



Mayor – Sandy Sanders

City Administrator – Ray Gosack

City Clerk – Sherri Gard

Board of Directors

Ward 1 – Keith D. Lau

Ward 2 – Andre' Good

Ward 3 – Mike Lorenz

Ward 4 – George Catsavis

At Large Position 5 – Pam Weber

At Large Position 6 – Kevin Settle

At Large Position 7 – Philip H. Merry Jr.

AGENDA

Fort Smith Board of Directors

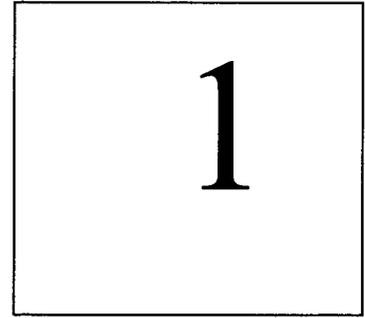
STUDY SESSION

**August 26, 2014 ~ 12:00 Noon
Elm Grove Community Center
1901 North Greenwood Avenue**

CALL TO ORDER

1. Review departmental service objectives for 2015 and their correlation with city-wide goals for 2015
2. Discuss Board Governance Policy ~ *Resolution authorizing same defeated at the June 3, 2014 regular meeting* ~
3. Review City of Fort Smith Technology Plan ~ *2013 Board Retreat Priority* ~
4. Review preliminary agenda for the September 2, 2014 regular meeting

ADJOURN



August 21, 2014

MEMORANDUM

TO: Ray Gosack, City Administrator

FROM: Kara Bushkuhl, Director of Finance *Kara*

SUBJECT: 2015 Budget Goals and Departmental Service Objectives

Attached are the city-wide 2015 budget goals which were used to assist departments in preparing their service objectives. Departmental service objectives and key performance indicators are attached as well. The correlation between the goals and departmental service objectives will continue to be refined as the budget process continues. Let me know if you have any questions about the goals.

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

2015 CITY-WIDE BUDGET GOALS

- Prepare for Fort Smith's future by implementing the comprehensive plan update and vision statement.
- Provide additional recreation opportunities by completing construction and opening an aquatics center at Ben Geren Park and a softball tournament complex at Chaffee Crossing; designing and beginning construction of a riverfront soccer complex; and constructing two new neighborhood parks.
- Continue economic growth strategies to increase the job market with higher paying jobs as well as support the construction of Interstate 49, the regional intermodal freight facilities, and deepening of the Arkansas River channel to 12'.
- Support riverfront development by completing construction of the 1.6 mile River West trail.
- Enhance neighborhood vitality with continued proactive code enforcement, creating gateway entrances to neighborhoods, improving public sidewalks, and planting parkway trees.
- Begin compliance with the consent decree for wet weather sanitary sewer system improvements to alleviate the occurrences of backups and overflows.
- Educate the community, legislators, and other stakeholders on the impending funding needs for police and fire pension obligations.
- Continue converting portions of the city's fleet to alternatively-fueled vehicles.

2015 Service Objectives—Mayor

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

Memo



To: Ray Gosack, City Administrator
From: Jeff Dingman, Deputy City Administrator
CC: FY2015 Budget file
Date: 8/13/2014
Re: FY2015 Board & Administration Service Objectives

Detailed below is an accounting of Service Objectives identified in the FY2014 Budget, along with a brief status report for the Board of Directors/City Administrator budget programs. Following is a list of Service Objectives to be included in the FY2015 Budget.

FY2014 Service Objectives: Board of Directors

1. **Service Objective:** *Enhance communication with citizens through social media and other forms*
Outcome: The city continues to embrace social media and all forms of community outreach. Several departments engage the public effectively with various social media applications, and the city launched the "myFortSmith" branded app for mobile devices that allows for service requests, and will be able to grow to allow residents to interact with the city on all types of city business. Since going live in May, citizens have generated 158 total requests through myFortSmith. In order, top services requested (by volume) have been overgrown grass/weeds, potholes, trash/debris, downed trees/limbs, and illegal parking.

From July 31, 2013 through July 31, 2014, the City of Fort Smith – City Hall Facebook account has seen a 60% increase in total page likes, from 2,191 to 3,624. The City of Fort Smith – City Hall Twitter account has 2,655 followers, up from 1,592 a year ago, also an increase of 60%. Using tracking methods provided by these social media outlets for the time period measured, these Facebook and Twitter accounts combined for 24,100 interactions among 16,000 unique users, for 7.3 million impressions.

2. **Service Objective:** *Improve citizen service by providing customer service training for employees*
Outcome: A third party is contracted to provide ongoing customer service training for all new city employees. The training centers on controlling emotional responses, acknowledging citizen concerns, refocusing negative attention, and on facilitating solutions to problems or concerns. All city employees received this training in 2013.
3. **Service Objective:** *Enhance services for the homeless by supporting construction and operation of a homeless campus in Fort Smith*
Outcome: A Homeless Services Coordinator position has been filled by the Fort Smith Housing Authority with funding from both the housing authority and the city. The Housing Authority continues to pursue the grants that are necessary to supplement the city's designation of CDBG funding for this project.
4. **Service Objective:** *Provide additional recreation opportunities by planning and constructing two softball fields and an aquatics center at Ben Geren Park; a softball tournament complex at Chaffee Crossing; and a riverfront soccer complex*
Outcome: The construction of the two softball fields at Ben Geren Park is all but completed and should be in use in the fall of 2014. The aquatics park construction is well underway and reportedly

is still on schedule for a May, 2015 opening. The Army Reserve is on site to perform site work on the softball tournament complex at Chaffee Crossing, and will be working throughout the month of August. The riverfront soccer complex is included in the 2015 projects listed on the Parks Department's 5-year CIP.

5. **Service Objective:** *Improve the accountability and performance measurement of our budget by including key performance indicators for all departments*
Outcome: All city departments now use key performance indicators and associated data in formulating their budget requests. This practice provides ongoing data accumulation that helps to validate appropriate operating budgets for all departments.

6. **Service Objective:** *Continue advocacy of the Interstate 49 project by lobbying AHTD, federal and state legislators, and the Federal Highway Administration to develop time frames for its completion*
Outcome: The section of I-49 between Highways 22 and 71 will be complete and open for traffic by the end of 2014. Contact with AHTD officials to discuss engineering work for the next phase of I-49 between Highway 22 and I-40 continues with support from the region's highway commissioner, the Fort Smith Regional Council, and the Frontier Metropolitan Planning Organization. This section of I-49 is vital to the continued economic growth of Fort Smith and the surrounding region and must remain an objective of the Board of Directors until it is built.

7. **Service Objective:** *Plan for Fort Smith's future by updating or preparing a new comprehensive plan - Vision 2025 Plan*
Outcome: The city's planning staff, along with the planning consultant, conducted many public input meetings, forums, and meetings of the Comprehensive Plan Steering Committee in order to gather input for the update to the city's comprehensive plan. The process should be near completion by the end of 2014, and will deliver a new set of visions and goals for the city to use as a guide in future budget discussions.

8. **Service Objective:** *Initiate and develop economic growth strategies to improve the job market with higher paying jobs as well as support the construction of the regional intermodal freight facilities, commerce on the Arkansas River, and the completion of Interstate 49*
Outcome: The city works diligently with the Fort Smith Regional Chamber of Commerce, the Arkansas Economic Development Commission, and existing or potential businesses to ensure that every opportunity is made available for businesses to expand operations or locate to Fort Smith. Over 2500 new jobs have been announced in the Fort Smith region in the past 18 months, by virtue of the expansion of existing businesses or new businesses locating to Fort Smith. The city continues to support the Regional Intermodal Transportation Authority's initiatives on the Arkansas River.

9. **Service Objective:** *Enhance Fort Smith's appearance and curb appeal through beautification and other efforts to stimulate quality of place and community pride*
Outcome: The city supported beautification efforts of local volunteers, specifically at the I-540 interchanges at Rogers Avenue and Old Greenwood Road. The city again supported successful city-wide clean-up events and continued efforts to ensure sign regulations are in keeping with beautification objectives.

FY2015 Service Objectives: Board of Directors (from July 22, 2014 study session)

1. Prepare for Fort Smith's future by implementing the comprehensive plan update and vision statement.
2. Provide additional recreation opportunities by completing construction and opening an aquatics center at Ben Geren Park and a softball tournament complex at Chaffee Crossing; designing and beginning construction of a riverfront soccer complex; and constructing two new neighborhood parks.
3. Continue economic growth strategies to increase the job market with higher paying jobs as well as support the construction of Interstate 49, the regional intermodal freight facilities, and deepening of the Arkansas River channel to 12'.
4. Continue to develop and improve citizen engagement and outreach initiatives
5. Support riverfront development by completing construction of the 1.6 mile River West Trail.
6. Enhance neighborhood vitality with continued proactive code enforcement, creating gateway entrances to neighborhoods, improving public sidewalks, and planting parkway trees.
7. Support Economic Development with incentives and public infrastructure projects
8. Begin compliance with the consent decree for wet weather sanitary sewer system improvements to alleviate the occurrences of backups and overflows.
9. Educate the community, legislators, and other stakeholders on the impending funding needs for police and fire pension obligations.
10. Continue converting portions of the city's fleet to alternatively-fueled vehicles.
11. Conduct a strategic planning retreat.

FY2014 Service Objectives: City Administrator

1. **Service Objective:** *Develop and implement aggressive and innovative ideas for transparent communication with the public about city services, programs, economic development, and quality of place related issues, in collaboration with community partners. Engage local media decision-makers and reporters through regular lunch conversations with administration and senior staff. Improve inter-department communication as part of this effort in order to help provide a better overall product to the public.*
Outcome: Neighborhood Board meetings were continued, held once each quarter rotating through each of the city's four wards. Staff participates in periodic radio appearances to discuss city issues and/or projects. Staff continued to maintain an online report card, *Progress as Promised*, in order to clearly report progress on the various projects approved by voters in March, 2012.
2. **Service Objective:** *Identify and promote funding sources for ongoing operations and capital improvements, both to the Board of Directors and to the public. This is particularly challenging in departments and programs supported by the general fund. Promote the use of innovation and technology to better utilize resources.*
Outcome: The March, 2012 election and voter approval of the ¼% Sales and Use Tax for Fire and Parks & Recreation programs provides additional funding for operations in those two General Fund-supported departments. Funds are used for staffing, operations, and capital improvements, and we emphasize the success of this funding periodically via the *Progress as Promised* updates and the *Fast Focus* electronic newsletter. The dedicated funding sources for Parks and Fire Services allow for investment without taking away from other General Fund operations.
3. **Service Objective:** *Continue to identify and promote energy efficiency and "green" initiatives in all city operations, for both economic and environmentally responsible purposes.*

Outcome: The Fire Department installed energy efficient lighting, air filters, new windows glazing, insulation, and used Energy Efficiency Community Block Grant funding to replace the HVAC systems in ten fire stations. The FY2014 budget process included consideration of alternative fuel vehicles (CNG or electric hybrid) in all instances where vehicle replacements were requested, and that will continue through the FY2015 budget process. The cost of CNG conversions is coming down, perhaps making it more feasible to do conversions without grant assistance. The Transit Department is will convert two more busses to CNG fueling systems, and we will continue to evaluate the possibility of a CNG fueling station at a city facility.

4. **Service Objective:** *Continue to refine performance measurement budgeting*
Outcome: Performance measurement initiatives were included in the FY2013 and FY2014 budgets for all departments. The data sets developed will assist in service delivery focus and budgeting in future years. All departments will reevaluate their key performance indicators for their FY2015 budgets, and will continue to refine the indicators so that we have useful data for sound decision making.

5. **Service Objective:** *Communications: Utilize both non-traditional and traditional media outlets. Utilize targeted ads to increase social media numbers; promote departmental pages and the Citizen Action Center page. Strategic utilization of digital billboards to promote other city initiatives and SM efforts*
Outcome: The *Fast Focus* e-newsletter is published and distributed monthly. Traditional advertising outlets such as billboards have been utilized to promote litter awareness, the comprehensive plan's website, and the city's branded app "myFortSmith". Social Media outlets such as Facebook and Twitter are being utilized, and the data showing traffic and the benefit of boosted posts and ads is being tracked. Boosted Facebook posts resulted in 9,000 total clicks, including 5,780 that were unique. Net new page likes attributed directly as a result of the boosts is 739. Targeted ads are customized for a specific message to a specific audience. For instance, job announcements might be boosted to people within a geographic region with college degrees, whereas Movies in the Park are boosted to families in the greater Fort Smith region.

6. **Service Objective:** *Communications: Continue to direct the Citizen's Academy program, provide staff support to the Citizens Academy Alumni Assn., and act as a resource for all City departments in reaching out directly to citizens and through traditional and social media*
Outcome: Citizen's Academy continued through 2014 with spring and fall sessions, bringing the total number of classes to 16. As the number of classes grows, the CA Alumni Association also grows, and this group continues to be active in support of CA programming. Staff maintains a strong relationship with the CA Alumni Assn. as a way to reinforce the lessons learned at the Citizen's Academy and continue to experience for those involved. All departments are being encouraged to examine the ways in which they communicate with the public, especially two-way communication (& the use of social media) related to service delivery and citizen satisfaction. Heavy emphasis will continue to be placed expanding the capabilities of the "myFortSmith" branded mobile application.

FY2015 Service Objectives: City Administrator

1. Continue to improve transparent communication with public
2. Develop a system to effectively plan, monitor and report on implementation of projects and initiatives derived from the update to the city's Comprehensive Plan.
3. Continue delivery and reporting of "Progress as Promised" projects
4. Continue to identify and implement "green" initiatives
5. Continue to refine performance measurement budgeting

6. Communications: Utilize both non-traditional and traditional media outlets to engage citizens. Utilize targeted ads to increase social media numbers; promote departmental pages and the Citizen Action Center page. Strategic utilization of digital billboards to promote other city initiatives and SM efforts
7. Implement social media training with other departments geared toward department heads. 3 or 4 mini workshops and establish an internal group to facilitate self-assessment of various city initiatives and brainstorming
8. Communications: Continue to direct the Citizen's Academy program, provide staff support to the Citizens Academy Alumni Assn., and act as a resource for all City departments in reaching out directly to citizens and through traditional and social media

2015 DISTRICT COURT SERVICE OBJECTIVES

1. Cross training of the court's support personnel to ensure efficient and high quality service to the patrons of the court. The Court will continue to emphasize education and the development of its personnel in areas of procedure, professional skills and statutory basis for the Court's operations. The court staff will also work toward certification through state training, the Arkansas District Court Clerks Association and through the National Center for State Courts.
2. Increase court revenues by utilizing resources available to the Court to reduce expenditures and through aggressive collection procedures/programs.
3. Review and update the Court's Procedural Manual to implement legislative changes.
4. Increase technology and automation through the implementation of available functions within the court's new management software program.
5. Continue to identify further measures to improve court services and performance by implementing the following measures: 1) Establish data collection methods and reporting of the court's administrative functions to clarify performance measures. 2) Case processing clearance rate - % of cases set for trial 3) Contempt warrant clearance rate - % of warrant for failing to pay fines 4) Accounts receivable clearance rate - assess how much is owed to the court and what % is past due. 5) Conducting Customer Service Satisfaction Surveys.

2014 DISTRICT COURT SERVICE OBJECTIVES AND OUTCOMES

1. **Service Objective:** *Continue cross training of the Court's support personnel.*
Outcome of Cross Training: 3 newly hired employees have been trained, 5 employees were required to learn a new position. (Rotations kept to a minimum to allow employees to be seasoned in their positions for testing of the new software program.
Succession Planning: All employees are cross-trained in each position within the department. Employees are required to rotate into a new position annually. The key positions within the department are the Financial Administrator, Senior Deputy Clerk and the Court Clerk. The three (3) employees holding these positions have been cross-trained in all 3 positions. Other employees were trained on various tasks that are assigned to these key positions.
Outcome of Certification: 80% (12 out of 15) of the Court's personnel has earned certification through the Arkansas District Court Clerks Association. 10 clerks received updates to their certifications in 2014. The Court Clerk is working on a national certification from the National Center for State Courts. Graduation to occur 2016.
2. **Service Objective:** *Increase revenue.*
Outcome: Utilization of the Court's on-line payment program continues to increase. The on-line payment company began sending out letters to increase the usage of our on-line payment program and to help collect delinquent balances. The court received payments totaling: 2012= \$468,150, 2013= \$800,810 and Jan-June 2014= \$430,540
Outcome: Continued auditing the jail billing on a daily and monthly basis. The Court also began holding a session of prisoner arraignments on Friday to help with jail population prior

**DISTRICT COURT
2015 SERVICE MEASURES AND PERFORMANCE INDICATORS**

The Court's purpose is to ensure equal justice to all persons appearing before the Court and to provide prompt, courteous accessible services in connection with the resolution of criminal prosecutions, traffic violations and civil cases.

CASELOAD EFFICIENCY: *The court strives to provide quality service to the patrons of the court, through prompt resolution of court related matters.*

	ACTUAL 2013	ESTIMATED 2014	PROJECTED 2015
TRAFFIC CASES			
WORKLOAD	21,101	17,500	19,500
COMPLETED	19,391	16,350	17,900
COMPLETION RATE	92%	94%	92%
CRIMINAL CASES			
WORKLOAD	12,944	14,250	13,600
COMPLETED	11,739	11,060	11,400
COMPLETION RATE	91%	78%	84%
CIVIL CASES			
WORKLOAD	1,362	1,480	1,400
COMPLETED	1,200	1,350	1,275
COMPLETION RATE	89%	82%	91%
CASELOAD TOTAL:	92%	87%	89%

FINES ASSESSED/COLLECTED EFFICIENCY: *The court, through its aggressive collection procedures, strives to maximize its collections and enforcement of court ordered fines.*

	ACTUAL 2012	ACTUAL 2013	ESTIMATED 2014	PROJECTED 2015
ASSESSED	\$5,691,348	\$6,118,310	\$5,768,300	\$5,859,300
COLLECTED	\$5,712,752	\$5,691,348	\$5,004,400	\$5,469,500

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

In 2014, there was a decrease in the number of traffic cases filed, which resulted in a decrease in the assessments and collections. Collections were also influenced by the lack of jail space, because there is no penalty for failing to pay.

CITY/COUNTY SHARE OF REVENUE IN EXCESS OF OPERATIONAL EXPENSES:

	ACTUAL 2010	ACTUAL 2011	ACTUAL 2012	ACTUAL 2013
CITY	\$1,346,428	\$1,238,267	\$1,268,312	\$1,152,776
COUNTY	\$815,295	\$759,604	\$794,871	\$733,402

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

	ACTUAL 2013	ESTIMATED 2014	PROJECTED 2015
WARRANTS ISSUED BY THE COURT	10,475	10,630	10,560
WARRANTS SERVED BY LAW ENFOR.	4,674	3,604	4,200
WARRANTS RESOLVED BY COURT	4,158	3,950	4,250
% WARRANTS SERVED BY LAW ENFOR.	45%	34%	40%
% WARRANTS RESOLVED BY COURT	40%	38%	40%
% WARRANTS OUTSTANDING	15%	28%	20%
	100%	100%	100%

HUMAN RESOURCES DEPARTMENT 2015 SERVICE OBJECTIVES

- 1 Maintain and administer a fair and competitive wage & compensation system.
- 2 Manage the medical insurance benefit program to provide quality health care at an affordable fair cost to the City's employees and their families.
- 3 Manage a cost-effective workers' compensation program.
- 4 Continue customer service training for targeted positions
- 5 Review the possible alternatives for implementing an electronic performance appraisal system
- 6 Work with IT to set up an intranet for the city's employees.
- 7 Go paperless with all personnel status changes

**CITY CLERK
2015 SERVICE OBJECTIVES**

1. Provide diverse administrative services to the public, Mayor, Board of Directors, Administration and staff.
2. Provide prompt processing of official documents, legal publications, codification of ordinances.
3. Provide up-to-date information on department's web page.
4. Provide training opportunities to staff to continually increase knowledge and skill for benefit of staff and citizen customers.
5. Provide quality programming on Government Access Channel 214
6. Conduct municipal election in compliance with city and state codes for continuation of the sales tax for streets, bridges and associated drainage.

**CITY CLERK
2014 PERFORMANCE MEASURE STATISTICS**

Ordinances published within two weeks of adoption by the Board of Directors	100%
Draft minutes of Board of Directors meetings prepared within 5 working days	98%
Meeting agenda packets available to city officials within 4 days of meeting	100%
Meeting agenda packets and regular meeting audio/video recordings posted on website	100%
Response to FOIA requests within 3 days	100%
Response to citizen requests within 7 days	100%
Government Access Channel 214 announcements received/airing	100%
Municipal Code of Ordinances semiannual updates	50%
Document Imaging of records (a daily process)	100%
Issuance of Oak Cemetery Deeds ~ 33 deeds issued as of 8/11/14 ~	100%

**CITY CLERK
SERVICE MEASURES/PERFORMANCE INDICATORS**

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

**CITY CLERK
WORKLOAD/DEMAND STATISTICS**

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

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

* Government Access Channel advertisements increased in 2013 due to posting Board meeting agendas, which was initiated in mid 2012.



August 15, 2014

2015 Finance Service Objectives

1. Implement web based general ledger system by the end of 2015.
2. Develop a strategic plan and continue to transition the Finance Department for succession planning.
3. Analyze and monitor budget management for all departments.
4. Enhance financial data accessibility for all city management.
5. Enhance customer service for billing services by streamlining license application procedures.

Finance Department-Key Performance Indicators

Name	Frequency	Purpose	Measurement
Number of days to close the year/month	Yearly/Monthly	Each month and yearly period requires that the accounting records be closed to complete the cycle of transactions. The duration of the close shows the efficiency of the entire process including the journal entries, reconciliations, and other required steps.	
Bond rating	Yearly	The Bond rating determines the interest rate the City is able to receive on long-term debt issuances. This rating is determined by a series of measurements including financial condition, internal controls, and other similar items. It relates to the financial health of the City.	
Average days outstanding - A/P	Yearly/Monthly	The average days outstanding for accounts payable transactions provides a good measurement for the efficiency and effectiveness of the process. If invoices are not smoothly moving from receipt to payment, the average days outstanding will likely increase.	
Net collection ratio - A/R	Yearly/Monthly	The net collection ratio of accounts receivable measures the percentage average of collections against total accounts receivable. It is a good barometer of the effectiveness of the A/R collection process.	
Quick ratio	Quarterly	The quick ratio shows the basic liquidity of the City by taking the cash and short-term investments (nearly cash) and dividing it by the current liabilities. This ratio provides a good performance measurement of short-term cash availability for operations.	
Efficiency hours recognized	Yearly	Each employee will examine their day to day duties to determine any steps that may be eliminated or could be automated in order to take less time to perform. More efficient equals less expensive in the long-term.	

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

1. Begin implementation of Strategic Development Plan developed in 2014 to implement IT Governance and meet Board of Directors technology-related priorities including: enhancing transparency, customer service, driving business process innovation and identifying cost-saving opportunities.
2. Continue to provide timely and effective support of personal computers, related peripherals and communication technology to the Administration and staff of the City of Fort Smith. New tools implemented in 2013 and 2014 have enhanced the efficiency of support requests submission and subsequent tracking. This implementation has led to better customer service with regards to time-to-completion and earlier recognition of problematic technical issues.
3. Provide technical assistance, leadership and, when requested, project management services to those departments wishing to implement new technologies to enhance their business processes.
4. In an effort to maximize the ROI for the City's technology infrastructure, ITS will continue to implement Session Initiated Protocol (SIP) Trunking technology to converge voice and data on a single network. This will eliminate the existing costs for up to five Primary Rate Interfaces (PRI) and result in a lower, overall telephony cost. SIP Trunking provides the benefit of converged communications and will save substantial expense by eliminating the need to maintain existing PRI technologies. ****CONTINUED from 2014**
5. Continue to provide GIS support to the Fort Chaffee Redevelopment Authority (FCRA) and Fort Smith Regional Chamber of Commerce. This support will enhance the FCRA's and Chamber's ability to pursue their economic development and management goals using GIS and mapping technology. This goal includes the continued maintenance and support of the online Chaffee Crossing GIS Portal and preparation of maps and information for site selectors representing potential business development with the region.
6. Enhance the City's GIS to bring to City staff and the public a more diverse set of geospatial data, applications, and analysis tools for the purpose of enhancing transparency and decision-making which affects Fort Smith and residents.
7. Continue to expand the existing private wireless network to allow a greater number of users to access internal services from more locations.
8. Continue to expand the wireless network coverage to include more public sites. This will provide users conducting business with the City seamless access to business services in a variety of locations from a variety of devices.

9. Continue to convert numerous site links to wireless backhaul technology that will be managed internally. This will allow the City to move away from expensive monthly fees currently being assessed by third-party providers. The goal is to continue to realize direct cost savings. ****CONTINUED from 2014**
10. Implement key performance indicators to measure the effectiveness of the Information and Technology Services (ITS) Department as presented in the chart that follows:

NAME	FREQUENCY	PURPOSE	MEASUREMENT
Average number of days to resolve a help desk request and average number of outstanding requests.	Weekly/ Monthly	Tracking the average number of days required to resolve a help desk request will help determine response efficiency. The measurement will also help aid in determining the longevity of certain equipment.	We will measure the average number of active support requests in the help desk log on a weekly and monthly basis. The nature of call (e.g. equipment, user difficulty, etc.) will also be observed. This will help determine if a particular piece of equipment is troublesome and/or if there is a need for City-wide training for a particular software application or task.

**ENGINEERING DEPARTMENT
2015 SERVICE OBJECTIVES**

1. Support the livability of neighborhoods by constructing street overlays/reconstruction projects, street improvement projects, and by alleviating drainage problems, all as identified in the 2015 Capital Improvement Program.
2. Implement special projects which evolve during the year.
3. Implement key performance indicators as outlined below

KEY PERFORMANCE INDICATORS	
Activity	FY 2015
	Target
Prepare annual Street and Drainage Capital Improvement Program and present to the Board of Directors for approval by October 31.	10/31/2015
Prepare annual Municipal Separate Storm Sewer System Report and submit to the Arkansas Department of Environmental Quality by June 1.	6/1/2015
Manage construction contracts to maintain change orders to within 10 percent of the original contract amount.	100%
Complete development permit reviews (building permit site plans, subdivision plats, construction plans, grading permits and floodplain development permits) within scheduled allotted time.	100%

**DEVELOPMENT SERVICES DEPARTMENT
2015 SERVICE OBJECTIVES**

1. Improve the quality of place and life by strengthening customer services and communication with citizens. Continue to monitor department performance via electronic customer service surveys
2. Begin implementation of the goals identified for the development services department through the Comprehensive Plan update
3. Protect and improve existing neighborhoods by continuing the implementation of the CDBG, HOME, and other housing programs and creating a more proactive program in the neighborhood services division. The staff will continue to implement the described objectives contained within the Five Year Consolidated Program, staff anticipates level funding for both programs in PY 2014.
4. Continue to review, edit and revise portions of the development maps and codes such as the Unified Development Ordinance, zoning map, ETJ, planning area, annexation plans and other development maps.
5. Continue to work with the Old Fort Homeless Coalition to implement the recommendations of the Homelessness Task Force and the Board of Directors.

Key Performance Indicator	Actual FY 13	Estimated FY 14	Projected FY 15
To process all Building, Plumbing, Mechanical, and Electrical inspections within 24 hours.			
Workload	9,705	4,966	10,500
Completed	9,705	4,966	10,500
Completion Rate	100%	100%	100%
To enforce nuisance codes through property inspections.			
Workload	13,070	6,910	13,000
Completed	13,070	6,910	13,000
Completion Rate	100%	100%	100%
To begin implementation of the Comprehensive Plan update			
Recommended Tasks Completed	Not	New Indicator	New Indicator
Goal	Applicable	N/A	2 tasks comp.
Completion Rate		New Indicator	New Indicator
To send a customer service survey to every applicant after a Planning Commission meeting and/or permit.			
Number of Applicants	86	53	90
Number of Surveys Sent	86	53	90
Completion Rate	100%	100%	100%
Support construction and operation of a homeless campus.			
Meetings Attended	18	26*	12
CDBG Funds Committed	\$241,003	\$128,097	\$115,000
Percentage of CDBG Funds Available	23.9%	16%	15%

* Meetings are held approximately once a month with more than one staff person attending.

**DEVELOPMENT SERVICES DEPARTMENT
WORKLOAD/DEMAND STATISTICS**

	Actual 2012	Actual 2013	Estimated 2014	Projected 2015
Master Land Use Plan Amendments	6	6	10	10
Rezoning Cases	29	19	35	35
Home Occupations	17	6	15	15
Conditional Uses	16	36	40	40
Zoning Ord. Variances	40	36	50	50
Subdivision Variances	2	0	4	4
Minor Plats Filed	31	40	40	40
Major Plats Filed	6	7	8	8
Minor Subdivision Plats Reviewed	36	47	50	50
Street/Alley/Easement Closings	5	4	5	5
Business Registration Apps	515	525	650	650
Temporary Revocable Lic	5	2	7	7
Residential Accessory Use Applications	90	75	100	100
Sign Permits Reviewed	181	172	200	200
Zoning Ordinance Amendments	10	10	10	10
Planning Commission Agendas Prepared	12	12	12	12
Public Hearings/Meetings	13	12	12	12
CDBG & HOME Apps	20	17	18	18
Fair Housing Activities	1	1	20	20
Sub-Recipient Monitoring	14	14	15	15
Contract Administration	73	33	12	12
Housing Rehab Projects	3	10	65	50
Rehab Full/Emergency Apps	91	68	50	50
Emergency Housing Rehab	68	32	85	80
Home Projects	12	3	55	60
Agency Rehab Projects	1	4	10	10
Public Service Projects	14	10	1	1

	Actual 2012	Actual 2013	Estimated 2014	Projected 2015
Good Neighbors Day Projects	16	17	4	4
Historic District Meetings	18	12	15	15
Certificates of Appropriateness	20	17	24	24
Substandard Building Complaints Worked	53	48	50	50
Buildings Demolished by City	7	4	55	55
Buildings Demolished or Repaired by Property Owners	5	8	20	20
Environmental Complaints Received	7729	8293	8300	8300
Warnings Issued	7156	7766	8500	8500
Properties Cleared by City Contractor	728	815	820	820
Commercial, Industrial, Multi-Family Plans Submitted and Reviewed for Permits	283	337	325	325
Residential Plans Submitted and Reviewed for Permits	391	298	400	400
Inspections Requested and Conducted	10253	9705	10000	10000
Total Building Permits	2278	1971	2200	2200
Significant Permit Categories				
New Single Family	255	203	220	220
New Multi-Family	4	2	10	10
New Commercial & Industrial	32	46	30	30
Residential Add/Alter/Repairs	1312	1273	1250	1250
Comm/Industrial Additions/Repairs and Alterations	364	384	350	350
Properties Cleared by Property Owner	7001	7478	7000	7000
Property Housing Cases (Active)	341	363	350	350
Property Housing Inspections	4867	4777	4500	4500
Housing Court Cases (Active)	25	15	40	40
Overcrowding Complaints	11	7	25	25
Commercial Vehicle Complaints	11	8	20	20
Recreation and Utility Vehicle Comp.	63	81	70	70
General Residential Parking Complaints	120	177	150	150

2015 Service Objectives for the Fort Smith Police Department

Administration

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

Support Services

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

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

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

Criminal Investigation Division

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

Patrol

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

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

**Fort Smith Fire Department
2015 Service Objectives**

1. Improve public and firefighter safety, increase operational efficiency, reduce liability, and performance standards by rewriting and modernizing the Fort Smith Fire Department Operations Manual.
2. Improving our Insurance Service Office's (ISO) Fire Public Protection Classification score by completing the implementing the Fire Department Improvement Plan released June 1, 2011.
3. Continue with the implementation of emergency response protocols to align with the standards of the National Fire Protection Association (NFPA) and ISO.
4. Completing the construction and begin operations of a NFPA compliant Training facility with a burn building.
5. Continuing to develop and implement a succession plan for the fire department.
6. Continue to assist the Finance Department with an analysis of Police and Fire Pension Funding and help develop overall solutions

2015 FIRE DEPARTMENT KEY PERFORMANCE INDICATORS

Name	Purpose	Target	Measurement Through June 30, 2014
Property Loss/Property Saved Report	To strive to keep property loss from fires or other incidents to a minimum	To keep property loss to less than 10%	Value of property responded to: \$171.6 Million Total Percent Lost: 1.30% Total Percent Saved: 98.7%
Response Time Report	To meet NFPA and ISO Response Time Standards	To be on scene in 4 minutes or less after receipt of alarm	3 minutes 22 seconds
ISO Rating	To keep property fire insurance rates as low as possible	Public Protection Class 2 or better	Class 2 with a score of 80.28 out of 100
Fire Prevention and Education	To keep casualties and property loss from fire as low as possible through education and inspections	Children, Senior Citizens, low income, and higher risk occupancies	The Fire Prevention and Investigation Division received a grant from FEMA to purchase 600 smoke detectors for citizens in Fort Smith that fall within the target group. 428 smoke detectors have been installed as of August 1, 2014. The program will continue into 2015.
Training	To increase safety and efficiency through training	30,066 total training hours for individual and company training per year	26,557 individual & company training hours completed as of June 30

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

	ACTUAL FY13	BUDGET FY14	THRU 06/30/2014	BUDGET FY 15
ALARM RESPONSES	8,688	8,500	4,900	9,500

	Actual FY13	Budget FY14	Actual thru 06/30/2014	Budget FY 15
Number of fires or incidents involving property loss	239	250	158	250
Value of Property Responded to	\$73,473,624	\$150,000,000	\$171,582,741	\$175,000,000
Total Property Loss	\$5,920,325	\$15,000,000	\$2,224,121	\$17,500,000
Total Property Saved	\$67,553,299	\$135,000,000	\$169,358,620	\$15,750,000
Total Percent Lost	8.06%	10%	1.30%	10%
Total Percent Saved	91.94%	90%	98.70%	90%

STREETS AND TRAFFIC CONTROL DEPARTMENT 2015 SERVICE OBJECTIVES

1. Continue to respond to citizen's request for service in a timely, effective and efficient manner.
2. Continue to lessen the potential for property damage from flooding by regularly cleaning and clearing debris from ditches, channels and drainage structures.
3. Continue to preserve the appearance of public property by mowing detention ponds, levees, City owned right-of-way and drainage easements.
4. Continue to improve the safety of the traveling public by repairing and upgrading traffic control devices (signals, signs, striping, pedestrian crosswalks, etc.).
5. Further develop a long range plan for sidewalk repair and continue to implement the year to year plan.
6. Implement a computerized work order system within the department to better sync with utilities department and create a paperless notification system to supervisors.

WATER AND SEWER DEPARTMENT 2015 SERVICE OBJECTIVES

1. Use innovation and improved technology to better utilize resources for serving the community.

- Continue planning, design and construction practices that assure reliability and lower operations cost.
- Continue the development and integration of strategic management planning and benchmark assessments.

2. Cost effective execution of the Wastewater Management Plan and DOJ-EPA required implementation schedule for wet weather wastewater treatment and collection system improvements.

- Integrate the recommendations of the updated Wastewater Management Plan into wastewater wet weather projects and management strategies.
- Continue construction of wet weather improvements in Mill Creek basin for pump station capacity, equalization storage, interceptor sewers and collection system rehabilitation.
- Complete construction and place in service the Zero Street pump station and equalization storage wet weather improvements.
- Complete the installation of standby emergency power improvements for wastewater pump stations (excepting Mill Creek pump station currently under construction) and second electric circuit for the Massard wastewater treatment plant.
- Development of technical submittals for operations programs related to Department of Justice Consent Decree.

3. Plan for water and wastewater services to support industrial development, growth and better serve neighborhoods.

- Initiate design for Phase 2 of the 48-inch water transmission line for the Lake Fort Smith water treatment plant.
- Initiate construction of water and wastewater improvements to serve a river front soccer complex.
- Initiate construction of water and wastewater improvements to serve the Arkansas Osteopath Medical College.
- Improve water service and upgraded fire protection through line replacement projects within older residential areas.

**Fort Smith Utility Department
Customer Satisfaction Survey Results
Utility Billing Run Dates February 13, 2014-June 24, 2014
July 15, 2015**

Customer Accounts Surveyed				
<u>Residential</u>	<u>Commercial</u>	<u>Industrial</u>	<u>Total Surveyed</u>	<u>Total Accounts</u>
1,321	173	4	1,498	33,630
88.2%	11.5%	0.3%	100.0%	

Customer Questionnaires Mailed			
<u>Residential</u>	<u>Commercial</u>	<u>Industrial</u>	<u>Total</u>
1,450	185	4	1,639
88.5%	11.3%	0.2%	100.0%
<u>Water & Sewer</u>	<u>Water Only</u>	<u>Sewer Only</u>	
90.4%	9.5%	0.1%	

Customer Survey Results		
	<u>Meets or Exceeds Expectations</u>	<u>Does Not Meet Expectations</u>
Taste, smell and appearance of water	93.2%	6.8%
Pressure/flow of water	96.1%	3.9%
Water service availability	99.4%	0.6%
Sanitary sewer service	97.1%	2.9%
Overall opinion of the department	98.3%	1.7%

Notes:

- ¹ Questionnaires are mailed to a random sample of approximately 1% of customers billed following each billing cycle.
- ² 180 customer responses were received February 13, 2014 through June 24, 2014.
- ³ Customers responded to approximately 11% of questionnaires distributed through June 30, 2014.
- ⁴ Data from Improve Customer Satisfaction strategic objective team. Utility Dept., City of Fort Smith. Fort Smith : s.n., 2014. Monthly. Strategic Management Measure 10101 Percentage of Satisfied Customers.

Fort Smith Utility Department
Count of Violations and Boil Order Days
July 1, 2013-June 30, 2014
July 15, 2015

Water Treatment and Distribution Systems	
	<u>12-Month Total</u>
Department of Health violations - treatment	0
Department of Health violations - distribution	0
Boil water notice days - isolated / precautionary ⁽¹⁾	10

Sanitary Sewer Treatment and Collection Systems	
	<u>12-Month Total</u>
Environmental Quality violations - treatment ⁽²⁾	11
Sanitary sewer wet weather overflow count	17
Sanitary sewer dry weather overflow count	187

Notes:

- ¹ Boil water notice days is the total number of days that boil water notices were in effect. Multiple days per event is typical to complete water sampling and analysis to meet state regulations for cancelling a boil water notice. Boil water notices are not violations and are issued as a precaution to protect public health.
- ² Includes National Pollutant Discharge Elimination System (NPDES) violations (e.g., concentration limits, total discharge quantity), but does not include sanitary sewer
- ³ Data from Improve Stakeholder Satisfaction strategic objective team. Utility Dept., City of Fort Smith. Fort Smith : s.n., 2014. Monthly. Strategic Management Measure 10301 Count of Violations and Boil Order Days.

Parks and Recreation Department 2015 Service Objectives

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

KEY PERFORMANCE INDICATORS

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

Fort Smith Convention Center 2015 Service Goals & Objectives:

- I. Attract new clients and retain the current client base by emphasizing excellent customer service. The Center team will continually seek opportunities to ensure that our customers receive the best value and service for their money.
 - Make 40 contacts per week with local, state, regional or national organizations. Prospect at least 15 new organizations per week to qualify potential future meetings and events business.
 - Conduct a minimum of 22 site tours each month.
 - Hold a pre and post conference meetings with all key client meeting planners to determine customer satisfaction and to maintain current client base.
- II. Next to customer service, operational efficiencies will be a top priority for every member of the staff. Each team member will establish ongoing programs in their areas of responsibility to ensure maximum operational efficiencies throughout the Center.
 - Follow an annually revised/updated ongoing facility and equipment maintenance procedures manual.
 - Completing all critical facility repairs within 12 hours and all other repairs within 72 hours.
 - Resolve all facility cleanliness issues immediately when possible, or within 24 hours.
- III. Continue to capitalize on working relationship with the Convention and Visitors Bureau with regards to integrated marketing of the Convention Center. The partnership allows The Fort Smith Convention Center to be better poised to achieve brand recognition, credibility and greater market share. We will continue to emphasize this partnership in our marketing strategies to maximize our customers' understanding of the benefits and opportunities this partnership creates.
 - Maximize advertising dollars by co-advertising and tradeshow participations with the Fort Smith Convention and Visitors Bureau by exhibiting in at least five annual convention tradeshows per year to secure leads. Conventions to attend: CMCA (Christian Meetings & Conventions Association), ASAE (Arkansas Society of Association Executives), Collinson Media's *Connect* Marketplace and *Rejuvenate* Marketplace and National Guard of Arkansas Association convention.
 - Track and follow up with leads from various tradeshows to ensure lead quality level and gain business for the Convention Center.
 - Co-advertising in industry publications with the Fort Smith Convention and Visitors Bureau.
- IV. The Fort Smith Convention Center will create a positive economic impact on the community by providing quality public assembly, exhibit, theatrical performance and meeting facilities. The result will be thousands of meeting/event attendees spending their money in our immediate area. A thriving Convention Center increases business for the local hospitality, service and restaurant sectors capturing revenue that would not be there otherwise.
- V. The Fort Smith Convention Center will maximize revenue to allow for future growth by controlling costs, adding additional services, increasing utilization and creating a price schedule that properly reflects market and economic realities to maximize bookings and regain customers who might have chosen an alternate venue based upon affordability.
 - Offer promotional, reusable spill resistant/proof souvenir cups through concessions and beverage operations at public events to encourage beverage revenue growth and to promote the Convention Center.
- VI. Continue administering the client survey 'report card' program designed to gather feedback about Convention Center service levels and quality of facilities from our clients. Achieve minimally a 25% client response rate; meaning that we receive a report card completed by the client for at least 25% of our events. Maintain an overall score showing that the Convention Center 'meets or exceeds' expectations 95% of the time in all areas of the sales & planning process and operations areas.
- VII. In conjunction with the CVB staff, the Convention Center Sales staff will populate the Event Impact Calculator with appropriate event details within three months following the event's conclusion. This objective will ensure the A and P Commission's goal of producing/publishing measurable local/regional economic impact data in a timely fashion periodically annually.

❖ 2015 Strategies:

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

2015 REVENUE GOALS

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

36	Large Center Programs/Concerts	\$ 129,000.00
14	Exhibits and/or Tradeshows	\$ 97,000.00
9	State Conventions/Meetings/Events	\$ 53,000.00
9	Regional/National/Conventions/Meetings/Events	\$ 39,000.00
75	Local Events	\$ 130,000.00
57	Theater Events	\$ 112,000.00
200	Events	\$ 560,000.00
Catering/Concessions/Vending/Beverages		\$ 85,000.00
		\$ 645,000.00



Department of Sanitation 2015 Service Objectives

1. Continued expansion of, and increase participation in, the Residential Automated Recyclables Collection Program.
2. Increase participation of local businesses in the Operation GO (Green Office) commercial recyclables collection program.
3. Begin planning for a Citizens' Convenience Center to improve customer safety and wait times, as well as, allow for segregation of the solid waste stream to assist in the migration from primary solid waste disposal towards a materials management, diversion, and beneficial reuse program.
4. Continue to promote residential, commercial, industrial, and regional sanitary landfill services through various media outlets including television and radio advertisements.
5. Continue updating and implementing upgrades suggested in the 2014 comprehensive regional sanitary landfill environmental audit.

**Department of Sanitation
Key Performance Indicators**

	Actual FY13	Estimated 2014	Target 2015
Cubic Yards of Residential Recyclables Diverted from the Landfill	15,867	13,393	13,750
Cubic Yards of Residential Yard Waste Diverted from the Landfill	24,933	25,100	25,250
Residential Collections Serviced by the Trouble Shooter per Day	291	275	225
Cubic Yards of Commercial Recyclables Diverted from the Landfill	6,329	6,450	6,550
Gallons of Diesel Fuel Consumed per 1,000 Customers (Residential, Commercial, Industrial Collections)	502	549	500

Other Performance Indicators / Service Measures

	Actual FY13	Estimated 2014	Target 2015
Residential Accounts			
Residential Accounts	26,808	26,955	27,150
Requests for Dial-A-Truck	3,622	3,200	3,100
Tons of Residential Refuse Collected Per Year	21,899	26,996	26,000
Commercial Container Accounts:			
Tons Collected Per Week	377	368	375
Tons Collected Per Year	19,624	19,158	19,500
Industrial Roll-Off Accounts:			
Tons Collected Per Week	772	848	860.58
Tons Collected Per Year	40,164	44,072	44,750
Landfill Operations			
Tons of Refuse Disposed at Landfill Per Year	228,701	239,256	240,000
Tons of Yard Waste Diverted from Landfill	7,868	8,994	9,250

Transit Department 2015 Service Objectives

1. Restructure existing routes to accommodate a new bus route that serves the aquatics center and area businesses on Zero Street and Phoenix Avenue.
2. Research and implement new scheduling software with additional technology features to better serve the riding public.
3. Implement key performance indicators for 2015.

Key Performance Indicators 2015

NAME	PURPOSE	PERFORMANCE	TARGET
Safety and Security	Maximize the ability to provide a more safe and secure transit service.	Certify staff to become a nationally accredited Safety and Security Officer.	Improve safety and security by performing an assessment of existing operations, identifying strengths and areas of improvement, and improving our current safety, security and emergency preparedness programs.
Marketing and Communications	Enhance community outreach.	Create a transit outreach campaign to connect with individuals and local businesses through various media outlets.	Improve the management of public information and marketing techniques and improve the Title VI and Disadvantaged Business Enterprise (DBE) community outreach processes.

Convention and Visitors Bureau
2015 Service Measures/Performance Indicators

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

CONVENTION AND VISITORS BUREAU 2015 SERVICE OBJECTIVES

1. Continue to maximize transient guest tax receipts through aggressively marketing the Fort Smith area's hospitality, facilities and attractions to convention/event, corporate and leisure travel markets, utilizing our "History" brand whenever appropriate.
2. Continue to develop and maintain a database of planners in the convention and corporate markets whose business will positively impact the Fort Smith area economy and enhance the local tax base and thus quality of life for area citizens.
3. Continue to build upon cooperative relationships with all Fort Smith area businesses, especially those business partners critical to the area's hospitality industry.
4. Ensure a positive guest experience by connecting the guest with quality products or services provided by our Fort Smith area business partners.
5. Take a leading role in the Fort Smith economic development efforts through interface with those involved in development efforts, particularly on a regional level in surrounding counties in both Arkansas and Oklahoma.
6. Educate local and area business leaders and state/regional event planners as to the Fort Smith Bureau's role in assisting with attracting and servicing events in Fort Smith.
7. Take an active role in "destination development" efforts to add tourist attractions to the Fort Smith area. Continue to take a leading role in development of the United States Marshals Service National Museum in Fort Smith. Be sure to include expanded sports complex facilities and Aquatics Park in addition to the Park at West End in all marketing messages. Continue planning to adjust our marketing efforts to feature all above referenced features as primary attractions in the region as they develop, relying on our "History" brand whenever appropriate.
8. Ongoing refinement of the communications program to maximize Fort Smith's exposure to all target audiences through standard marketing practices in print and relying more heavily on the worldwide web, utilizing on our "History" brand whenever appropriate.
9. Continue to grow our presence in all versions of internet social media vehicles.
10. Place top priority on responding the economic conditions in the local market by adjusting marketing plans based on funding. Grow the reserve A & P Fund account as much as possible.
11. Continue to take as active a role as possible in guaranteeing the continued availability of quality meeting and exhibit space and service at the Fort Smith Convention Center, the Kay Rodgers Park Expo facility, and any other quality function space that may be developed.
12. Place an increased emphasis on the rebooking of successful events, particularly those that comprise a two state region of attendees of Arkansas and Oklahoma memberships, taking full advantage of our geographic location as a "border" destination.
13. Capture, on a regular basis, post event statistics for use in the Event Impact Calculator to maximize our knowledge of the economic value of hosted events.
14. Consider reinstating direct sales methods to sell to the sporting events market now that expanded facilities are available.

**FORT SMITH CONVENTION & VISITORS BUREAU
2015 SERVICE OBJECTIVES AND OUTCOMES**

<u>SERVICE OBJECTIVES</u>	<u>OUTCOME</u>			
	<u>Actual FY 13</u>	<u>Budget FY 14</u>	<u>Estimated FY 14</u>	<u>Budget FY 15</u>
Maximize the exposure of the Fort Smith area through advertisements and articles about the City of Fort Smith and its hospitality offerings.	2,269 inches of editorial	2,000 column inches of editorial	Through June 2,432 inches	3,000 column inches
Increase the number of leads provided to the Fort Smith Convention Center and the Fort Smith Hospitality Community by 10% (June-May).	150 leads (2012-2013)	165 leads (2013-2014)	133 leads (2013-2014)	146 leads (2014-2015)
Contribute to an increase in Fort Smith area hotel occupancy through an increase in convention/event guests.	Room tax \$731,057	Room tax \$768,000	Room tax \$ 307,122 (Jan-May)	Room tax \$770,000
Increase the number of citywide convention/event proposals by 20% (June-May).	36 (2012-2013)	43 (2013-2014)	39 (2013-2014)	46 (2014-2015)
Increase the number of tour groups into the Fort Smith area by 10%.	62	74	26 through June, 2014	81

**FORT SMITH CONVENTION & VISITORS BUREAU
2015 SERVICE OBJECTIVES AND OUTCOMES**

<u>SERVICE OBJECTIVES</u>	<u>OUTCOME</u>			
	<u>Actual FY 13</u>	<u>Budget FY 14</u>	<u>Estimated FY 14</u>	<u>Budget FY15</u>
Increases the number of guests to the Fort Smith Visitor Information Center, 'Miss Laura's' & Chaffee Barber Shop attraction by 3%	12,860	13,800	6,364 through June, 2014	14,214
Influence a consistent monthly Increase in web site and Facebook activity	Sessions 54,254 Face book Fans 5,692 Page views 125,532	TBD	Sessions 38,751 Face book Fans 5,929 Page views 67,057	50,000 6,200 135.000



MEMORANDUM

August 22, 2014

TO: Mayor and Board of Directors

FROM: Ray Gosack, City Administrator

SUBJECT: Board Governance Policy

At last year's retreat, the board identified a board governance policy as a priority. This came as a result of the board discussing ways to perform more effectively. The retreat facilitator suggested the adoption of a board governance policy. Such a policy embodies the principles and procedures that help the board and staff function effectively.

There's been some concern that the draft policy may unnecessarily limit directors' expectations about fulfilling their responsibilities and acting freely. The drafted policy has provisions which make it clear that the policy isn't limiting or restricting on the authority of board members. Two key sentences from Section 1 are:

This governance policy is designed to provide guidance for the Board and City Administration. It is not to be considered as restrictions or expansions of Board authority.

An accommodation may be to change the title (and other references in the document) from "policy" or "governance" to other terms such as:

Board Governance Guidelines

Board Governance Management

Board Operating Strategies

Board Governance Plan

Board Governance Administration

Board Governance Program

Board Operating Practices

Board Governance Principles

There's also been some concern about the censure provision (Section 12) of the policy. This section could be deleted, although such deletion wouldn't prohibit the board's ability to censure/sanction a member.

Attached is the policy and resolution which were considered for adoption in June. The staff is ready to modify the document as you determine the best way to achieve the most effective board performance. Please let me know 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

DEFEATED
Died for lack of a motion

June 3, 2014 Regular Meeting
(All present, except Director Lau)

4B

RESOLUTION NO. _____

A RESOLUTION ADOPTING A BOARD GOVERNANCE POLICY

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

The Board Governance Policy attached hereto as Exhibit A is hereby adopted. The board shall review the policy annually, and more frequently if needed.

This Resolution passed this _____ day of June, 2014.

Mayor

ATTEST:

City Clerk

APPROVED AS TO FORM:



No Publication Required



MEMORANDUM

May 29, 2014

TO: Mayor and Board of Directors

FROM: Ray Gosack, City Administrator

SUBJECT: Board Governance Policy

Attached for adoption is the condensed version of the board governance policy which was discussed at the May 27th brainstorming meeting. The creation of a board governance policy was identified as a goal at the board of directors retreat last year. A board governance policy provides for transparent, responsive, and accountable representation of the public. It embodies the principles and procedures that help the board and staff function effectively.

The staff recommends approval of the attached resolution. The resolution provides that the policy will be reviewed annually, and more frequently if needed. Please let me know if there's any questions or a need for more information.

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

Attachments

CITY OF FORT SMITH BOARD GOVERNANCE POLICY



Adopted by Resolution No. _____

June 3, 2014

TABLE OF CONTENTS

Introduction	1
Use of This Policy	1
Statement of Values	1
Responsibilities of Mayor, Vice Mayor, and Board Members	1
Code of Ethics	3
Code of Conduct	3
Board Decision-Making Process	3
Legal Counsel and Litigation	4
Public Participation	4
Open, Transparent Government	4
Filling Vacancies on the Board of Directors by Appointment	4
Executive Session Discussions	5
Censure of Board Members	5
Endorsement of Candidates for Public Office	5
Board Meeting Agenda Process	5
Board Meeting Types & Procedures	5
Training and Professional Development	5
Travel Authorizations	5
Relationship between Board, City Administrator, and Staff	6
Orientation of New Board Members	6
Communications with Boards, Commissions, and Committees	7

INTRODUCTION

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

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

Section 1: USE OF THIS POLICY

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

Section 2: STATEMENT OF VALUES

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

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

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

3.1 Mayor

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

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

3.2 **Vice Mayor**

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

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

3.3 **Board Members' Responsibilities**

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

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

Section 4: CODE OF ETHICS

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

Section 5: CODE OF CONDUCT

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

Section 6: BOARD DECISION-MAKING PROCESS

6.1 Board Meetings Will Be Efficient and Businesslike

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

6.2 Maintain a Policy Focus

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

6.3 Staff Reports

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

6.4 Effective Decision Making Requires Finality

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

6.5 Make No Promises on Behalf of the Board

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

Section 7: LEGAL COUNSEL AND LITIGATION

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

Section 8: PUBLIC PARTICIPATION

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

Section 9: OPEN, TRANSPARENT GOVERNMENT

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

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

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

Section 11: EXECUTIVE SESSION DISCUSSIONS

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

Section 12: CENSURE OF BOARD MEMBERS

Board members who intentionally or repeatedly disregard proper conduct may be privately or publicly censured by the Board. The board may discuss and consider a censure in executive session after properly and publicly announcing the purpose of the executive session.

Section 13: ENDORSEMENT OF CANDIDATES

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

Section 14: BOARD MEETING AGENDA PROCESS

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

Section 15: BOARD MEETING TYPES AND PROCEDURES

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

Section 16: TRAINING AND PROFESSIONAL DEVELOPMENT FOR BOARD MEMBERS

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

Section 17: TRAVEL AUTHORIZATIONS

17.1 Need for Travel

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

17.2 Authorized Expenses

Expenses for official travel shall be for purposes and uses only as permitted by the City's travel policy which may be found [in Section III of the City's Human Resources Policies](#).

Reimbursement amounts shall be in accordance with established allowances for meals, lodging, mileage, etc. Travel expenses for spouses or others accompanying the elected official shall be the sole responsibility of the elected official.

Section 18: RELATIONSHIP BETWEEN BOARD, CITY ADMINISTRATOR, AND STAFF

18.1 Cooperation

Cooperation and mutual respect are essential from each individual for the good of the community. Staff should not be intimidated or manipulated by a Board member's individual comments or actions. Individual Board members shouldn't direct their differences of opinion to staff in a manner which creates dissension or polarization in the organization.

18.2 Informal Communications Encouraged

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

18.3 Limit Contact to Specific City Staff

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

18.4 Avoid Administrative Functions

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

18.5 Solicitation of Political Support from City Employees

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

Section 19: ORIENTATION OF NEW BOARD MEMBERS

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

- The Board Governance Policy
- Board Meeting Procedures
- Agenda Preparation
- Freedom of Information Act
- Contacts/Making Requests of Staff
- Code of Business Conduct
- Tours of City Facilities

Section 20: COMMUNICATION WITH BOARDS, COMMISSIONS, AND COMMITTEES

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

Memorandum

To: Ray Gosack, City Administrator
From: Russell Gibson, Director, Information and Technology Services
Date: 08/19/2014
Re: Strategic Technology Plan Update

Ray,

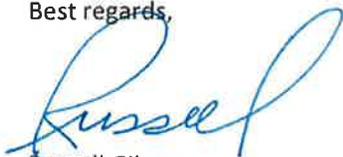
Attached in PDF format, please find a draft copy of the Project Charter for the Strategic Technology Plan, ITS Strategic Alignment Plan, and results table from the Departmental technology goals interviews.

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. A critical component of the first phase worth noting will include establishing an IT governance policy. This governance policy would define, in writing, a formal procedure for implementing technology in a consistent, compatible manner using established industry practices and methods to ensure the highest degree of benefit to all City departments. We feel that establishing the IT governance policy is a critical first step to ensuring the success of the overall Strategic Technology Plan. The attached Project Charter details the elements of the two phases.

Also, ITS is providing assistance to the Utilities Department as they evaluate the various methods and respective supporting technologies for the Smart Metering initiative. At this time there are no definitive costs, ROI or implementation schedule which can be reported.

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

Best regards,



Russell Gibson

Director, Information and Technology Services



DRAFT

STRATEGIC TECHNOLOGY PLAN

Project Charter

Information Technology Services Department
City of Fort Smith, AR

Contents

Background	2
Purpose	2
Business Objective	2
Strategic Alignment.....	2
Project Scope of Work	2
Phase 1	2
Phase 2 (projected).....	3
Timeline.....	3
Deliverable	3
Resources Required	3
Related Projects	4
Project Risks	4
Roles and Responsibilities.....	4
Key Project Assumptions	5

DRAFT

Background

The Board of Directors (Board) has requested that the City Administrator work with Information Technology Services (ITS) to develop a Strategic Technology Plan (“Plan”). The Board has placed a high priority on several key technology-related (i.e., supported by technology decisions) goals including (in no particular order):

- Transparency
- Customer Service
- Awareness and identification of efficiency and cost savings opportunities
- Innovation

The resulting Plan will be owned by the leadership team after completion, but led by the ITS team during its development (See **Roles and Responsibilities**).

Purpose

This document defines the project charter for creating the Plan for considering and addressing the technology goals requested by the Board. The purpose of the document is to outline the key aspects to create a Plan including any assumptions, risks, or limitations.

Business Objective

Develop a strategic perspective and related roadmap for technology software and hardware, including hosting options, and related business processes. The Plan will include priorities, proposed timelines, and estimated budgetary impact. The Plan will also address governance and organizational structure for effective Plan implementation.

Strategic Alignment

This project will be designed to support the key business objectives of the City departments and will be aligned with generally accepted industry standards and practices.

Project Scope of Work

The project has two phases. Phase 1 focuses primarily on governance and organizational design for effective implementation of technology and ITS related strategies. Phase 1 is the foundation for successfully completing Phase 2, which addresses the availability and priority of technology systems, infrastructure, and business processes. Both Phases encompass the Plan.

Phase 1

1. Defining the governance process. For the project’s purpose, governance will be defined as “a process to better manage, prioritize, and strategically align projects.”
2. Establishing policies for outlining, planning and setting IT investment priorities to implement the governance process.

3. Create a roadmap for change and improvement within technology related business processes and decisions based on the governance process and policies as defined in steps 1 and 2. Consider the following items:
 - a. Review the current ITS organization structure and consider modifications (if any) to support IT governance and investment priorities.
 - b. Consider City-wide organizational awareness and communication opportunities relating to technology initiatives and the Plan.

Phase 2 (projected)

1. Develop an inventory of departmental business needs for IT investments in order to support the City's business processes including a prioritization of those needs.
2. Assessment of current technology capabilities
3. Project IT investments in systems and people to support the business needs beyond 2015 (based on the inventory developed in **Step 1 – Phase 2**)
4. Establishing an ongoing process to update the Information Technology Strategic Plan
5. Establish training regimen to ensure staff skillsets remain congruent with the latest technology and industry best practices.

Timeline

The project timeline for **Phase 1** is September 2014 – November 2014. Portions of **Phase 2** will run concurrently with **Phase 1** beginning in September 2014 and ending by December 2014.

Deliverable

1. A written report detailing the Plan including:
 - a. A governance overview and summary (**Phase 1 – Step 1 and 2**)
 - b. Significant roadmap components (**Phase 1 – Step 3**)
 - c. Key business needs for IT investments including prioritization of projects (**Phase 2 – Step 1**)
 - d. Potential budget impacts (**Phase 2 – Step 2**)
 - e. Alignment of the Plan with key Board technology goals (see **Background**)

Resources Required

This project will require the following resources to complete:

- ITS staff time
- Departmental interview time
- Departmental survey time
- Leadership team ranking and voting time
- Leadership team discussion and brainstorming time

Related Projects

Other projects that have recently occurred or will occur that may impact the information within this project charter.

- Wireless backhaul augmentation to enable a higher throughput of wireless data which provides the platform for a greater diversity of technology projects and application development.
- myFortSmith CRM Application
- Utilities Department Records Management Project

Project Risks

The following risks could delay or disrupt the completion of this project charter and the effectiveness of the resulting deliverables and/or implementation of those deliverables:

- Change in Board or Management’s goals, objectives, or priorities
- Lack of cooperation with resources to address project phases or steps
- Failure of the organization’s culture to embrace innovation and related business process changes
- Inability to implement the related plan in the future due to organizational decisions and/or structure
- Delays due to procurement or contracting issues
- Failure of organizational leadership to embrace and promote the Plan (during creation and after finalization) and resulting implementation initiatives
- Failure of organizational leadership to remain engaged in the long-term implementation of the plan including periodic updates
- Failure of organizational leadership to embrace any required change in governance and business process to effectively implement the Plan
- Significant, unforeseen shifts in technology, funding sources, lack of financial resources, or other economic situations, political situations, or “Acts of God”

Roles and Responsibilities

The project roles and responsibilities are generally defined below.

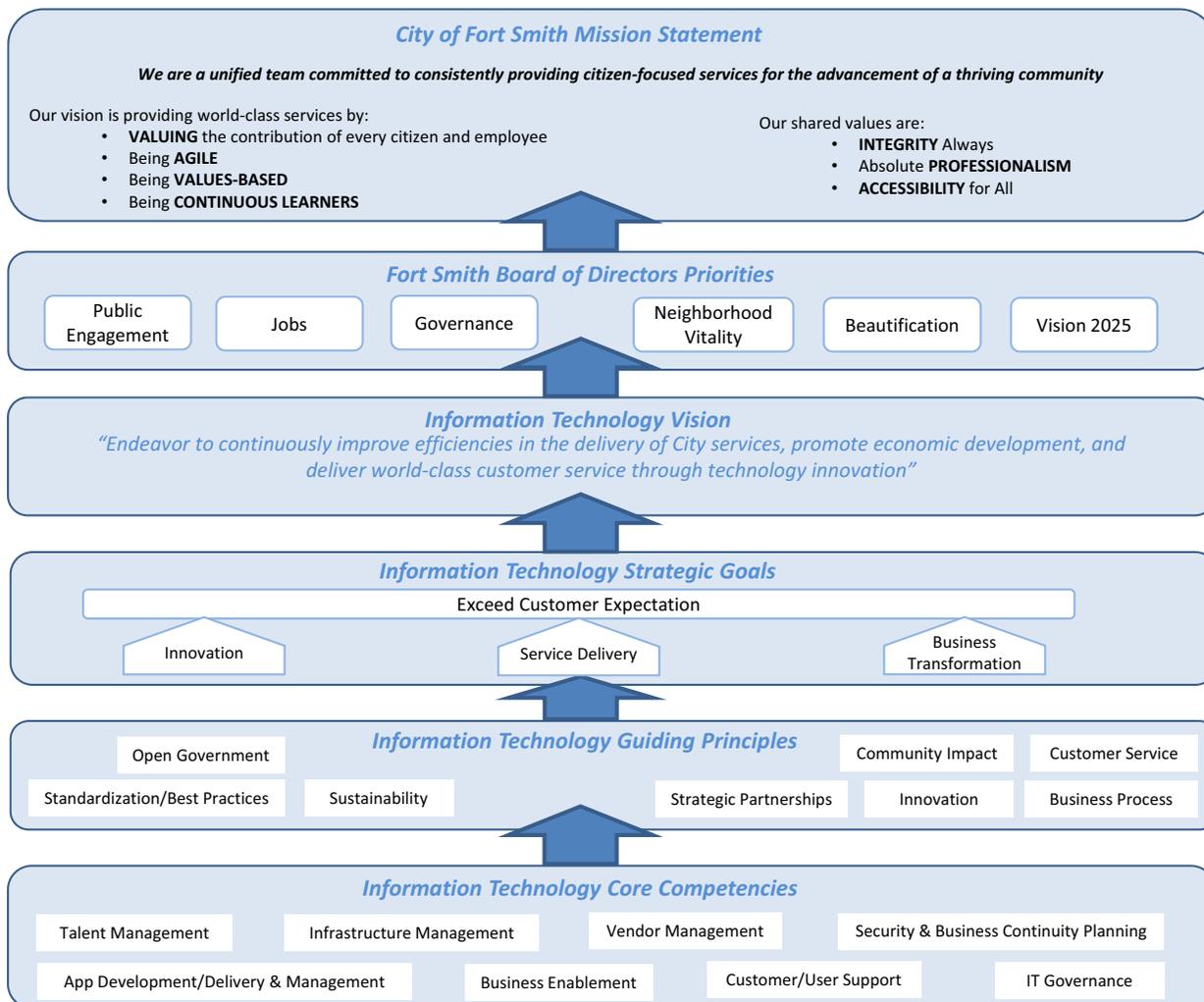
Role	Name	Description of Responsibilities
Executive Sponsors	Ray Gosack Jeff Dingman	<ul style="list-style-type: none"> • Provide resources required by the project manager • Provide overall guidance and direction • Remove barriers to success • Assist Project Manager in addressing risks, as required • Assist with Board and public

Role	Name	Description of Responsibilities
		communications
Project Manager	Russell Gibson	<ul style="list-style-type: none"> • Develop project work plan • Assemble and guide team • Communicate with Executive Sponsor and Stakeholders • Work with team to develop deliverables • Keep the project on schedule
Project Team Members	ITS Staff, Jeff Dingman, Gradient Solutions	<ul style="list-style-type: none"> • Work as part of the team • Deliver work product according to project work plan • Attend team meetings as needed
Subject Matter Experts	Leadership team, ITS Staff, Gradient Solutions	<ul style="list-style-type: none"> • Engage in the project as requested by the Project Manager to provide expertise in process, business needs, etc.
Stakeholders	Board, Administration, Department Directors	<ul style="list-style-type: none"> • Support the project and agree to Plan deliverables • Assist in communications about the project and related Plan • Ensure organization is fully engaged, as requested by the Project Manager

Key Project Assumptions

- Governance is foundational to executing any ITS or technology strategy.
- The Board’s highest technology related priorities are those four items listed in the **Background** section.
- There will be a project work plan, which the team makes a high priority. Any missed milestones could endanger achieving the target delivery date of the Plan.
- The leadership team is the primary change agent for improving business processes related to technology initiatives.
- The Plan will be owned by the entire leadership team, the Board, and the organization as a whole.
- ITS will lead the Plan creation and documentation, but will only be a part of the leadership team for implementing the Plan; however, ITS would be a key advisor to the leadership team.
- The purpose of the Plan is to support the implementation of the leadership team’s and Board’s technology goals and objectives and not simply endorsing the selection of software by ITS.

Information Technology Strategic Alignment



Department Technology Goals Table - Strategic Technology Plan

Reported Need	City Clerk	HR	Engineering	Planning	Neigh. Services	Code Enforce	Transit	Utilities	Streets	Finance	Purchasing	Sanitation	ITS
Enterprise integration of Lucity for Work Order and Asset Management								X	X		X		
Smart Water Metering								X					
Enterprise Water/Wastewater GIS								X					
Digital Traffic Signal Inventory									X				
Digital Street & Traffic Sign Inventory									X				
Web-based CIP Viewer			X										X
Enterprise Inventory Management							X	X	X	X	X	X	
Digital sidewalk inventory and mapping									X				
Live-stream BOD meetings to City website	X												
Paperless onboarding / personnel management		X											
Document Imaging / Backlog scanning	X	X	X	X	X	X		X	X	X	X		
Fixed Bus Route Real Time Locator Application							X						
In-bus debit/credit card payment system							X						
Online chat between riders and dispatch staff							X						
Free on-bus WiFi							X						
Wireless backhaul augmentation				X	X	X	X	X	X			X	X
IT Governance Policy													X
Electronic Plan Submission				X	X	X							
Online Application/Bldg Permit Submission				X	X	X							
Mobile device-enabled Field Inspection				X	X	X							
Paperless Planning Commission packets				X									