

AGENDA

**FORT SMITH BOARD OF DIRECTORS
STUDY SESSION**

November 8, 2011 ~ 12:00 NOON

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

1. Review and Assessment of Financial Systems-Azimuth Group Presentation
2. Review 2012 funding recommendations of the Outside Agency Funding Panel
3. Presentation of Fire Station No. 11 Schematic Design and Master Site Plan, Fire Apparatus Replacement and Relocation Plan, and existing Fire Station Repairs and Improvements
4. Review preliminary agenda for the November 15, 2011 regular meeting



MEMORANDUM

November 3, 2011

TO: Ray Gosack, City Administrator

FROM : Kara Bushkuhl, Director of Finance *Kare*

SUBJECT: Review and Assessment of Financial Systems

A report regarding the review and assessment of the City's existing financial systems that is hosted by Data-Tronics Corp (DTC) will be delivered to you, the Mayor and the Board members at the November 8, 2011 study session. The Azimuth Group, Inc. (AGI) was retained to perform this functional assessment and costs analysis. The basic premise of the report is whether the City should retain DTC or replace the systems with commercial software.

AGI's cost/benefit indicates that the City may be able to save approximately \$500,000 over a five year period. Their recommendation is that the City should begin a software replacement selection process. Mr. David Eisenlohr and Mr. Jerry Tweedy of AGI will attend the November 8, 2011 Board study session to present this report.

In the assessment of benefit and risks for retaining DTC, AGI mentions that the benefits include highly customized software, the local availability of technical support staff, and the continuation of a long-term, productive relationship with a trusted partner. DTC employs three analysts/programmers and a manager that are specifically assigned to the City's account. These benefits cannot be quantified in a study. However, these benefits are significant. While replacing DTC with a commercial software package include benefits of improved functionality and productivity in addition to potentially lower costs, there is concern that the responsiveness and customization will not be maintained at the level provided by DTC.

If staff is directed to proceed with a software replacement selection project, a consultant will need to be retained to assist with the entire process. Also, once a vendor is selected, the implementation will need to be managed by the consultant. The costs for these services have not been identified. Please note that this process may take 12-24 months. Therefore, the City will need to extend its contract with DTC for 2012 and for at least a portion of 2013.

Review and Assessment of Financial Systems

November 3, 2011

Page 2

The funding for the data processing and programming for the financial systems is allocated among the City's four operating funds. The allocations are: 5% General Fund; 5% Street Maintenance Fund; 75% Water and Sewer Operating Fund; and 15% Sanitation Operating Fund. The larger allocations to water, sewer and sanitation services is primarily due to the billing, collection and reporting for these services.

If you have any questions, please let me know.



MEMORANDUM

TO: Ray Gosack, City Administrator
FROM: Tracy Winchell, Communications Manager *TW*
DATE: 11/3/2011
CC: Kara Bushkuhl, Finance Director

OUTSIDE AGENCY FUNDING 2012 RECOMMENDATIONS

Report to Mayor & Board of Directors

Attached is the document outlining the Outside Agency Panel's recommendations for investing \$180,000 in 2012.

The bulk of the report is comprised of the worksheets used to prepare for each meeting, and represents the final record of the panel's rationale behind the allocations in each category.

Reduction in funding

As noted in the attached document, members of this panel spent hours reviewing the 24 applications and discussing how best to allocate funds for this program. Two years ago, more than \$227,000 had been allocated from the general fund. In 2011, the amount was cut to \$202,700 and for 2012 the amount was reduced to \$180,000.

Core citizen services

The panel respects the decision and understands a municipality must give priority to providing core citizen services. In fact, the 9-member panel has worked to follow suit throughout this process – choosing to make its recommendations based on organizations that provide *core citizen services to as broad and diverse population of Fort Smith residents as possible*.

Members of the panel are aware that funds for this program may not always be available, and caution organizations that this program is not a bandage for another year. These funds are intended to be citizen-focused – providing core services in an organization's mission statement. These public funds make it possible for organizations to cover basic expenses (including utilities) so staff and volunteers have more time for providing citizen services and securing other sources of funding.

In an effort to maximize the impact of shrinking funds, precedence was given to organizations providing non-duplicated services and/or serving a larger number of Fort Smith residents.

Maximizing impact of public funds

Members of the panel also desire to encourage organizations in the recreation and arts & humanities sectors to more proactively engage in partnerships with social/community services organizations. While some arts &

humanities organizations provide discounted rates for some citizen sectors, the panel believes more can – and should – be done to provide free admission to some students and/or senior citizens whenever paid admission seats are returned to the box office. It is the opinion of the panel that in the current economic climate, “discounted” simply isn’t accessible to an important segment of our population.

Social/Community Services

With regard to the social/community services category, 2011 funding was more than \$108,000, while the 2012 allocation was reduced to \$60,000. The panel recognizes the importance of the other categories – noting that recreation programs often do provide some services that could be classified as social/community services. However, one panelist mentioned that it’s difficult for a child to enjoy sporting activities if he’s hungry.

The panel was forced to make painful decisions, choosing not to fund – or to greatly reduce – organizations that did not demonstrate requests based on providing basic needs or continuation of life services. Of the 9 organizations the panel chose to fund, the group identified 5 entities as providing services that it deems “essential,” based on this criteria: *providing life-sustaining needs for Fort Smith residents – food, shelter, clothing, and safety*. The panel also gave preference to organizations providing non-duplicated services, and to organizations that impacted the largest number of Fort Smith residents.

Study session

Most of the 9 panel members plan to be present at Tuesday’s study session. Staff and panel members will be pleased to respond to questions from the mayor and board.

FINAL REPORT
to the
MAYOR & BOARD OF DIRECTORS
of the
City of Fort Smith, Arkansas

Submitted November 8, 2011

Task Force Members

Core Panelists

Kathy Davis
Barbara Peterson
Peggy Weidman

Arts & Humanities Specialists

Amy Manley
Elizabeth Momand

Recreation

Jim Geels
Derrick Joe

Social & Community Services

Jonathan Fry
Susan Todd Krafft

City of Fort Smith Staff

Christy Deuster, Finance
Tracy Winchell, Administration

THIS PAGE INTENTIONALLY LEFT BLANK

Overview of 2012 process

In early September, the mayor and members of the board of directors were provided a spreadsheet summary detailing applications received, by category, and amounts requested, and totals available for each category.

In previous budget cycles, \$227,700 has been made available from the general fund but, with budget constraints, the total amount in 2011 was reduced to \$202,700. For 2012, the panel originally worked off the \$202,700 figure. In late October, the number was cut to \$180,000. As a result, all allocations were originally awarded at \$202,700, and reduced by 11.19881% to meet the revised total.

In July, the board of directors agreed to split the amount available evenly among the 3 categories.

By the numbers - 24 applications received

# Applications Received	2012 Requested	2012 Available	2011 Available	% Difference 2011 - 2012
5 Recreation	\$119,358	\$ 60,000	\$ 36,196	+65.7%
8 Arts & Humanities	\$ 80,538	\$ 60,000	\$ 57,914	+3.6%
11 Social/Community Services	\$344,228	\$ 60,000	\$108,589	-44.7%
Totals	\$344,228	\$ 180,000	\$ 202,700	-11.2%

Time investment

	Prep hours	Meeting hours	Workshop	Totals
Core panel	36	34	4	74
Arts & Humanities Specialists	10	12	4	26
Recreation Specialists	13	6	0	19
Social/Community Services Specialists	7	12	2	21
Citizen Totals	66	64	10	140
Staff Totals	30	24	10 (includes prep)	64
Grand Totals	96	88	20	204

The attached spreadsheets were used to help each panel during each of the five review sessions.

Each category has specific board-approved goals and objectives because each service category fills a different community need. While each panel has worked to allocate funds consistently, fairly, and objectively, it is also noted that each category may require slightly different rationale for determining eligibility and assigning an appropriate contract amount. Therefore, each spreadsheet provides a brief explanation of the panel's approach to each category, and rationale behind each organization's recommended funding amount.

In addition, an appendix is attached to this report, detailing the board-approved overall program purpose and goals for this process.

Overview
2012 Outside Agency Applications
24 Total Applications

Agency	2011 Allocation Process			2012 Allocation Process		
	Requested	Awarded	Difference	Requested	Awarded	Difference
\$ Allocation	\$ 180,000					
RECREATION						
5 Applications	33.33%	\$ 59,941				
1st Tee	\$ 10,000	\$ 5,429	\$ (4,571)	\$ 15,000	\$ 9,768	\$ (5,232)
Arc for the River Valley	\$ -	\$ 0	\$ 0	\$ 29,358	\$ 3,108	\$ (26,250)
Fort Smith Boys & Girls Clubs	\$ 44,000	\$ 7,239	\$ (36,761)	\$ 36,000	\$ 22,200	\$ (13,800)
Girls Inc.	\$ 20,000	\$ 10,859	\$ (9,141)	\$ 22,000	\$ 11,544	\$ (10,456)
Lincoln Youth Service	\$ 18,000	\$ 12,669	\$ (5,331)	\$ 17,000	\$ 13,320	\$ (3,680)
Total	\$ 92,000	\$ 36,196	\$ (55,804)	\$ 119,358	\$ 59,940	\$ (59,417)
ARTS & HUMANITIES						
8 Applications	33.33%	\$ 59,994				
Fort Smith Chorale	\$ 6,000	\$ 4,800	\$ (1,200)	\$ 6,000	\$ 5,328	\$ (672)
Fort Smith Heritage Foundation	\$ 10,000	\$ 5,000	\$ (5,000)	\$ 6,750	\$ 5,994	\$ (756)
Fort Smith Little Theater	\$ 6,782	\$ 6,250	\$ (532)	\$ 6,250	\$ 5,550	\$ (700)
Fort Smith Museum of History	\$ 20,000	\$ 10,000	\$ (10,000)	\$ 9,738	\$ 3,339	\$ (6,399)
Fort Smith Regional Art Museum	\$ 6,782	\$ 6,250	\$ (532)	\$ 20,000	\$ 11,544	\$ (8,456)
Fort Smith Symphony	\$ 14,500	\$ 11,600	\$ (2,900)	\$ 13,000	\$ 11,544	\$ (1,456)
Second Street Live	\$ 10,000	\$ 9,215	\$ (785)	\$ 10,000	\$ 8,880	\$ (1,120)
Western Arkansas Ballet	\$ 6,000	\$ 4,800	\$ (1,200)	\$ 8,800	\$ 7,815	\$ (985)
Total	\$ 80,064	\$ 57,915	\$ (22,149)	\$ 80,538	\$ 59,994	\$ (20,544)

Agency	2011 Allocation Process		2012 Allocation Process		Difference	Awarded	Requested	Awarded	Difference
	Requested	Awarded	Requested	Awarded					
SOCIAL & COMMUNITY SERVICES									
11 Applications									
	\$	5,000	\$5,000	\$0	6,500	\$	2,753	\$	(3,747)
Alzheimers Association	\$	6,800	\$3,665	-\$3,135	5,012	\$	-	\$	(5,012)
Community Dental Clinic	\$	25,000	\$13,475	-\$11,525	25,000	\$	9,635	\$	(15,365)
Community Service Clearinghouse	\$	15,000	\$15,000	\$0	25,000	\$	11,677	\$	(13,323)
Crisis Intervention Center	\$	10,000	\$5,390	-\$4,610	10,000	\$	2,478	\$	(7,522)
Don Reynolds Cancer Support House	\$	8,000	\$8,000	\$0	10,000	\$	4,405	\$	(5,595)
Girls Shelter	\$	7,500	\$4,668	-\$2,832	4,000	\$	-	\$	(4,000)
Hannah House	\$	7,018	\$4,500	-\$2,518	7,120	\$	2,478	\$	(4,642)
Kistler Center	\$	12,600	\$6,791	-\$5,809	12,000	\$	6,541	\$	(5,459)
Lincoln Childcare	\$	20,000	\$10,780	-\$9,220	20,000	\$	8,374	\$	(11,626)
Next Step Day Room	\$	15,000	\$6,000	-\$9,000	19,700	\$	11,677	\$	(8,023)
River Valley Regional Food Bank	\$	131,918	\$83,269	-\$48,649	144,332	\$	60,018	\$	(84,315)
Grand Total All Requests	\$	303,982	\$	177,380	\$	344,228	\$	(164,276)	\$
24 Applications	\$	179,952	\$	60,017	\$	33.33%	\$	60,017	\$

Recreation Worksheet

Requesting Agency	Amount Requested	Use	# served	Reduction/Reasoning	\$	reduced by 11.19881%	adjusted total
1st Tee	\$ 15,000	Utilities	22,000 youth served - duplicated	This organization has consistently been a top-performing chapter of First Tee across the nation. The program does much more than teach the game of golf. Also teaches important core values and life skills. Classroom work and rewards for academic progress among participants are just as important as the recreational skills taught. This funding will cover utilities for a portion of 2012. Perhaps through July, maybe August.	\$ 11,000	0.8880119	\$ 9,768
Arc for the River Valley	\$ 29,358	Bowling program for special needs youth	266 served - total	\$11,340 of this application request was for a part-time salaried position. The panel believes funding salaries is outside the scope of this program. The remaining \$18,018 request seeks to implement a regular recreation program that involves bowling (motor skills, social interaction, etc.) This \$3,500 award provides 5 to 6 nights of bowling for each of the 266 youth served by this program @ \$2.50 per night. This organization provides unique programming for a segment of our population not served by other organizations.	\$ 3,500	0.8880119	\$ 3,108
Fort Smith Boys & Girls Clubs	\$ 36,000	Utilities	4,792 total (2,812 are listed as Fort Smith registered members and 1980 as Fort Smith non-registered members)	Fort Smith Boys & Girls Club is vital to youth development in Fort Smith. This program has the widest reach, impacts the most people of any other applicants, and offers a large number of programs, from multiple team sports to tutoring programs.	\$ 25,000	0.8880119	\$ 22,200
Girls Inc.	\$ 22,000	Utilities	41,523 served	This organization provides tutoring, mentoring, and sports-related programs. This request is for utilities - and funds will expire before end of calendar year 2012.	\$ 13,000	0.8880119	\$ 11,544
Lincoln Youth Service Center	\$ 17,000	Utilities	21,000 - served - duplicated	Of all recreation applicants, this program is the most financially-dependent on these funds. This organization is essentially operated by an all-volunteer staff. This organization fills a niche and serves youth who wouldn't otherwise have tutoring or recreation programs, or enjoy other activities offered from time to time by the LYC. The panel is aware that without funding from this program, the organization would be hard-pressed to continue serving the youth in this neighborhood.	\$ 15,000	0.8880119	\$ 13,320
Total Requested	\$ 119,358				\$67,500	0.8880119	\$ 59,941

With additional funding available from 2011, the panel had a much easier time allocating funds. All programs provide services to a particular niche.

Total to Allocate \$ 59,941

Arts & Humanities

Requesting Agency	Amount Requested	Use	# served	Reduction/Reasoning	\$	reduced by 11.19881%	adjusted total
Fort Smith Chorale	\$ 6,000	Funds to be used for music and musicians - work with orchestra will quickly deplete the amount requested.	16,090 - includes radio audience - actual attendees annually is approx. 2,000.	Organization is financially healthy, with no permanent facilities and little overhead. Performs a valuable service to members of the community in promoting performing arts.	\$5,000	0.8880119	\$ 5,328
Fort Smith Heritage Foundation	\$ 6,750	Utilities	11,000 - includes newsletter, patrons, and historical journal - actual number of visitors is estimated at about 5,000 annually.	Most recent audit showed utilities costs were \$13,000. It's anticipated that in 2012, the utilities costs for this organization will exceed annual allocation. FSHF is engaging community volunteers for programs and capital projects.	\$6,750	0.8880119	\$ 5,994
Fort Smith Little Theatre	\$ 6,250	Utilities	9,000 - based on box office attendance records - this number doesn't include all volunteer cast members, other theatre volunteers	All-volunteer organization. Utilities funds from this program never cover all utilities expenses. FSLT performs a valuable service to the community, not only for public enjoying performances, but also for volunteers who seek a creative outlet to hone their crafts.	\$6,250	0.8880119	\$ 5,550
Fort Smith Museum of History	\$ 9,738	Funding salaries and supplies	Annual visitation represents people who signed guest book - 19,479	\$6,898 of this request is for part-time labor. The panel is unanimous in that requests for wages - part or full time - is outside the scope of this program and that volunteers should be utilized as much as possible or that staff hours can be shifted to accommodate peak hours. However, the programs promoting public access to the museum are valuable and the OAF panel recognizes the need for continued free and reduced rate events accessible to all citizens.	\$3,760	0.8880119	\$ 3,359
Fort Smith Regional Art Museum	\$ 20,000	Utilities - general operating support, including utility costs.	20,000 served annually - daily visitors, including large group, special programming, facility rentals	\$2,500 per month on utilities - based on architectural estimate. Request is \$20,000 but given that the facilities are new, the OAF wants to see a baseline average for the first year of operation. It is safe to conclude that annual utilities will exceed the \$13,000 awarded.	\$13,000	0.8880119	\$ 11,544
Fort Smith Symphony	\$ 13,000	Fort Smith Convention Center reimbursements	31,500 - annually includes radio audience and recordings - 8,000 annual attendance.	Healthy organization - number of paid employees is 4 full time but all musicians are paid as contract employees. Acknowledge that local support helps attract grant funds regionally or nationally. The "ask" is a very small portion of the organization's annual budget. OAF panel understands the history behind this request is related to the convention center funding issue, which did not permit negotiated rates with important quality of place amenities like the FSS. The OAF panel is unanimous in its desire to see the FSS and the convention center reach an equitable partnership if permanent and ongoing funding is secured for the convention center in November.	\$13,000	0.8880119	\$ 11,544
Second Street Live	\$ 10,000	Utilities	21,000 served annually	Most recent audit showed utilities costs were a little more than \$15,000. It's anticipated that in 2012 the utilities costs for this organization will exceed annual allocation.	\$10,000	0.8880119	\$ 8,880
Western Arkansas Ballet	\$ 8,800	Utilities	12,000 includes students, participants, and performance audiences	Audit for 2010 says utilities were \$6,516. Copier lease is not considered a utility expense. The outside agency panel will fund up to \$8,800 on utilities, excluding the copier lease. If utilities are less than the amount awarded, the funds will not be expended and will remain in the general fund.	\$8,800	0.8880119	\$ 7,815
Total Requested	\$ 80,558				\$67,560	0.8880119	\$59,994
<i>The outside agency panel recognizes and respects the need for a vibrant arts & humanities culture in the region and appreciates efforts from each of these groups to offer reduced rates for students of all ages, seniors in our community, and others who don't ordinarily have access to premium performances or events. However, given that these public funds are, in part, offered in order to provide access to these under-served segments of our population, the panel strongly encourages applicants in this category to develop partnerships with educational institutions, and other area nonprofits (recreation and social/community services sectors) that make access even easier and more affordable than a simple discount off the full price rate of a ticket.</i>							
Total to Allocate	\$ 59,994						
Amount over % over	\$ 0						

Social/Community Services Worksheet

Requesting Agency	Amount Requested	Use	# Served	Reduction/Reasoning	Allocation	reduced by 11.19881%	\$
Alzheimers Association	\$ 6,500	utilities & basic occupancy	6,200	The panel recognizes the need for counseling and resources for caregivers and patients of Alzheimers and dementia-related illnesses.	\$ 3,100	0.888012	\$2,753
Community Dental Clinic	\$ 5,012	chairs for waiting room in new facility, lockable lockers	1,100	The panel recognizes the necessity for new facilities to allow for more professional working conditions. However, furnishings are outside the scope of funding. The panel recommends seeking in-kind donations from local businesses that are typically generous with slightly-used furnishings.	0	0.888012	\$0
Community Service Clearinghouse	\$ 25,000	weekend food for children	30,000 food bags represents # sacks prepared in 2010 for Fort Smith public schools. weekly counts vary.	Community Services Clearinghouse provides a valuable service and enjoys tremendous community support. The application demonstrates as well as it possibly can - given the scope and purpose of the program - which of its clients are in Fort Smith. With the drastic cut in funding for this category (38% from last year prior to the additional 11% cut), the panel reduced this request from last year's award amount by 38%. This organization is deemed to provide essential life services.	\$10,850	0.888012	\$9,635
Crisis Intervention Center	\$ 25,000	food & utilities	26,119, plus 1,856 school children who received curricula	Crisis Intervention Center provides valuable services that are not available anywhere else in the region. This organization is deemed to provide essential life services.	\$ 13,150	0.888012	\$11,677
Don Reynolds Cancer Support House	\$ 10,000	supplies & program enhancements	850	The panel applauds expansion of support groups that meet specific needs for cancer patients - financial counseling, holistic wellness therapy, and the like. However, due to extremely limited funds, the OAF panel wishes to fund one of the 3 programs requested as part of this application. The panel believes the focus of these funds should be enhancing and expanding existing programs. While the massage therapy program is extremely worthwhile, it is beyond the scope of this particular source of funding.	\$ 2,790	0.888012	\$2,478
Girls Shelter	\$ 10,000	utilities	averaging 6 girls per day in shelter x 365 = 2,190	Girls Shelter provides a valuable service. Funding was reduced 38% from last year, to match the % cut in this category from 2011. While the panel would very much like to provide more assistance, the limited number of people served led the panel to weight 5 other organizations as higher priorities because of the number of Fort Smith residents served, and the essential services provided.	\$4,960	0.888012	\$4,405
Hannah House	\$ 4,000	utilities	10 residents x 355 days + 43 infant & new mom care = 3,593	The panel recognizes the need for pregnancy counseling and guidance for area teens. However, the OAF panel has three serious concerns about this application. First, there are no board minutes authorizing this application, as required by this process. Second, the organization's board is comprised of 5 individuals, three of whom are paid staffers. Third, the organization openly advocates that all clients must participate in Biblical counseling, per the organization's website, and on the client application. The panel is unanimous in its concern about any public funds being used to proselytize any specific faith.	\$0.00	0.888012	\$0
Kistler Center	\$ 7,120	utilities	351 patients and 9,318 visits per year	The services provided by this organization are long-lasting for many children and families. The panel in its tier 3 review determined that a 38% cut from 2011 awards is necessary in order to prevent drastic cuts to the 5 organizations deemed to provide essential services.	\$2,790	0.888012	\$2,478
Lincoln Childcare	\$ 12,000	utilities	341 3 & 4 year olds whose families household incomes are at 200% of federally-defined poverty level or less	Lincoln Childcare provides a critical service to a specific category of Fort Smith residents. Following the 38% cut from 2011 funding levels, the panel determined that this organization provides essential services, and believes that for the health of the organization and the welfare of the citizens served it's critical to mitigate as much as possible reductions to this category from last year.	\$7,366	0.888012	\$6,541
Next Step Day Room	\$ 20,000	units of verifiable service 1,954 different individuals	units of verifiable service 1,954 different individuals - approaching the agency. Units of service include 86,000 (a duplicated number consisting of different services)	The panel is concerned about duplication of services among this sector - specifically with the sack lunch program. The case management services, therapeutic services, and attention to individual client needs (prompting medication, job placement, etc) are the most important services this organization provides. The panel deems the services provided by this organization as "essential."	\$ 9,430	0.888012	\$8,374
River Valley Regional Food Bank	\$ 19,700	utilities	100,092	The River Valley Regional Food Bank is an essential service provider and the panel has worked to mitigate the impact of the 38% cut in funding to this category this year.	\$ 13,150	0.888012	\$11,677
Total Requested	\$144,332			<i>Initial tier of review eliminated requests that didn't meet direct citizen needs. Second tier of review evaluated program requests that fit the scope of OAF funding. Third tier was to evaluate organizations that received funding in 2011 and to cut the 38% this category was reduced for 2012. Most organizations (with the exception of notations) were cut by 38%. The panel deemed 5 organizations as "essential service providers" based on the following criteria: providing LIFE-SUSTAINING needs for FORT SMITH RESIDENTS; Food, shelter, clothing, safety, and non-duplicated service-providers. The panel determined these organizations needed to be somewhat less-overly impacted by the reductions to this category. Therefore, the remaining \$38,500 (following the 38% across-the-board cut) was divided evenly among each of these 5 organizations.</i>			
Total to Allocate	\$59,994				\$ 67,586	0.888012	\$60,017

OVERALL PROGRAM PURPOSE AND GOALS

The purpose of partnering with local service agencies is to enable and assist non-profit organizations providing specialized services to citizens. These services are deemed by the City of Fort Smith Board of Directors to be either necessary or beneficial to the economic, social or cultural well-being of Fort Smith, its citizens and guests of the community.

Contracts should allow the agency to accomplish at least one of these objectives:

1. **Improving, expanding, or enhancing citizen services**
2. **Achieving an important step in the organization's business model**
3. **Meeting an unexpected demand for services or facilities construction or repair**

Beyond these overarching goals for the entire program, it is recommended that the board of directors adopt a set of similar criteria for each category, providing more specific parameters by which each committee recommends award of contracts to applicants.

Arts & Humanities Purpose and Goals

Contracts should encompass at least one of the following objectives:

1. Recruitment and retention of knowledge-based workers
2. Recruitment and retention of health care professionals
3. Increasing accessibility of arts & humanities programs to the entire community, including non-traditional populations

Recreation Purpose and Goals

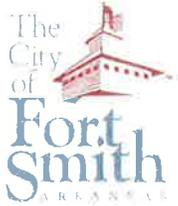
Contracts should encompass at least one of the following objectives:

1. Enhancing an organization's ability to serve youth recreation leagues for current and future generations
2. Expanding a facility to accommodate larger regional events
3. Providing permanent facilities enhancements for recreational programs for all ages

Social & Community Services Purpose and Goals

Contracts should encompass at least one of the following objectives:

1. Improving an organization's ability to provide niche services for citizens with special needs
2. Expanding an organization's ability to train local service agency employees, volunteers, and board members to better fulfill service and self-sustainably objectives



FORT SMITH FIRE DEPARTMENT

200 NORTH FIFTH STREET
FORT SMITH, ARKANSAS 72901
479-783-4052



Mike Richards
Fire Chief

Memo

To: Ray Gosack, City Administrator
From: Mike Richards, Fire Chief
Date: November 4, 2011
Re: Fire Service Improvement Plan

One of the Fort Smith Board of Directors goals identified as a priority earlier this year during the strategic planning session was to address fire service improvements for the citizens of Fort Smith.

The Board specifically enumerated these steps:

1. Communication with the public – involve insurance agents
 - a. Scott Clark with Brown Hiller Clark, Gene Nelson with Nelson Insurance, and Craig Gigerich with State Farm Insurance will be assisting us in providing public information on the importance and meaning of fire insurance ratings.
2. Prepare a conceptual plan and cost estimates for Fire Station 11
 - a. The needs assessment, schematic design, master site plan, and cost estimates have been completed. The design and plans will be shown at the Study Session.
3. Consider options for financing construction, equipping, and operations
 - a. Currently being discussed. A sales tax election for the capital items is anticipated for March, 2012.

The improvements are necessary to provide for the safety of the public, keep or lower the City's current Insurance Service Office (ISO) Class 2 fire rating – thereby keeping property insurance rates as low as possible, enhancing economic development in the Chaffee Crossing area by providing adequate emergency services, and to support new growth in the eastern/southern areas of the City. These issues were addressed in the 2011 Fire Department Improvement Plan presented to the Board at the June 14, 2011 Study Session.

The 2011 Fire Department Improvement Plan included several elements that must be implemented together to maximize the desired results at the lowest cost possible. Implementing only parts of the plan will increase the overall cost of the improvements over a period of time and delay the benefits. The fire service improvements include the construction and staffing of a new fire station at Chaffee Crossing, replacing older fire apparatus and relocating some of our

ladder trucks to maximize ISO credit, and update our current fire stations to improve firefighter health and safety as well as lower operation and maintenance costs.

Fire Station 11 at Chaffee Crossing

The needs assessment, schematic design, and master site plan for the Chaffee Crossing fire station have been completed by Guest Reddick Architects of Fort Smith, Arkansas and Stewart Cooper Newell (SCN) Architects in Gastonia, North Carolina. The new fire station concept is an operations-based design to fit the specific needs of the Fort Smith Fire Department (FSFD) for both the near and long term. The building was designed with gender neutral sleeping rooms and gender neutral bathrooms/showers. This is the standard design model for all new and modern fire stations now being constructed throughout the United States. The building will also be compliant with the Americans with Disabilities Act (ADA).

The main components of the fire station will be:

- Day room
- Training room
- Kitchen
- Eight (8) sleep rooms
- Four (4) employee bathroom/showers
- One (1) ADA compliant public restroom
- Exercise room
- Office
- Three (3) bay engine room
- Storage and functional space

The building has been designed to be an energy efficient and low maintenance facility. This will provide for long term sustainability and maximize cost savings to operate the facility for many years.

The exterior of the fire station was designed to capture and preserve the history of Fort Chaffee and the Chaffee Crossing area. It was the fire department's goal for the new fire station to have both the look representing the history of the area and maintain a modern and sustainable design.

The City's Engineering department has worked very closely with the fire department by helping with the planning for access to Massard Road for our fire apparatus and developing a street on the west side of the property for public access.

The projected total cost of the fire station is \$3,000,000.00. It will take approximately 13 – 18 months to finish the construction documents and construct the building once the funding is secured and the contract awarded.

Fire Apparatus Replacement and Relocation Plan

The FSFD fire apparatus replacement and relocation plan was based on the following criteria:

- Current age and condition of our fleet
- Future considerations to meet demand and growth within the City
- Fire Station completion at Chaffee Crossing by 2014
- Insurance Service Office's (ISO) 2011 Survey results
- Cost effectiveness and long-term budget considerations

The plan includes purchasing three (3) new pumpers and three (3) new ladder trucks. This plan is also part of the 2011 Fire Department Improvement Plan that has been developed to meet the current and future requirements of ISO. Implementing both plans together as outlined in Category 4 – Credit for Ladder-Service Companies of the 2011 Fire Department Improvement Plan - could save the City approximately \$2.0 million for additional apparatus and \$270,000.00 per year in personnel cost.

The three (3) pumpers would replace the three (3) units that we are currently behind in our replacement schedule. It has been our normal practice for the last ten years to replace at least one (1) pumper per year to minimize the impact on the City's general fund. However, we have only been able to replace one (1) pumper in the last four years due to budget constraints.

The three (3) new ladder trucks would serve two separate needs. The first need is to replace our two (2) oldest ladder trucks (Ladder 1 and Ladder 10). Both of these trucks are approaching twenty (20) years old and the end of their effective life cycle. The second need is to add a 75' Quint (a Quint is a pumper/ladder combination) to satisfy the current and future ISO requirement for the number of ladder trucks required for the City. The pumper that the Quint would replace is a 2005 year model, which would be reassigned to the new Chaffee Crossing fire station. This would reduce the initial cost of opening the new fire station by approximately \$500,000.00.

Existing Fire Station Repairs and Improvements

Most of our current fire stations are approaching 40 years old and in need of significant repairs. Each year we have tried to include enough funding in the fire department's annual budget to keep up with necessary building repairs and renovations. However, due to budget cuts over the last few years, we have not been able to keep up with the repairs necessary to improve the health and safety of our firefighters and to remain operational during extended periods of power outages. Eight of ten fire stations (1 through 6 & 8 through 9) have never had any upgrades or major remodeling since they were built in the 1970's. Fire Station 7 was originally built in 1958, had an addition to the engine room built in the mid-1970s, and new living quarters built in 2000. Fire Station 10 was constructed in 1996.

There are many serious issues that need to be addressed at each of the fire stations to improve the health and safety of our firefighters and to remain operational during periods of power outages.

The health and safety issues include replacing floors, cabinets and countertops, remodeling bathrooms and showers, and replacing the roofs on five (5) fire stations. It is imperative we replace these items in order to maintain a clean and sanitary environment. Our firefighters are exposed to many types of contaminants and blood-borne pathogens each day. It is extremely important to have an interior living area that is easy to keep clean and sanitary. Making these improvements will also lower our daily cleaning/operational costs by using less cleaning agents and chemicals.

It is also important to add security measures to our fire stations in the form of a controlled access system. All of our fire stations, including the fire administrative offices, are subject to uncontrolled entry by anyone at almost any time. This is a serious safety issue and must be addressed.

Finally, we have a critical issue with our fire station emergency generators. Nine out of ten of our generators are so old (installed when the buildings were built) that replacement parts are not available and the units may not be serviceable in the event they break down. Our fire stations must have electrical power at all times to remain operational. We have consulted with generator and electrical specialists and determined our only option would be to replace each one with a modern natural gas powered emergency generator.

Estimated Cost to Implement Fire Service Improvements

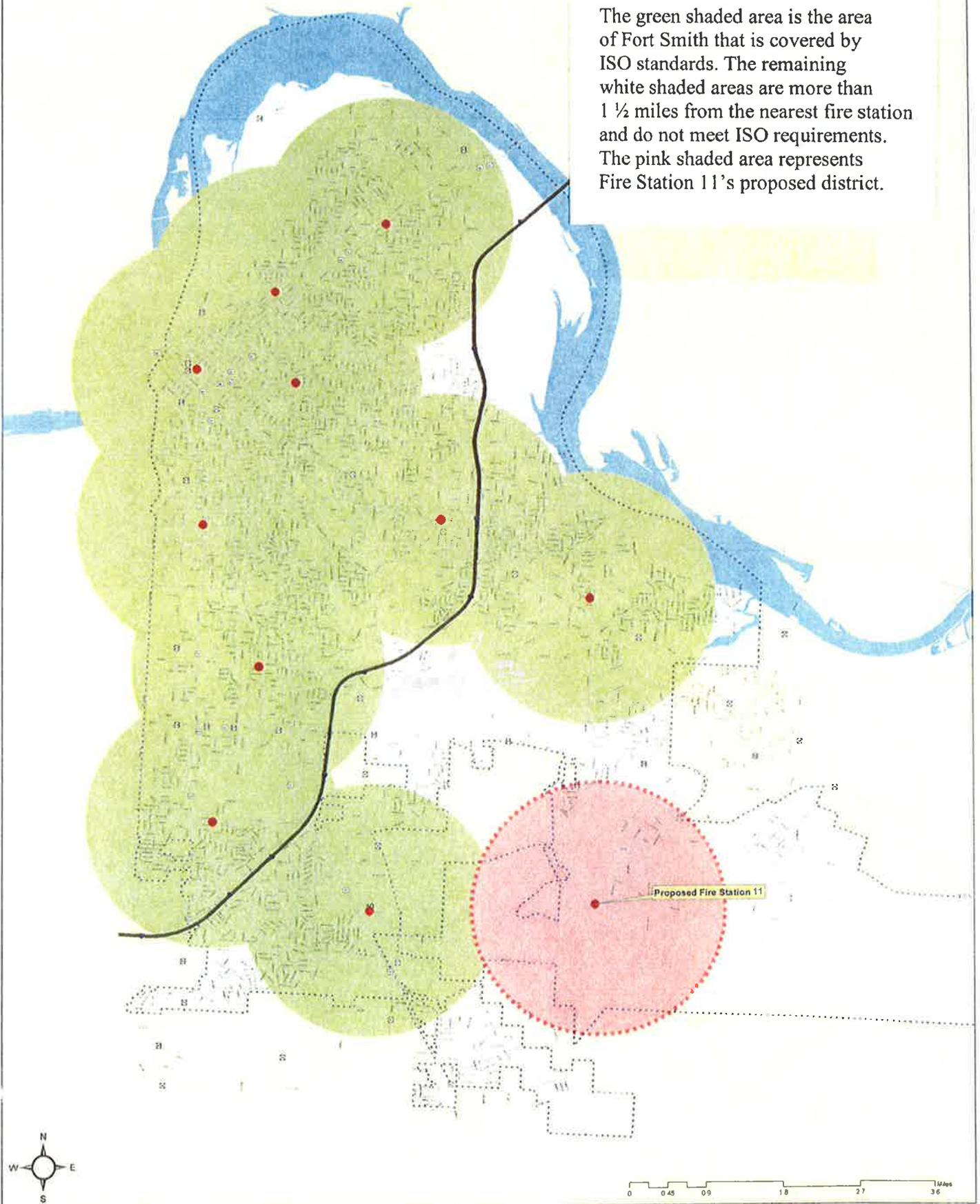
Fire Station 11 -	\$3,000,000.00
Six new fire apparatus (three pumpers and three ladder trucks) -	\$4,305,000.00
Existing Fire Station Operational Upgrades -	<u>\$1,246,100.00</u>
Total Cost of Fire Service Improvements -	\$8,551,100.00

These improvements will allow the FSFD to continue providing responsive emergency services, preserve our ISO insurance rating which keeps property insurance rates lower, and provide a safer, modern work environment for our firefighters.

[13 attachments]

Current Pumper Districts

The green shaded area is the area of Fort Smith that is covered by ISO standards. The remaining white shaded areas are more than 1 ½ miles from the nearest fire station and do not meet ISO requirements. The pink shaded area represents Fire Station 11's proposed district.



ISO Ladder Company Distribution Study

Community Name: Fort Smith
 County: Sebastian
 State: AR

Date: 9/2/10
 GIS Analyst: Steven Hardy

INTERNAL USE ONLY		Field Representative Output	
	Number of Existing Ladder Companies:	Enter # of Lad:	0
	Number of Applicable AA Locations:	Enter # of AA:	0
a)	Number of Existing Ladder/Service Company & Applicable AA Locations:		0 540 (1)
b)	Number of Existing Ladder/Service Company Locations Not Needed:		0
c)	Number of Additional Needed Ladder/Service Company Locations:		2 540 (2)
d)	Number of Needed Ladder/Service Companies Needed for Distribution:		2 540 (3)
e)	Total number of protected road mile segments within 0.5 miles of recognized stations & all AA stations:		558.76 550 (4)
f)	Total number of protected road mile segments within 2.5 miles of ladder company stations & all AA ladder stations:		487.74
g)	Total number of protected road mile segments beyond 2.5 miles of Ladder/Service company stations:		71.02 550 (5)

Number of Streets Independently Covered for each Ladder Service Area Response Area Study			Automatic Aid Coverage			
FS	Protected Roadbase (meters)	Independently Covered Protected Roadbase (miles)	FS	Protected Roadbase (meters)	Independently Covered Protected Roadbase (miles)	Distance to EPA Boundary (miles)
FS 1	278163.37	171.60			0.00	
FS 7	187053.09	115.23			0.00	
FS 10	02892.14	97.59			0.00	
		0.00			0.00	
		345.43			0.00	

SRD Calculations

Total protected road mile segments in all service areas / # of Fire Stations: 115.14

Total protected road mile segments in all service areas / # of Fire Stations * 15%: 17.27

List of Existing / Not Needed Ladder/Service Company Locations (SRD less than 15% or less than 5 miles or less than 14 hydrants)

Total protected road mile segments in all service areas / # of Fire Stations (exclude any Fire Stations that do not meet the 15% requirement): SRD 115.14

Standard Response District (SRD) * 60%: 69.08

List of Additional Existing Needed Ladder/Service Company Locations (SRD equal to or greater than 60% figure)

Prop Lad	Protected Roadbase (meters)	Protected Roadbase (miles)	Location
Prop Lad 1	128680.38	78.70	FS 8
Prop Lad 2	107395.03	63.63	FS 5

Current Ladder Company Districts

The yellow shaded areas are more than 2 ½ miles from the nearest ladder company. This does not meet ISO standards and would thereby require two (2) additional ladder companies.



Fire Station Improvements

Type of Work	Number of Locations	Cost
Emergency Generator Replacement	10	\$465,000.00
Floor Replacement/Repair	10	\$102,100.00
Roof Replacement	5	\$260,000.00
Kitchen/Bath/Shower Repair & Remodel	10	\$149,500.00
Controlled Access/Security System	11	\$151,000.00
Remodel Fire Administrative Office Front Entrance for Security Purposes, add Controlled Access Security System, replace/repair flooring, remodel bathrooms	1	\$58,500.00
Replace building façade	1	\$60,000.00
Total		\$1,246,100.00

Fire Station Improvements

Fire Administration - Constructed in 1973

Remodel Administrative Office Front Entrance for Security Purposes	\$25,000.00	\$25,000.00
Floors(Remove VCT Tile, Polish & Stain Concrete) in Front and Hallway	\$2,500.00	
Replace remaining floor covering	\$6,000.00	
Remodel Bathroom	\$10,000.00	
Security System	\$15,000.00	
Sub total		\$33,500.00

Station One - Constructed in 1973

Floors(Remove VCT Tile, Polish & Stain Concrete)	\$22,500.00	
Kitchen: Countertops (Stainless Steel)	\$5,000.00	
Bath Tile Floors and Walls	\$5,000.00	
Bathroom Fixtures/Partitions(1500 per)	\$10,000.00	
Shower Remodel	\$10,000.00	
Emergency Generator	\$105,000.00	
Replace façade around building	\$60,000.00	
Security System	\$25,000.00	
Sub total		\$242,500.00

Station Two - Constructed in 1977

Entire Roof	\$50,000.00	
Floors(Remove VCT Tile, Polish & Stain Concrete)	\$7,650.00	
Kitchen Cabinets w/countertops	\$7,500.00	
Bathroom Fixtures/Partitions	\$9,500.00	
Emergency Generator	\$40,000.00	
Security System	\$14,000.00	
Sub total		\$128,650.00

Station Three - Constructed in 1973

Floors(Remove VCT Tile, Polish & Stain Concrete)	\$9,450.00	
Kitchen Cabinets w/countertops	\$7,500.00	
Bathroom Fixtures/Partitions	\$9,500.00	
Emergency Generator	\$40,000.00	
Security System	\$14,000.00	
Sub total		\$80,450.00

Station Four - Constructed in 1973

Kitchen Cabinets w/countertops	\$7,500.00	
Emergency Generator	\$40,000.00	
Security System	\$14,000.00	
Sub total		\$61,500.00

Fire Station Improvements

Station Five - Constructed in 1973

Roof	\$65,000.00	
Floors(Remove VCT Tile, Polish & Stain Concrete)	\$9,450.00	
Kitchen Cabinets w/countertops	\$7,500.00	
Bathroom Fixtures/Partitions	\$9,500.00	
Emergency Generator	\$40,000.00	
Security System	\$14,000.00	
Sub total		\$145,450.00

Station Six - Constructed in 1977

Floors(Remove VCT Tile, Polish & Stain Concrete)	\$7,650.00	
Kitchen Cabinets w/countertops	\$7,500.00	
Bathroom Fixtures/Partitions	\$9,500.00	
Emergency Generator	\$40,000.00	
Security System	\$14,000.00	
Sub total		\$78,650.00

Station Seven - Constructed in 1958; Remodeled in 1977 and 2000

High Roof (Engine Bay)	\$15,000.00	
Kitchen: Countertops (Stainless Steel)	\$5,000.00	
Floors(Remove VCT Tile, Polish & Stain Concrete)	\$13,250.00	
Emergency Generator	\$40,000.00	
Security System	\$14,000.00	
Sub total		\$87,250.00

Station Eight - Constructed in 1973

Entire Roof	\$65,000.00	
Floors(Remove VCT Tile, Polish & Stain Concrete)	\$9,450.00	
Kitchen Cabinets w/countertops	\$7,500.00	
Bathroom Fixtures/Partitions	\$9,500.00	
Emergency Generator	\$40,000.00	
Security System	\$14,000.00	
Sub total		\$145,450.00

Station Nine - Constructed in 1973

Entire Roof	\$65,000.00	
Floors(Remove VCT Tile, Polish & Stain Concrete)	\$9,450.00	
Kitchen Cabinets w/countertops	\$7,500.00	
Bathroom Fixtures/Partitions	\$9,500.00	
Emergency Generator	\$40,000.00	
Security System	\$14,000.00	
Sub total		\$145,450.00

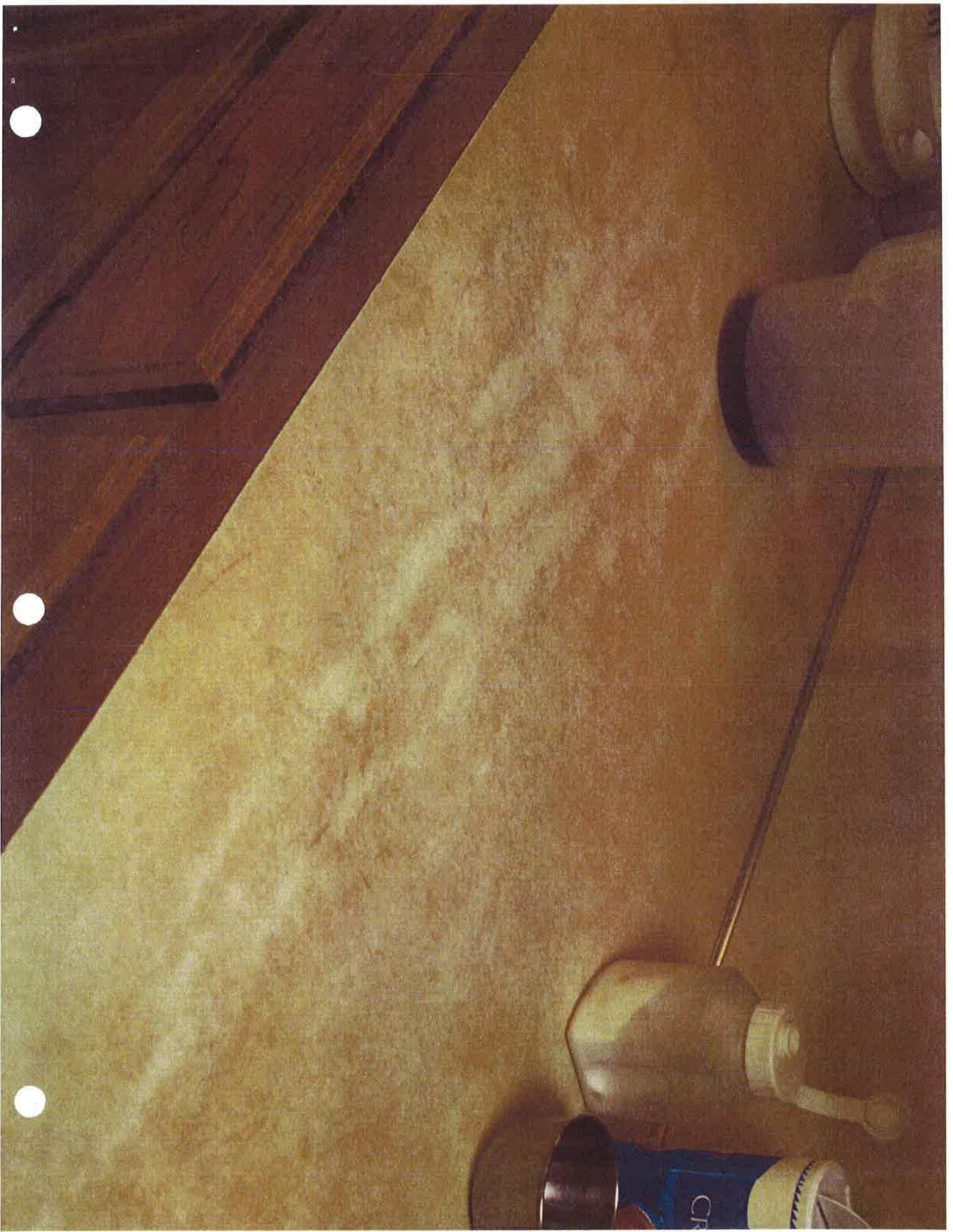
Fire Station Improvements

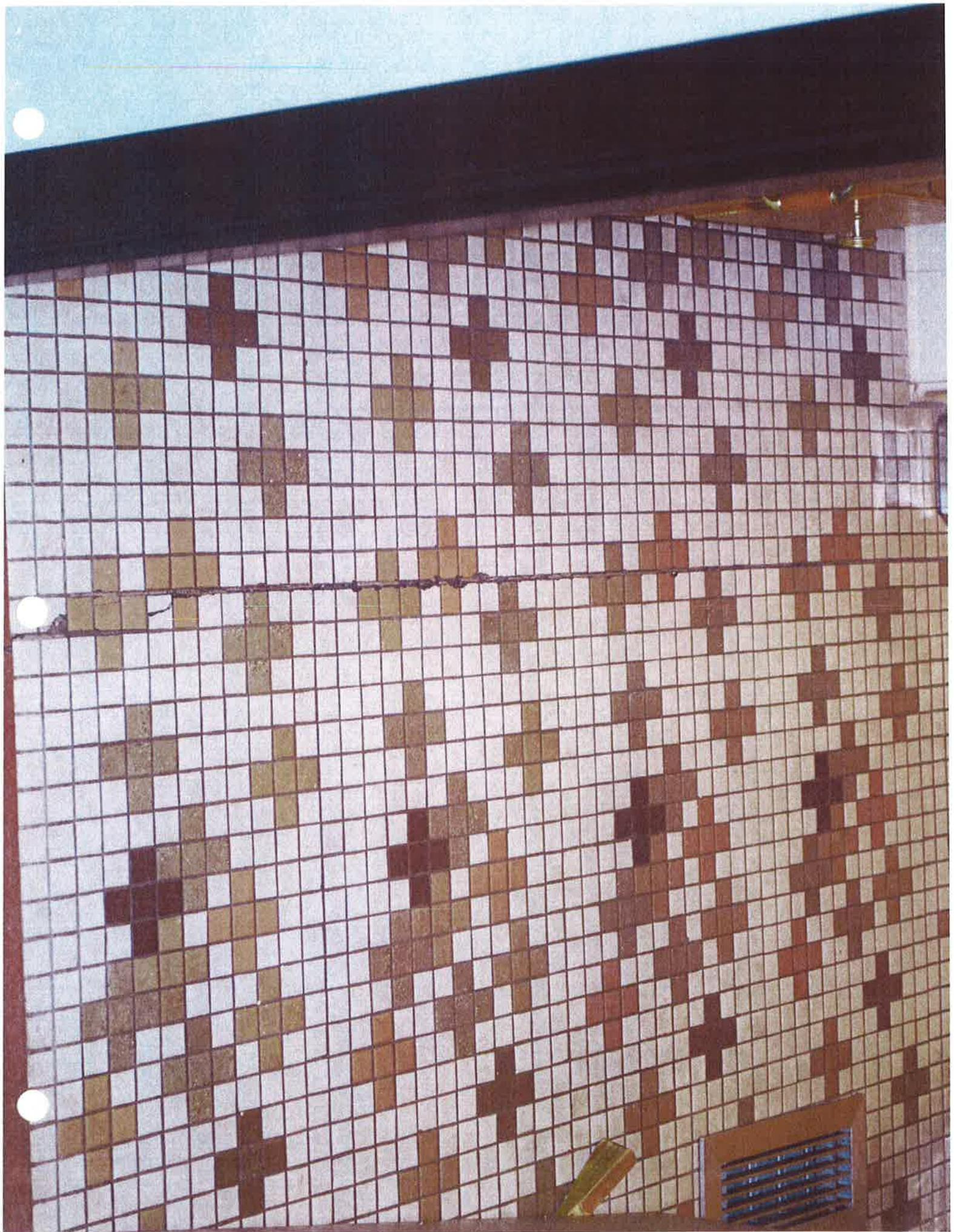
Station Ten - Constructed in 1996

Floors(Remove VCT Tile, Polish & Stain Concrete)	\$13,250.00	
Kitchen: Countertops (Stainless Steel)	\$5,000.00	
Emergency Generator	\$40,000.00	
Security System	\$14,000.00	
Sub total		\$72,250.00
		\$1,246,100.00













PUBLIC NOTICE

The Fort Smith Transit Commission is receiving comments from the general public regarding a possible reduction in weekday fixed route service hours. The current hours are 5:30 a.m. to 7:00 p.m. The proposed hours are 7:00 a.m. to 6:00 p.m. with the last transfer at 5:00 p.m. There will be no change in the Paratransit/Demand Response service hours between 5:30 a.m. and 10:30 p.m.

Fort Smith Transit will be receiving public comments until Tuesday, December 6, 2011 by 5:00 p.m. Comments may be made by phone at (479) 783-6464, by mail at ATTN: Transit Director, P.O. Box 1908, Fort Smith, AR 72902, or by e-mail at transit@fortsmithar.gov.

FST is committed to practicing non-discrimination.

If you believe you have been subjected to discrimination, you may file a complaint with the Transit Director.

For more information, visit us on the web at fortsmithar.gov & click on Transit Services

or call the Transit Director at (479) 783-6464.