Good,  
Lorenz, Catsavis & Pennartz)  
Director Hutchings - absent*

**1**

**ORDINANCE NO. \_\_\_\_\_**

**AN ORDINANCE SPECIFYING THE PERSONNEL  
AUTHORITY OF THE CITY ADMINISTRATOR**

---

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

Section 1: Section 2-96 of the Fort Smith Municipal Code (“Code”) is hereby repealed;  
and, the following provision is hereby adopted to be codified as Section 2-43 of the Code:

Sec. 2-43. - Personnel authority of the City Administrator.

(a) Except as otherwise provided in this article, the City Administrator shall obtain the approval of the Board of Directors prior to the employment or discharge of exempt personnel of the city who are heads of departments, city clerk, and the qualified and licensed attorneys at law contracted to provide legal services pursuant to sections 2-111 – 2-113 of this Code as follows:

(1) The City Administrator shall notify all members of the Board of Directors either orally or in writing of the proposed action, the reasons therefor, and all relevant and pertinent facts bearing upon the decision of either employment or discharge. After notification from the City Administrator, there shall be scheduled an executive session at the next regular or special meeting of the Board of Directors to discuss approval, denial or modification of the City Administrator's proposed action.

(2) Following the board's action, the City Administrator shall then notify in person or by telephone the individual subject to the approved action and may confirm the action in writing to the individual.

(3) Where reasonable and feasible, employees of the city shall be first given an opportunity to resign at the request of the City Administrator and the Board of Directors prior to notice of discharge.

(4) No director nor the mayor shall communicate the exempt personnel action proposed by the City Administrator, except through the City Administrator as herein provided.

(b) The Board of Directors shall have sole authority regarding the appointment and discharge of the internal auditor. If it chooses to do so, the Board of Directors may seek the advice and assistance of the City Administrator in that appointment and/or discharge process.

(c) The City Administrator, or his or her designee, shall have full authority regarding the appointment and discharge of all non-uniformed employees (non-exempt employees) and of all exempt positions not specifically identified in subsection (a) above, without the necessity of approval of the Board of Directors.

(d) The Board of Directors acknowledges the authority of the judges of the Sebastian County District Court, Fort Smith Division, with reference to the district court clerk.

Section 2: The Human Resources Policy for Non-Uniformed Employees (2011), adopted by Ordinance No. 85-11, is amended to replace the current language in Section II. B. with the following:

B. The City Administrator will nominate, to the Board of Directors, individuals for appointment and will make recommendations to the Board of Directors for termination of individuals in the following Exempt positions: Deputy City Administrator, City Clerk, Director of Sanitation, Director of Engineering, Director of Finance, Director of Human Resources, Director of Street & Traffic Control, Director of Utilities, Fire Chief, Police Chief, Director of Parks & Recreation, Director of Information Technology Systems, Director of Transit, Director of the Convention Center, and the Director of Development Services. The appointment and removal of persons in all other Exempt positions, as well as all non-exempt positions, will be determined by the City Administrator, or his or her designee, without the necessity of approval of the Board of Directors. Pursuant to A.C.A. § 16-17-108, the Sebastian County District Court -Fort Smith District Court Judges shall appoint a qualified elector of the state to serve as District Court Clerk. The Board of Directors shall have sole authority regarding the appointment and discharge of the Internal Auditor; however, if it chooses to do so, the Board of Directors may seek the advice and assistance of the City Administrator in that appointment and/or discharge process.

In all other respects, the Human Resources Policy approved by Ordinance No. 85-11, as amended, shall remain in effect.

PASSED AND APPROVED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2015.

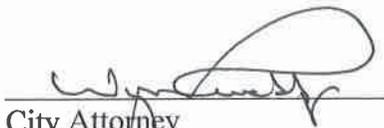
APPROVED:

ATTEST:

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk

Approved as to form:

  
\_\_\_\_\_  
City Attorney  
Publish 1 time



## *MEMORANDUM*

April 17, 2015

**TO:** Mayor and Board of Directors

**FROM:** Ray Gosack, City Administrator

**SUBJECT:** Appointment and Removal of Department Heads

Attached is the department head employment ordinance which was discussed and requested during the April 14<sup>th</sup> study session. The ordinance has been modified as follows:

- 1) Section 2-43(a) of the municipal code amendment has been modified to remove the internal auditor from the list of positions which the city administrator recommends for appointment or removal. The board member's concern was that the board shouldn't need a recommendation from the city administrator regarding the internal auditor since the position reports directly to the board. To address this concern, it is necessary to remove the internal auditor from the process described in section 2-43(a).
- 2) Paragraph 2-43(b) has been added to make it clear that the board has sole authority to appoint and remove the internal auditor. The board may request assistance from the city administrator if it desires.
- 3) The personnel policy amendment in section 2 of the ordinance reflects these two changes.
- 4) The provision in the current code regarding the district court clerk has been added to the new ordinance as paragraph 2-43(d) of the municipal code amendment. This paragraph acknowledges the authority

of the judges regarding the appointment and removal of the district court clerk. Also, the elector requirement for the district court clerk has been amended in the personnel policy to make it consistent with a newly-enacted state law. The previous language required to clerk to be an elector. The new language requires the clerk to be an elector of the state.

The staff continues to recommend against the conceptual change in the department head employment policy for the reasons enumerated in the study session memo. Please contact me if there's any questions or a need for more information.

A handwritten signature in black ink, appearing to read "Ray", is enclosed in a white rectangular box.

Attachments



# MEMORANDUM

April 10, 2015

**TO:** Mayor and Board of Directors

**FROM:** Ray Gosack, City Administrator

**SUBJECT:** Appointment and Removal of Department Heads

The board has asked to reconsider the city's policy regarding the appointment and removal of department heads. The current ordinance, the ordinance amendment requested for the February 3<sup>rd</sup> board meeting, and the pertinent sections of the state statute are attached. The ordinance from the February 3<sup>rd</sup> meeting has been modified by the city attorney (modifications are highlighted).

The current policy provides that the city administrator has authority to appoint and remove all department heads except the internal auditor and the district court clerk. The internal auditor is under the board's authority, and the district court clerk is appointed by the judges as provided in state law. The current policy was adopted in 2013. Before 2013, the appointment and removal of all department heads (except the district court clerk) required the approval of the board of directors.

## ***PUBLIC SAFETY CHIEFS AND THE CIVIL SERVICE COMMISSION***

The removal of the police and fire chiefs could be appealed by the chief to the civil service commission. This appeal right has existed for many, many years. When the department head employment policy was changed in 2013, the commission determined to not change its rules for the current chiefs. The commission was agreeable to removing an appeal right to the commission for

the removal of any future chiefs by the city administrator. If the board decides to reinstate its approval for the removal of department heads, the role of the civil service commission will need to be revisited with that body. If the commission doesn't change its rules, then a chief whose removal is affirmed by the board of directors would have a right to appeal the termination to the civil service commission.

### ***CONSIDERATIONS***

As the board discusses this topic, the following considerations are offered for thought.

- Board involvement in hiring and removal decisions may demonstrate more accountability to the public. The board is the voice of the people and should be able to demonstrate responsiveness to issues and complaints raised by citizens.
- Some level of direct authority from the board may result in more responsiveness from department heads to board members.
- Approval from the board provides a check and balance on the city administrator's authority.
- Department head actions may be influenced by politics rather than merit. This could affect a department head's willingness to deal with or to make unpopular/difficult decisions.
- Department heads may have to deal with competing or conflicting agendas from board members. Routine administrative matters could become political.
- The clarity of the chain of command may be affected. Do department heads report to the city administrator, the board of directors, or both? Will there be opportunity for department heads to "politic" board members, possibly leading to a divisive board?

- Decisions about removal should be based on a department head's entire performance, not just limited or anecdotal feedback, information, and perceptions.
- The city strives to recruit talented department heads. How does bifurcated oversight affect this?

#### ***ALTERNATIVE***

An alternative the board may wish to consider is placing appointment authority with the city administrator, and giving department heads removed by the city administrator a right of appeal to the board of directors (or to the civil service commission for the police and fire chiefs). This would allow a department head who disagrees with the city administrator's removal action to have the decision reviewed by the board of directors. Terminations wouldn't automatically proceed to the board; a termination would come to the board only if the department head wanted to appeal the city administrator's decision.

#### ***RECOMMENDATION***

The staff discussed the department head employment policy at a staff meeting last month. The department heads and the city administrator recommend that the current policy remain in place. The staff believes that the current policy is operating without problem, allows for streamlined decision-making of administrative matters, and supports continuity of operations.

A handwritten signature in black ink, appearing to read "Ray", with a horizontal line to the left of the name.

Attachments

## CURRENT CITY CODE

Sec. 2-96. - Personnel authority of city administrator.

2. (a) Except as otherwise provided by law, except as provided otherwise in this article, and except for his or her own job position, the city administrator shall have full power and responsibility concerning the employment, disciplining, and termination of employment of all officials and non-uniformed employees of the city, including, but not limited to, heads of city departments, the fire chief, and the police chief, according to the budgeting of positions and levels of compensation established from time to time by the board of directors.

(b) The board of directors reserves to itself power and responsibility of employment, discipline and termination with reference to the city's internal auditor, and the board acknowledges the authority of the judges of the Sebastian County District Court with reference to the district court clerk.

(Ord. No. 35-13, § 1, 8-20-13)

**PROPOSED ORDINANCE AT FEBRUARY 3, 2015 BOARD MEETING  
as Modified (Modifications are Highlighted)**

**ORDINANCE NO. \_\_\_\_\_**

**AN ORDINANCE SPECIFYING THE PERSONNEL  
AUTHORITY OF THE CITY ADMINISTRATOR**

---

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

Section 1: Section 2-96 of the Fort Smith Municipal Code (“Code”) is hereby repealed;  
and, the following provision is hereby adopted to be codified as Section 2-43 of the Code:

Sec. 2-43. - **Personnel authority of the City Administrator.**

(a) Except as otherwise provided in this article, the city administrator shall obtain the approval of the board of directors prior to the employment or discharge of exempt personnel of the city who are heads of departments, city clerk, internal auditor, and the qualified and licensed attorneys at law contracted to provide legal services pursuant to sections 2-111 – 2-113 of this Code as follows:

(1) The city administrator shall notify all members of the board of directors either orally or in writing of the proposed action, the reasons therefor, and all relevant and pertinent facts bearing upon the decision of either employment or discharge. After notification from the city administrator, there shall be scheduled an executive session at the next regular or special meeting of the board of directors to discuss approval, denial or modification of the city administrator's proposed action.

(2) Following the board's action, the city administrator shall then notify in person or by telephone the individual subject to the approved action and may confirm the action in writing to the individual.

(3) Where reasonable and feasible, employees of the city shall be first given an opportunity to resign at the request of the city administrator and the board of directors prior to notice of discharge.

(4) No director nor the mayor shall communicate the exempt personnel action proposed by the city administrator, except through the city administrator as herein provided.

(b) The City Administrator, or his or her designee, shall have full authority regarding the appointment and discharge of all non-uniformed employees (non-exempt employees) and of all exempt positions not specifically identified in subsection (a) above, without the necessity of approval of the Board of Directors.

Section 2: The Human Resources Policy for Non-Uniformed Employees (2011), adopted by Ordinance No. 85-11, is amended to replace the current language in Section II. B. with the following:

B. The City Administrator will nominate, to the Board of Directors, individuals for appointment and will make recommendations to the Board of Directors for termination of individuals in the following Exempt positions: Deputy City Administrator, City Clerk, Director of Sanitation, Director of Engineering, Director of Finance, Director of Human Resources, Director of Street & Traffic Control, Director of Utilities, Fire Chief, Police Chief, Director of Parks & Recreation, Director of Information Technology Systems, Director of Transit, Director of the Convention Center, Director of Development Services, Internal Auditor. The appointment and removal of persons in all other Exempt positions, as well as all non-exempt positions, will be determined by the City Administrator, or his or her designee, without the necessity of approval of the Board of Directors. Pursuant to A.C.A. § 16-17-108, the Sebastian County District Court -Fort Smith District Court Judges shall appoint a qualified elector to serve as District Court Clerk.

In all other respects, the Human Resources Policy approved by Ordinance No. 85-11, as amended, shall remain in effect.

PASSED AND APPROVED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2015.

APPROVED:

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

Approved as to form:

\_\_\_\_\_  
City Attorney  
Publish 1 time

## STATE LAW

### 14-48-117. Powers and duties of city administrator.

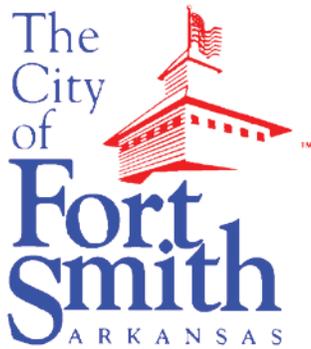
The city administrator shall have the following powers and duties:

(1) To the extent that such authority is vested in him or her through ordinance enacted by the board of directors, he or she may supervise and control all administrative departments, agencies, offices, and employees;

(2) He or she shall represent the board in the enforcement of all obligations in favor of the city or its inhabitants which are imposed by law or under the terms of any public utility franchise upon any public utility;

(3) He or she may inquire into the conduct of any municipal office, department, or agency which is subject to the control of the board. In this connection, he or she shall be given unrestricted access to the records and files of any office, department, or agency and may require written reports, statements, audits, and other information from the executive head of the office, department, or agency;

(4) He or she shall nominate, subject to confirmation by the board, persons to fill all vacancies at any time occurring in any office, employment, board, authority, or commission to which the board's appointive power extends. He or she may remove from office all officials and employees, including, but not limited to, members of any board, authority, or commission who, under existing or future laws, whether applicable to cities under the aldermanic, manager, or commission form of government, may be removed by the city's legislative body. Removal by the city administrator shall be approved by the board. Where, under the statute applicable to any specific employment or office, the incumbent may be removed only upon the vote of a specified majority of the city's legislative body, the removal of the person by the city administrator may be confirmed only upon the vote of the specified majority of the board members. However, the provisions of this subdivision (4) shall have no application to offices and employments controlled by any civil service or merit plan lawfully in effect in the city;



Mayor – Sandy Sanders

Acting City Administrator – Jeff Dingman

City Clerk – Sherri Gard

**Board of Directors**

Ward 1 – Keith Lau

Ward 2 – Andre’ Good

Ward 3 – Mike Lorenz

Ward 4 – George Catsavis

At Large Position 5 – Tracy Pennartz

At Large Position 6 – Kevin Settle

At Large Position 7 – Don Hutchings

## **AGENDA ~ Summary**

### **Fort Smith Board of Directors STUDY SESSION**

**February 23, 2016 ~ 12:00 Noon  
Fort Smith Public Library  
3201 Rogers Avenue**

#### **CALL TO ORDER**

- All present, except Director Mike Lorenz
- Mayor Sandy Sanders presiding

1. Review proposed City of Fort Smith Technology Plan ~ *Reviewed at the August 26, 2014 & February 10, 2015 study sessions ~*  
Presentation by Russell Gibson, Director of Information Technology. It was determined that such is merely a policy therefore does not require official board action. Director Lau requested Mr. Gibson review all departments including PD to ensure there is no overlap in resources including a review of the IT portion of the Consent Decree Program Management Services agreement that was tabled for two (2) weeks at the February 16, 2016 regular meeting. He also directed Mr. Gibson to investigate if a mutual GIS integration with the county is possible.
2. Discuss personnel authority of the City Administrator ~ *Good/Settle placed on agenda at the January 12, 2016 study session ~*  
The Board concurred, with the exception of Director Settle and Good to maintain the current personnel authority of the City Administrator.
3. Review preliminary agenda for the March 1, 2016 regular meeting

#### **OTHER**

Settle/Pennartz/Hutchings/Catsavis called the following special meetings setting the itinerary for city administrator candidate interviews and selection.

Interview session will be held at 6:00 p.m. at the Bonneville House 318 North 7<sup>th</sup> Street on the following dates:

- Monday, February 29, 2016
- Thursday, March 3, 2016
- Monday, March 7, 2016

The selection process will be held Tuesday, March 8, 2016 at 6:00 p.m. at the Elm Grove Community Center -1901 North Greenwood Ave

**ADJOURN**

12:55 p.m.